



Creating Solutions. Inspiring Action.

SUMMER MEMBER MEETING

June 15, 2020

2:00 – 4:30 P.M.

Via Zoom

AGENDA

JUNE 15, 2020

2:00 – 4:30 P.M.

VIA ZOOM



2:00 P.M.

Business Meeting



2:10 P.M.

Welcome and Opening Remarks

Opening Remarks:

Randy Woodson, chair, Business-Higher Education Forum;
chancellor, North Carolina State University



2:30 P.M.

Session I

C-Suite Insights on the Post-COVID Economy

In conversation with BHEF members, leading executives will share their unique perspectives on the digital talent landscape and outlook as the nation returns to work. Dialogue will center on the unexpected skills gaps revealed by the work-from-home economy and the talent pipeline's ability to respond. Participants will also examine upon how digital talent across multiple sectors, disciplines, and functions will be a key differentiator in the second half of 2020. Insights will inform BHEF's strategy for supporting members in the post-pandemic digital economy.

Moderator:

- **Steve Clemons**, editor-at-large, *The Hill*

Presenters:

- **Allen Blue**, vice president, Product Management, and co-founder, LinkedIn
- **Thomas Caulfield**, chief executive officer, GlobalFoundries

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3:15 P.M.

Session II

The Challenges and Serendipitous Effects of the COVID Environment on Talent

Top experts will discuss how they are navigating overarching challenges of the coronavirus—balancing health, safety, and brand perception with their organizations’ bottom line—while managing remote teams and identifying and cultivating competitive talent. They will also share unexpected upsides that have emerged as working from home has become the new normal.

Moderator:

- **Steve Clemons**, editor-at-large, *The Hill*

Presenters:

- **Josh Bersin**, vice president, global independent analyst and dean, Bersin Academy
- **Yvette Burton**, professor, Professional Practice in Human Capital Management; academic director, Master of Science in Human Capital Management, Columbia University
- **Ken Cooper**, head of Human Resources, Bloomberg LP



4:00 P.M.

Session III

NSF Convergence Accelerator Grant Proposal and Upcoming NSF INCLUDES

BHEF staff will articulate how BHEF’s proposed National Digital Solutions Marketplace will provide employers efficient, license-based access to artificial intelligence for employee/learner skills, job and market forecasting, and education-employer collaboration on skills-mapped credentials. They will also report on how the marketplace will bring transparency to the skills demand through credentials to working adults and improve the employability of Americans displaced by the pandemic.

Panelists:

- **Brian Fitzgerald**, chief executive officer, Business-Higher Education Forum
- **Jennifer Thornton**, vice president, Programs, Business-Higher Education Forum

AGENDA

JUNE 15, 2020

2:00 – 4:30 P.M.
VIA ZOOM



4:25 P.M.

Closing Remarks and Passing of the Gavel

Closing Remarks

- **Randy Woodson**, chair, Business-Higher Education Forum; chancellor, North Carolina State University
- **Mike King**, vice chair, Business-Higher Education Forum; vice president, Global Education Industry, IBM Corporation



4:30 P.M.

Adjourn

W elcome to the Business-Higher Education Forum's Summer 2020 Member Meeting, though in virtual and abbreviated formats. We have a roster of exceptional speakers, and the board and I have some uplifting news to share. As always, we will reflect upon pressing issues and provide succinct, actionable insights and forward-thinking that advance your organizations' and BHEF's COVID response and strategy.

Leading up to our meeting, I was on one of many calls about the return to working from offices. In one conversation, session II panelist Ken Cooper cited a quote by Winston Churchill, which I thought was apropos: "Now this is not the end. It is not even the beginning. But it is, perhaps, the end of the beginning." What we know—and do not—about the virus evolves almost weekly and will continue to shape how we work, learn, and live. With this in mind, our sessions are built to ignite vigorous conversations.

The Hill Editor-at-Large Steve Clemons, who facilitated our successful Winter 2019 member meeting, will return to moderate the afternoon's sessions. We will begin with the C-suite perspective. Because of the pandemic, nearly every facet of doing business had to be reexamined for short-term survival and long-term advantage. While the crisis has brought numerous concerns and difficult decisions, it has also sparked extraordinary agility and ingenuity. With Tom Caulfield, GlobalFoundries CEO, and Allen Blue, LinkedIn co-founder and vice president, we look forward to a dialogue that will reveal how strategy and execution in 2020 have evolved due to COVID-19.

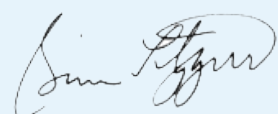
We will segue to a panel of HR leaders who will share insights from the past 120 days and their thoughts on what's to come. We are delighted to have Columbia Professor Yvette Burton, author and industry analyst Josh Bersin, and Bloomberg Head of HR Ken Cooper with us. Positioned at the forefront of talent development and acquisition, these experts will articulate how the talent landscape has shifted and how leaders are employing empathy and other skills to fight COVID fatigue and rise to the new way of work.

Our final session will provide an update on the next stage of BHEF's engagement with the National Science Foundation. In mid-May, BHEF submitted a \$5M proposal to develop and launch the Upskilling Solutions Marketplace, which bridges employer-facing labor market and skill-level workforce insights with university micro-credentials to increase continuous learning opportunities, improve access to skilled-talent pathways, and increase American workers' proficiency in essential digital technology skills.

Lastly, at the meeting and in the coming weeks, you'll be hearing more about BHEF's COVID Task Force: its purpose, participants, and products.

I look forward to seeing you soon.

Regards,



Brian K. Fitzgerald, Ed.D.
CEO, Business-Higher Education Forum

NEW MEMBER BIOGRAPHIES



DAVID R. HARRIS, PH.D.

PRESIDENT, UNION COLLEGE

Dr. David R. Harris, a sociologist with a distinguished record as an innovative teacher, scholar and administrator, became the 19th president of Union College on July 1, 2018.

Most recently, he was chief academic officer at Tufts University. During his tenure, he led the creation of a strategic plan, from which emerged a program to encourage students to perform a year of service before college; and Bridge Professorships, which span two or more schools to advance research and teaching on complex issues. He also established the new position of chief diversity officer and launched Bridging Differences, an initiative to encourage informed discussion around challenging topics.

