

Labor Market Alignment: Managing Course and Program Content to Ensure Our Graduates' "Business-Ready" Capabilities

IACBE ACAM – Orlando, FL 2023



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April 12, 2023

Today's Discussion Topics

- ➔ Introduction: Agile Thinking in Program and Course Development
- The Job Market: Current Demands and Trends
- Matching Skills and Aptitudes to Jobs and Career Paths
- “Career Conversations” versus “Job Conversations”
- Summary
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Basic “Futureproof” Strategies*

1

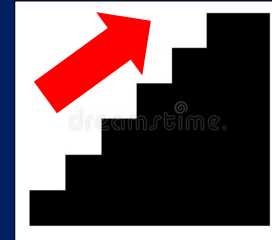
Continuously and proactively monitor market conditions for new employment opportunities for our students.



Scan the Market

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Make precise, incremental improvements to the existing curriculum that align with market demand.



Align Course & Program Content

3