From 2003 to 2012, Harris was at Cornell University, first as a professor of sociology and later as founding director of Cornell's Institute for the Social Sciences. From 2010 to 2011, he served as deputy assistant secretary for human services policy at the U.S. Department of Health and Human Services. His scholarship has focused on race and ethnicity, social stratification and public policy.

Harris attended Northwestern University, where he earned a B.S. in human development and social policy in 1991, and a Ph.D. in sociology in 1997. He and his wife, Anne, met as undergraduates. They have three daughters.



ROLANDO MONTOYA, Ed.D.

INTERIM PRESIDENT, MIAMI DADE COLLEGE

Dr. Rolando Montoya was called to serve as the interim president of Miami Dade College (MDC) in August 2019. He retired as provost for operations at MDC in 2017 and previously served the college in various ascending capacities between 1987 and 2017. As MDC's former chief operating officer, he had jurisdiction over finance, information technology, institutional effectiveness, human resources, facilities, legal affairs, resource development, and emergency preparedness.

Montoya's prior positions at MDC included Wolfson Campus president; dean of academic affairs, Kendall Campus; chairperson of business, Kendall Campus; and professor of accounting, finance, economics, and statistics at the North Campus. Before joining the college in 1987 he worked in the private sector in the fields of accounting and finance and served as Consul of Costa Rica in Miami.

Montoya is a past chairman of the board of directors of the Miami Branch of the Federal Reserve Bank of Atlanta. Other board memberships include CareerSource South Florida, Citi Postsecondary Success Program, Miami Downtown Development Authority, Disney College Program, New World School of the Arts, Epiphany Catholic School, and South Florida Center for Financial Training. He received a doctorate in Higher Education Administration and a MS in Finance from Florida International University, a BBA from the Technological Institute of Monterrey, Mexico, and a licentiate degree in Business from the University of Costa Rica. He is a Certified Management Accountant since 1992 and a Certified Financial Manager since 1997. Some of his awards and honors include One Hundred Latinos-Miami, the MDC Presidential Merit Award, the Barnett Bank Endowed Teaching Chair, and the Sun Trust Bank Endowed Teaching Chair. He and his wife, Marivi, a retired administrator with Miami-Dade County Public Schools, are the proud parents of three adult children.



JAY A. PERMAN, M.D.

CHANCELLOR, UNIVERSITY SYSTEM OF MARYLAND

Dr. Jay A. Perman is the fifth chancellor of the University System of Maryland (USM). Prior to this appointment, Perman, a pediatric gastroenterologist, served as president of the University of Maryland, Baltimore (UMB) for nearly a decade.

As UMB president, Perman strengthened the institution's ties to the city of Baltimore, growing innovation-based economic development and spearheading programs to improve the health and well-being of UMB's neighbors. In 2014, he established the Office of Community Engagement to coordinate UMB's outreach in West Baltimore. In fall 2019, ground was broken on a new Community Engagement Center that will serve as the cornerstone of UMB's engagement efforts going forward. He launched the UMB CURE Scholars program, which provides intensive STEM mentoring for West Baltimore students, and championed the award-winning Promise Heights Initiative, which prepares West Baltimore children for college and careers, and provides critical supports for their families.

Perman's UMB presidency was marked by excellence in education and research. Each of UMB's professional schools—medicine, law, dentistry, pharmacy, nursing, and social work—has won recognition from national and international publications. During Perman's tenure, UMB's extramural funding broke records, reaching nearly \$700 million.

As chancellor, Perman has committed to advancing higher education access and affordability for all students in Maryland, and to building on the USM's reputation for educational innovation, particularly in research, economic development, and community engagement.

Perman received his Doctor of Medicine degree with Distinction in 1972 from Northwestern University. After his residency in pediatrics at Northwestern University Children's Memorial Hospital, he completed a fellowship in pediatric gastroenterology at Harvard Medical School and at the Children's Hospital Medical Center in Boston in 1977.

SPEAKER BIOGRAPHIES



JOSH BERSIN

GLOBAL INDEPENDENT ANALYST AND DEAN,
JOSH BERSIN ACADEMY

For the last two decades, Josh Bersin has studied the world of work, HR and leadership practices, and the broad talent-technology market. He is often cited as one of the leading HR and workplace industry analysts in the world.

Bersin founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. Over the next ten years, he expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. He sold the company to Deloitte in 2012, when it became known as Bersin™ by Deloitte. When he “retired” from Deloitte in 2018, Bersin returned to his work as an independent analyst and corporate advisor.

In May 2019, Bersin launched the Josh Bersin Academy, the world's first global development academy for HR and talent professionals at all levels and across all industries. Serving as the academy's dean, he guides its program offerings, interacts with members, and shares relevant research and insights to help HR and talent professionals stay current on the trends and practices needed to drive success in the modern world of work. He also currently sits on the board of UC Berkeley Executive Education.



ALLEN BLUE

VICE PRESIDENT, PRODUCT MANAGEMENT AND
CO-FOUNDER, LINKEDIN

Allen Blue is vice president of product management and cofounder of LinkedIn, the online professional network. At LinkedIn, he is responsible for overall product strategy. He also sponsors LinkedIn's work and education products within the economic graph team, including the products and platforms supporting Skillful.com (a joint effort to close the middle skills gap in the United States between LinkedIn and the Markle Foundation).

He advises several startups in Silicon Valley, most focused on improving health and education. He sat on the U.S. Commerce Department's Data Advisory Council, helping guide the department's efforts to make its data broadly available to American businesses.

Blue serves on the boards of the Hope Street Group, a nonprofit which focuses on bringing economic opportunity to Americans through a combination of policy and practice, and Change.org, an online destination for making grassroots-driven change easier. Before LinkedIn, Blue cofounded SocialNet.com, an online dating service, and graduated from Stanford University.



YVETTE C. BURTON, PH.D.

PROFESSOR OF PRACTICE AND ACADEMIC
DIRECTOR OF THE MASTER OF SCIENCE IN HUMAN
CAPITAL MANAGEMENT, COLUMBIA UNIVERSITY

Dr. Yvette C. Burton is a professor of practice and the academic director of the master of science in Human Capital Management Program at Columbia University's School of Professional Studies. She is also the founding CEO for Silent Partner Solutions LLC, a consulting firm focused on building learner-centric learning solutions at scale.

As seasoned executive with more than 20 years of helping global business leaders imagine executable knowledge-based business models, Burton has led the design and deployment of business-driven, competency-based approaches to address critical skills at scale.

Burton has also served as an advisor to the New York Federal Reserves, the Government of Norway, and CEOs spanning the Fortune 50 Silicon start-up sectors. Prior to her current role at Columbia University, she was vice president, Workforce Solutions and Intelligence, for Lockheed Martin. In that role, she led the design of Lockheed Martin's integrated talent workforce strategies. Her professional background also includes tenure with Deloitte Consulting, the Arcus Foundation, IBM, and Ernst and Young.

Burton received a B.A. in psychology from the State University of New York at Stony Brook, a M.A. in criminal and procedural law from the John Jay College of Criminal Justice, a Ph.D. in organizational systems and human development from the Fielding Institute, and an advanced management program certificate from the University of Pennsylvania.



THOMAS CAULFIELD

CHIEF EXECUTIVE OFFICER, GLOBALFOUNDRIES

Dr. Thomas Caulfield is chief executive officer of GlobalFoundries. Before being named CEO in March 2018, Caulfield was senior vice president and general manager of the company's leading-edge 300mm semiconductor manufacturing facility (Fab 8), located in Saratoga County, NY.

Joining GlobalFoundries in 2014 as an executive with broad experience in tackling engineering challenges, managing global teams, and developing deep partnerships with customers, he led the successful expansion and ramp of semiconductor manufacturing production and development at Fab 8, GF's \$12+B facility in Malta, NY.

As CEO, Tom has made bold changes to reposition GlobalFoundries for the future, beginning in 2018 with pivoting the business from classical nanometer scaling to focus on technology differentiation to capture a growing \$47B addressable foundry market for 12nm technologies and above. Throughout 2019, under Tom's leadership, GlobalFoundries made several transformational transactions to optimize the company's global footprint, built out three core strategic business units to strengthen competitiveness of its specialized application solutions, acquired Smartcom in Bulgaria to expand worldwide design enablement capacity, and delivered significant free cash flow for the first time in the company's 10 year history – demonstrating a sustainable business model that will fuel growth for the company over the next decade.

Caulfield brings a track record of results through an extensive career spanning engineering, management, and operational leadership with leading technology companies. He previously held leadership positions at Soraa, the world's leading developer of GaN on GaNTM (gallium nitride on gallium nitride) solid-state lighting technology; Ausra, a leading provider of large-scale concentrated solar power solutions for electricity generation and industrial steam production; and Novellus Systems, Inc. a leader in semiconductor production equipment.

Prior to that, Caulfield spent 17 years at IBM in a variety of senior leadership roles, ultimately serving as vice president of 300mm semiconductor operations for IBM's Microelectronics Division, leading its state-of-the-art wafer fabrication operations in East Fishkill, NY.



STEVE CLEMONS

EDITOR-AT-LARGE, *THE HILL*

Steve Clemons is editor-at-large of *The Hill*, America's most read political media platform. Clemons is part of the leadership team working across the editorial platforms of *The Hill* including Events at The Hill, Hill TV, and Changing America. For the previous nine years, Clemons served as editor-at-large of *The Atlantic* and has been a long-time politics and economic issues contributor to MSNBC. He is host of the weekly news show, *The Bottom Line*, that airs on the global network Al Jazeera English. He is proprietor of the popular political blog, *The Washington Note*. He also founded and serves as Senior Fellow of the American Strategy Program at the New America Foundation where he previously served as Executive Vice President. Prior to this, Clemons served as Executive Vice President of the Economic Strategy Institute, was Senior Economic & International Affairs Advisor to Senator Jeff Bingaman, and was the founding Executive Director of the Nixon Center, now renamed the Center for National Interest.

Clemons serves on the advisory boards of the C.V. Starr Center for the Study of the American Experience at Washington College and of the Central European national security think tank GLOBSEC.



KEN COOPER

HEAD OF HUMAN RESOURCES, BLOOMBERG LP

Ken Cooper currently leads HR at Bloomberg. After graduating from Cornell with a degree in Electrical Engineering, he joined Bloomberg's Engineering department and developed advanced software, including Bloomberg's inventory management system, technical support tools, and the first streaming video prior to the Internet's popularization.

After 14 years in Engineering, Cooper ran Technical Operations and then Trading Systems. This five-year period included two years spent living and working in London. Upon returning to New York, he ran HR for two years before returning to Technical Operations for another seven.

Now back in HR, Cooper guides the department by the following motto: drive business through Bloomberg's people. This means attracting and retaining a workforce capable of bringing differentiated products and dedicated customer service to the market, while encouraging a culture of collaboration, innovation, creativity and hard work.

Outside of Bloomberg, Cooper is a board member at Per Scholas, a national nonprofit organization offering free, high-quality technology education, job training, placement and career development opportunities to people in underserved communities.

ATTENDEE LIST



Renee Altier
John Wiley & Sons

Mutsuhiro Arinobu
The Business-University Forum of Japan

Suzanne Amoonarquah
Business-Higher Education Forum

Jeffrey D. Armstrong
California Polytechnic State University

Suzanne Bentzel
West Virginia University

Stephanie Blochinger
Business-Higher Education Forum

Stacey Brown
Business-Higher Education Forum

Brandon Busteed
Kaplan University Partners

Janet Chen
Business-Higher Education Forum

Lydia Cheng
John Wiley & Sons, Inc.

James P. Clements
Clemson University

Christina Cutlip
TIAA

John J. DeGioia
Georgetown University

Adela de la Torre
San Diego State University

Nariman Farvardin
Stevens Institute of Technology

Brian Fitzgerald
Business-Higher Education Forum

Wayne A.I. Frederick
Howard University

E. Gordon Gee
West Virginia University

Ronnie Green
University of Nebraska-Lincoln

Ursula Gross
Business-Higher Education Forum

David R. Harris
Union College

Laura K. Ipsen
Ellucian

Satoshi Kohara
The Business-University Forum of Japan

Michael D. King
IBM Corporation

Andrew Ko
Amazon Web Services

Lynn Letukas
SAS

ATTENDEE LIST

Ⅹ 2020

Bob Lim
San José State University

Bob Linscheid
Linscheid Enterprises Inc. and California Polytechnic
State University

Earl F. “Marty” Martin
Drake University

Mike McDonald
John Wiley & Sons

Rolando Montoya
Miami Dade College

Ryan Oakes
Accenture North America

Judy D. Olian
Quinnipiac University

Mary A. Papazian
San José State University

Eduardo Padrón
Miami Dade College

Amanda Pumphrey
Business-Higher Education Forum

Timothy D. Sands
Virginia Tech

Carra Simmons
State Farm Mutual Automobile Insurance
Company

Terah Speigner
Business-Higher Education Forum

Jennifer Thornton
Business-Higher Education Forum

Danielle Troyan
Business-Higher Education Forum

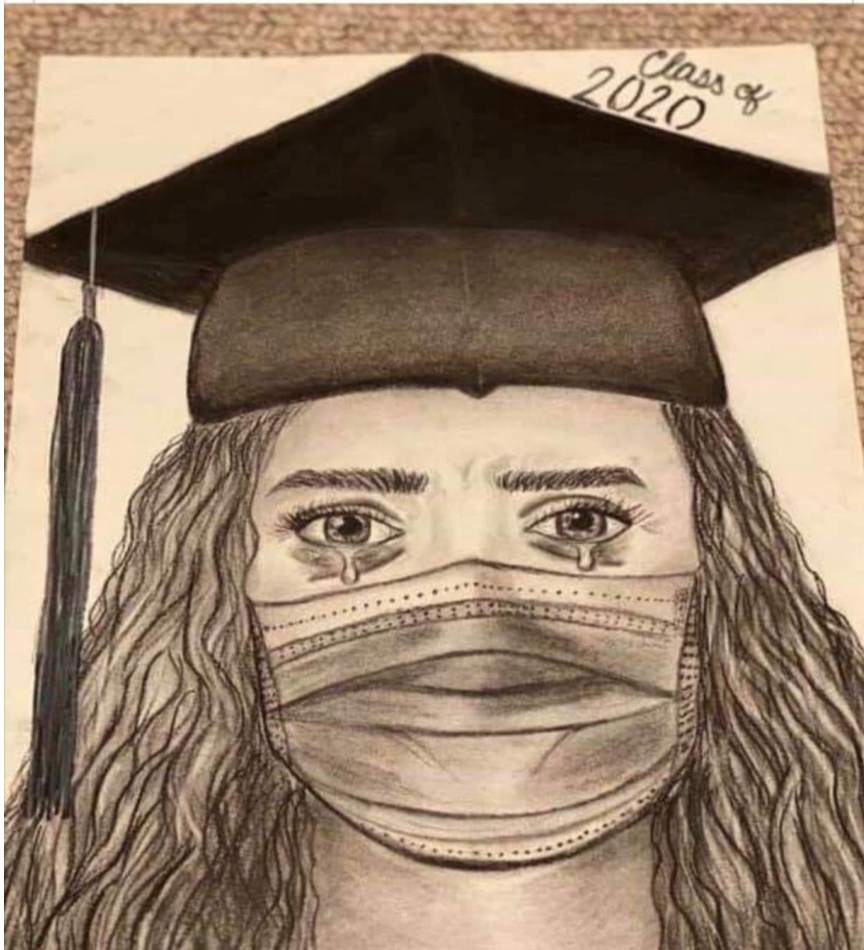
David B. Williams
The Ohio State University

Randy Woodson
North Carolina State University

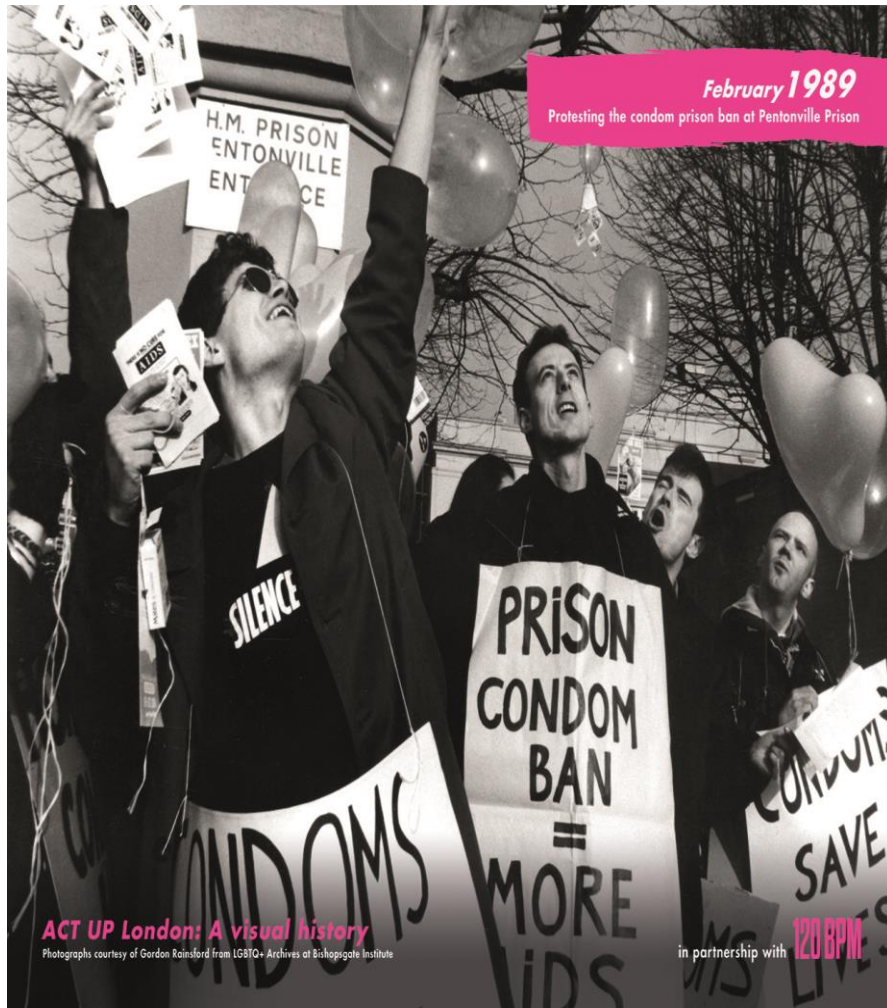


Dr. Yvette C. Burton
Professor of Practice
Academic Director
Columbia University, Masters Program for Human Capital Management

Purpose and Resilience

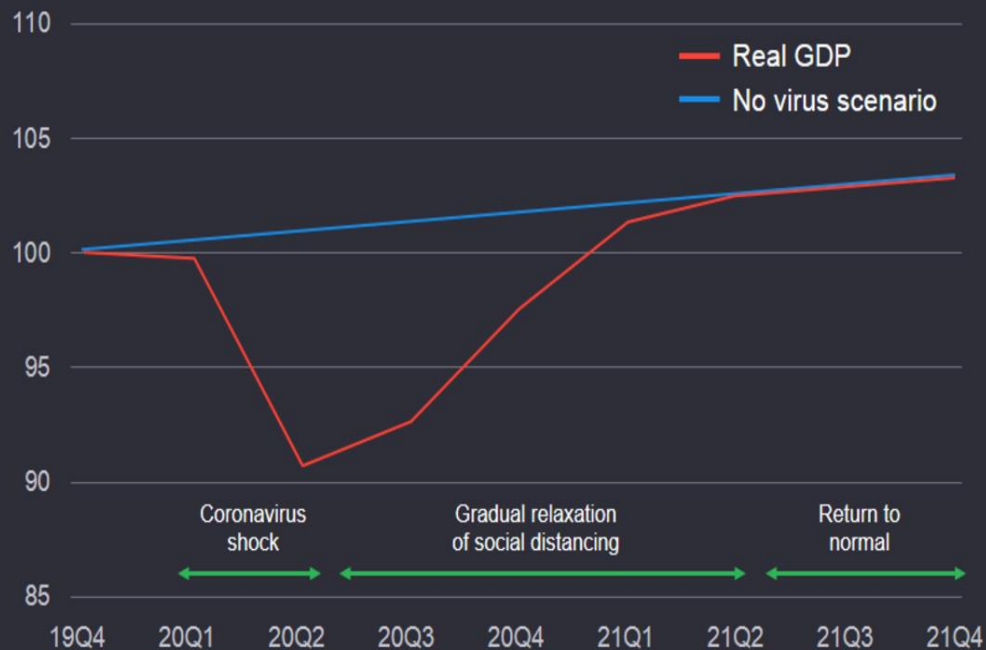


Same Difference?



Oxford Economics

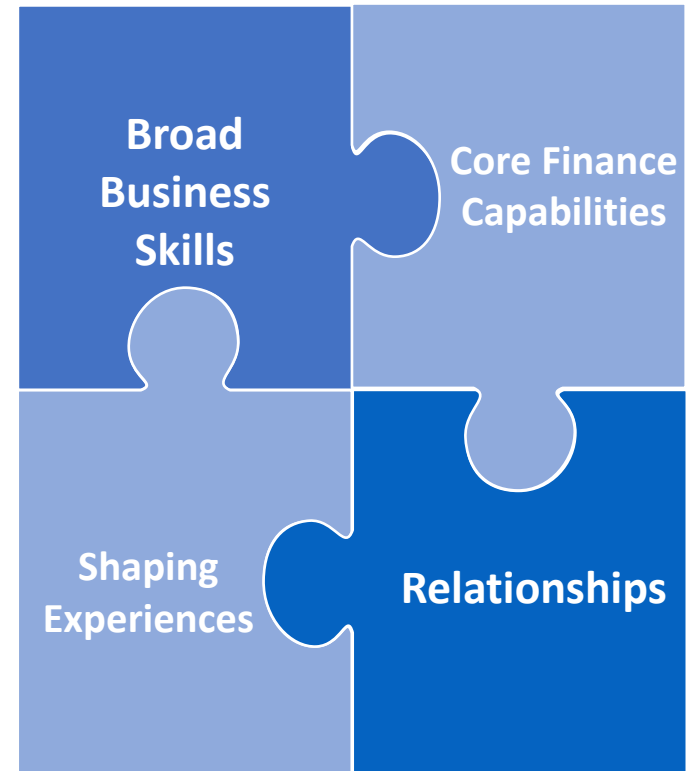
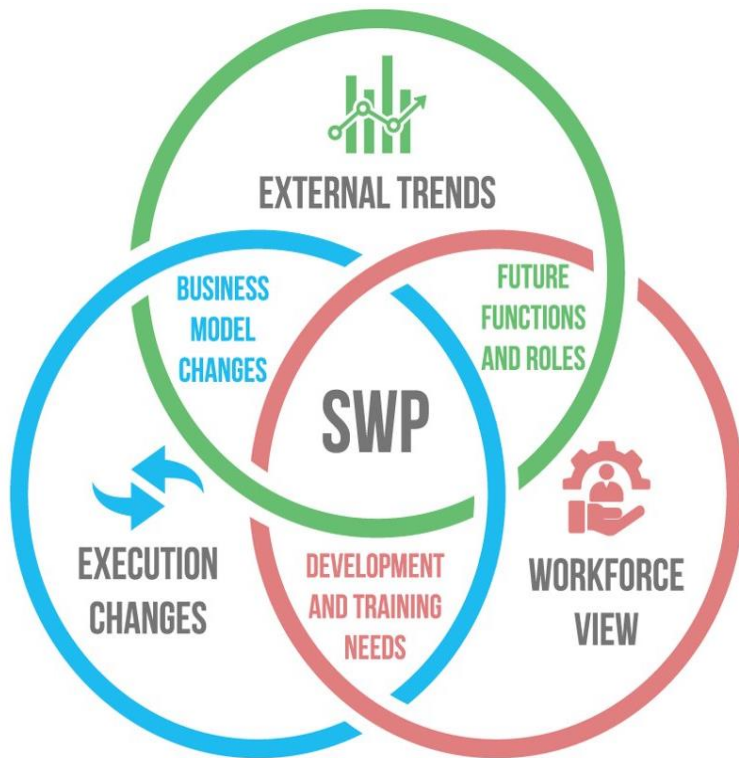
U-shaped recovery that takes 12 to 18 months
GDP Q4 2019=100



Source: Oxford Economics/Haver Analytics

- Key people themes have been identified that cover the range of topics, challenges and risks to be managed by all organizations:
- Evaluate Workforce Economics including government stimulus to adjust workforce capacity/capability
- Work differently to enhance employee productivity/focus
- Lead differently through the crisis to listen and protect your workforce
- Operate differently to pivot HR services to respond to Now, Next and Beyond organization and workforce needs

Getting Real and Getting Focused



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graph LR
    A[Define Career Path Objectives and Finance-specific Drivers] --> B[Determine Career Path Criteria]
    B --> C[Functional Competencies]
    C --> D[Define/Update Career Tracks (Ladders)]
    D --> E[Define Career Paths (Lattice)]
  
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Define Career Path Objectives and Finance-specific Drivers

Determine Career Path Criteria

Functional Competencies

Define/Update Career Tracks (Ladders)

Define Career Paths (Lattice)

Middle Skills Career Pathing

[illegible]

- Competencies are a set of observable and measurable behaviors comprised of knowledge, skills, and abilities that are indicative of performance for a particular role, job family, or function
 - They are aligned with key business objectives and values that help foster an organization's success
 - A Competency Model is a group of critical competencies that are required for performance and may contain a combination of leadership competencies, professional competencies, and technical competencies
- Career Tracks provide insight into the job requirements and experience for each role within a job family
 - Career Paths define possible career moves within and between different job families and functions and provide insight into possible roles for rotation assignments or special projects



Creating a Marketplace for Upskilling the Nation's Workforce

C-Accel B-6894

Creating a Marketplace for Upskilling the Nation's Workforce



C-Accel B-6894



Ms. Jennifer Thornton
PI



Dr. Sara Hooshangi
Co-PI



Dr. Brian Fitzgerald
Co-PI



Dr. Jeanne Contardo
Other Key Personnel



Dr. Richard Goldgar
Other Key Personnel

Partners



The Opportunity

2019

11.5 million Americans

need to upskill and reskill due to AI
and automation

79% of CEOs

are concerned the skills gap is
a threat to their business

63% of business leaders

expect net job gains in their organization
within 3 years due to AI



2020

**21 million
Americans
are unemployed**
most were in low- or
medium-skilled positions

Phase I | Identified Many Disconnects



Learners

- Need flexibility
- Seek accredited credentials
- Want affordability
- Desire business & higher ed to partner



Industry

- Reactive
- Unaware of employees' skills
- Disconnected from higher ed
- Wants just-in-time, affordable training



Academia

- Expensive
- Faculty have outdated digital skills
- Disconnected from industry



Supporting employers,
employees and job-
seekers in upskilling for
the digital economy.



Goal for NSF Track B2

Support R&D leading to innovative approaches for employers to support workers seeking the skills required for 21st century work related to AI, data science, predictive analytics, and other technologies of the future.



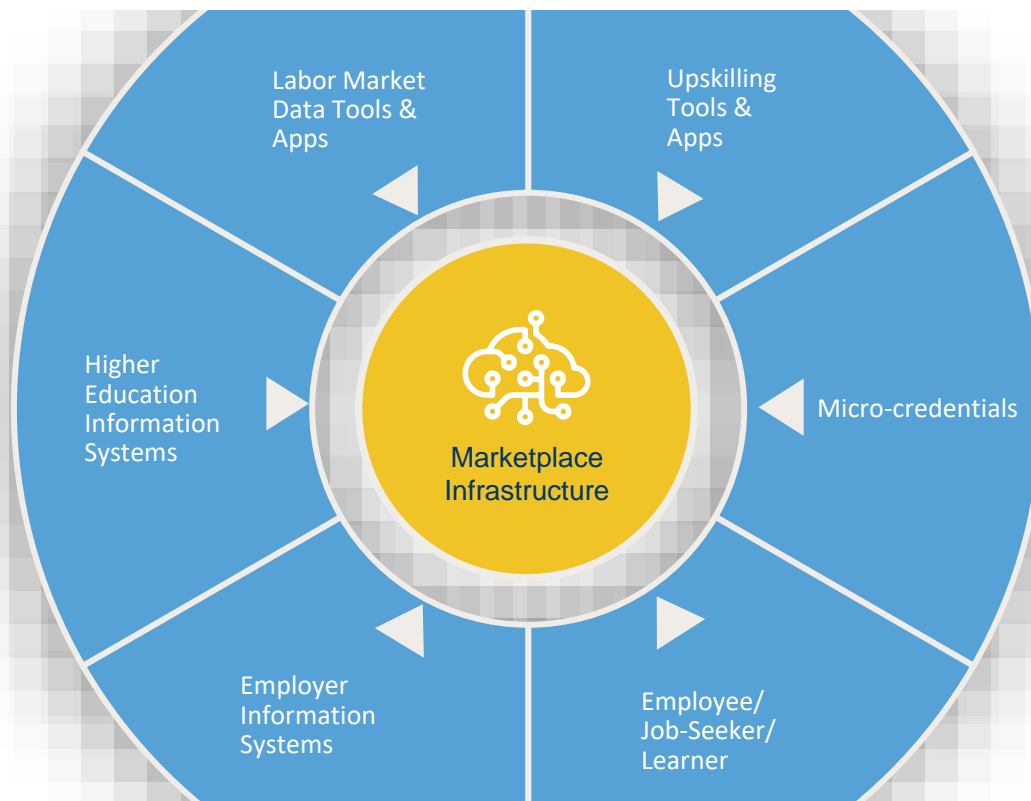
Goals for the Upskilling Solutions Marketplace

- Scalable
- Employer-focused
- Supports current and unemployed workers with 21st century digital tech skills
- Addresses current disconnects



Marketplace Infrastructure

—
Interoperable
Blockchain-based
Open Source



Upskilling Solutions Marketplace

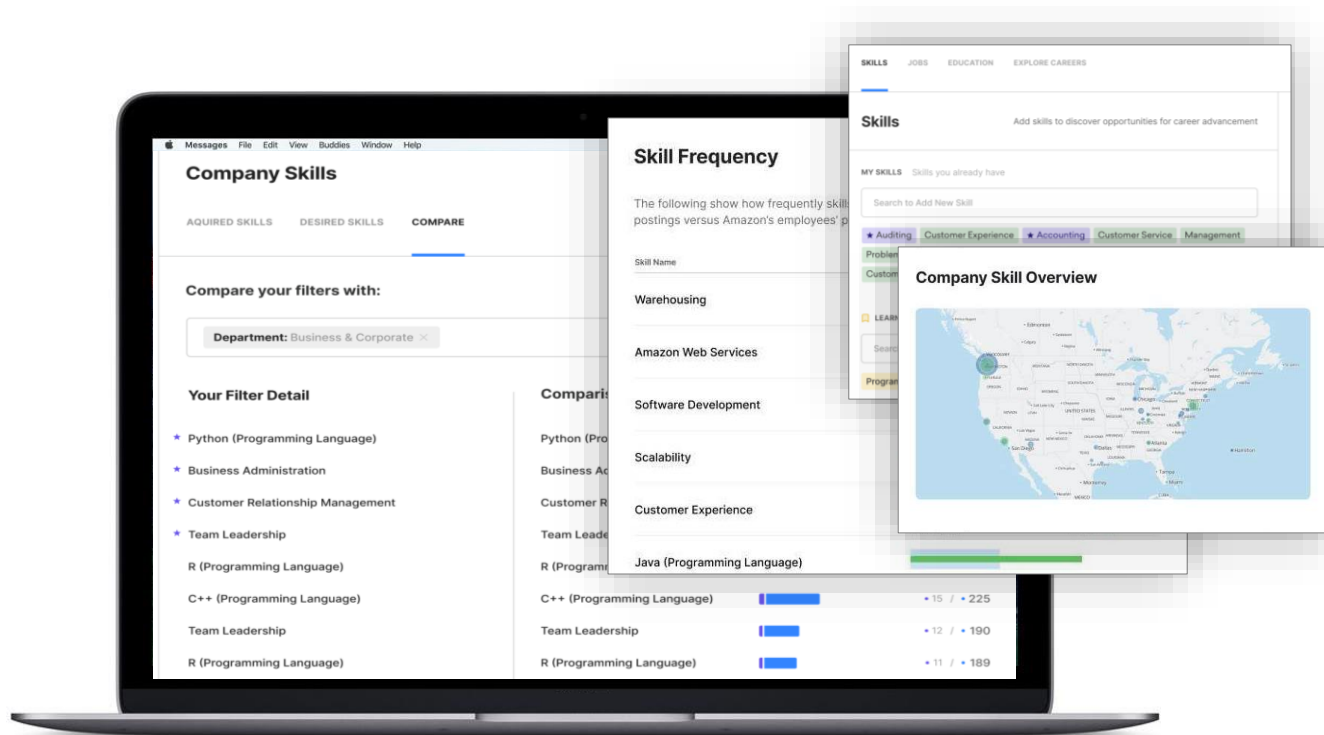
Employer accessible
market data

Analytics on
employee skills

Employers and
workers identify gaps

Career pathways for
growth or change

Tailored learning
recommendations



Note: The following screen shots are for illustrative purposes. Actual product appearance and functionality may vary.

Aligned for Track Success



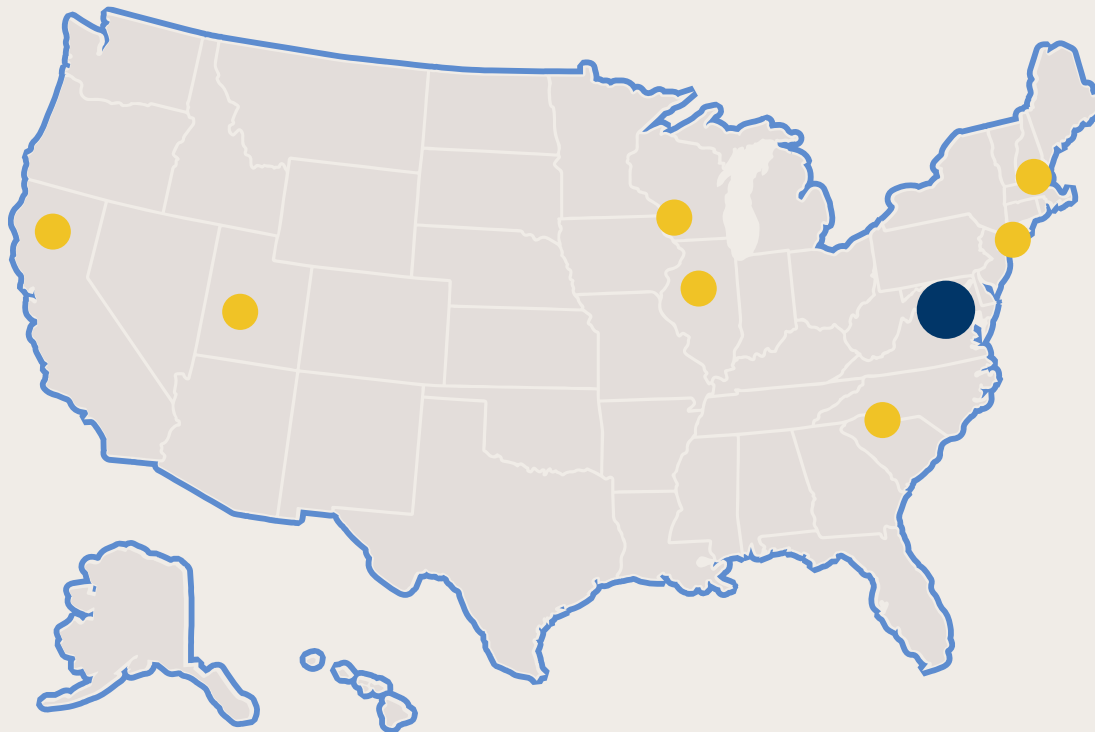
Achieving Scale

YEAR

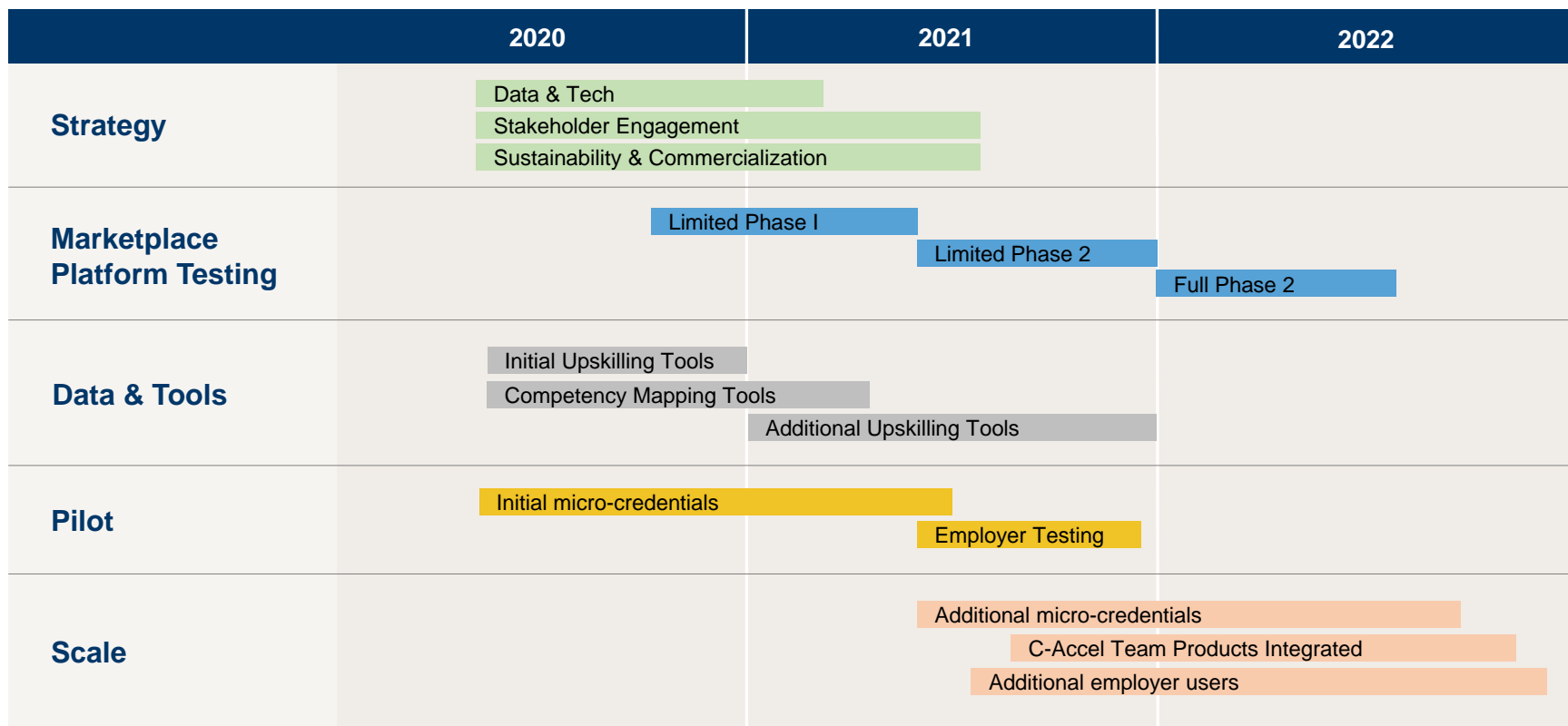
1

2

3 +



Key Deliverables



Accelerates reemployment for COVID-19 individuals

Advances workers' skills and careers

Expands easily to other high-demand industries

Encourages diversity

Enhances research on STEM workforce

117,000+
learners
within 5 years

Outcomes

- Accelerate job placement for workers displaced by COVID-19
- Increase retention and upward mobility for current workers
- Enhance worker skillsets and marketability
- Increase employer competitiveness
- Improve alignment between higher education and business
- Increase ROI on employer education benefits



Why NSF Should Fund the Marketplace



Novel concept with intellectual merit

- Employment solutions require employers



Impacts workers at scale

- Accelerates reemployment
- Advances workers' careers



Right convergent team and right strategy to execute

Partners



APPENDIX

Convergent Core Team

Ms. Jennifer Thornton (PI) Vice President of BHEF, project lead

Dr. Brian Fitzgerald (Co-PI) CEO of BHEF, stakeholder engagement strategy and scaling lead

Dr. Sara Hooshangi (Co-PI) Founding Director, Master of Engineering program at Virginia Tech, cross-team collaboration lead

Dr. Jeanne Contardo (Other Key Personnel) Vice President and Managing Director of Capital CoLAB, DMV pilot lead

Dr. Richard Goldgar (Other Key Personnel) Global Solutions Executive, IBM Education Industry, Center of Competency, block-chain based interoperable learning platform co-lead

Mr. Alex Kaplan (Other Key Personnel) Global Leader, Blockchain and AI for Industry Credentials, block-chain based interoperable learning platform co-lead

Ms. Janet Chen (Senior Personnel) Director at BHEF, supports grant management, evaluation, and publications

Mr. Matt Gee (Other Key Personnel) Co-founder and CEO of BrightHive, data strategy development lead

Dr. Yustina Saleh (Other Key Personnel) Senior VP of Analytics at Emsi, provides labor market expertise and facilitates the best use of labor demand and supply data

Dr. Christina Curnow (Other Key Personnel) Managing Director of Human Capital Solutions at AIR, evaluation lead

Core team:

J. Thornton (BHEF: workforce development)

B. Fitzgerald (BHEF: higher education)

S. Hooshangi (VT: computer science and engineering)

J. Chen (BHEF: higher education policy)

R. Goldgar (IBM: blockchain technology/machine learning)

A. Kaplan (IBM: blockchain technology/cloud)

J. Contardo (GWP: workforce development)

M. Gee (BrightHive: data science)

Y. Saleh (Emsi: economics and analytics)

C. Curnow (AIR: industrial and organizational psychology)

Advisory Board:

Y. Burton (Columbia: organizational development); **M. Maybury** (SBD: artificial intelligence/cybersecurity); **M. Fenlon**

(PwC: human resources/psychology);

S. Laster (Ellucian: business/e-learning);

J. Bell (Merrill Lynch: finance/VC)

University partners:

micro-credentials:

VT, USM/UMBC,

Georgetown, GMU:

Instructional design, learning sciences, CS, engineering, educational technology, information technology, economics, mathematics

Business partners:

In-kind support:

Accenture: information technology/human-centered design;

Ellucian: software development;

Wiley: instructional design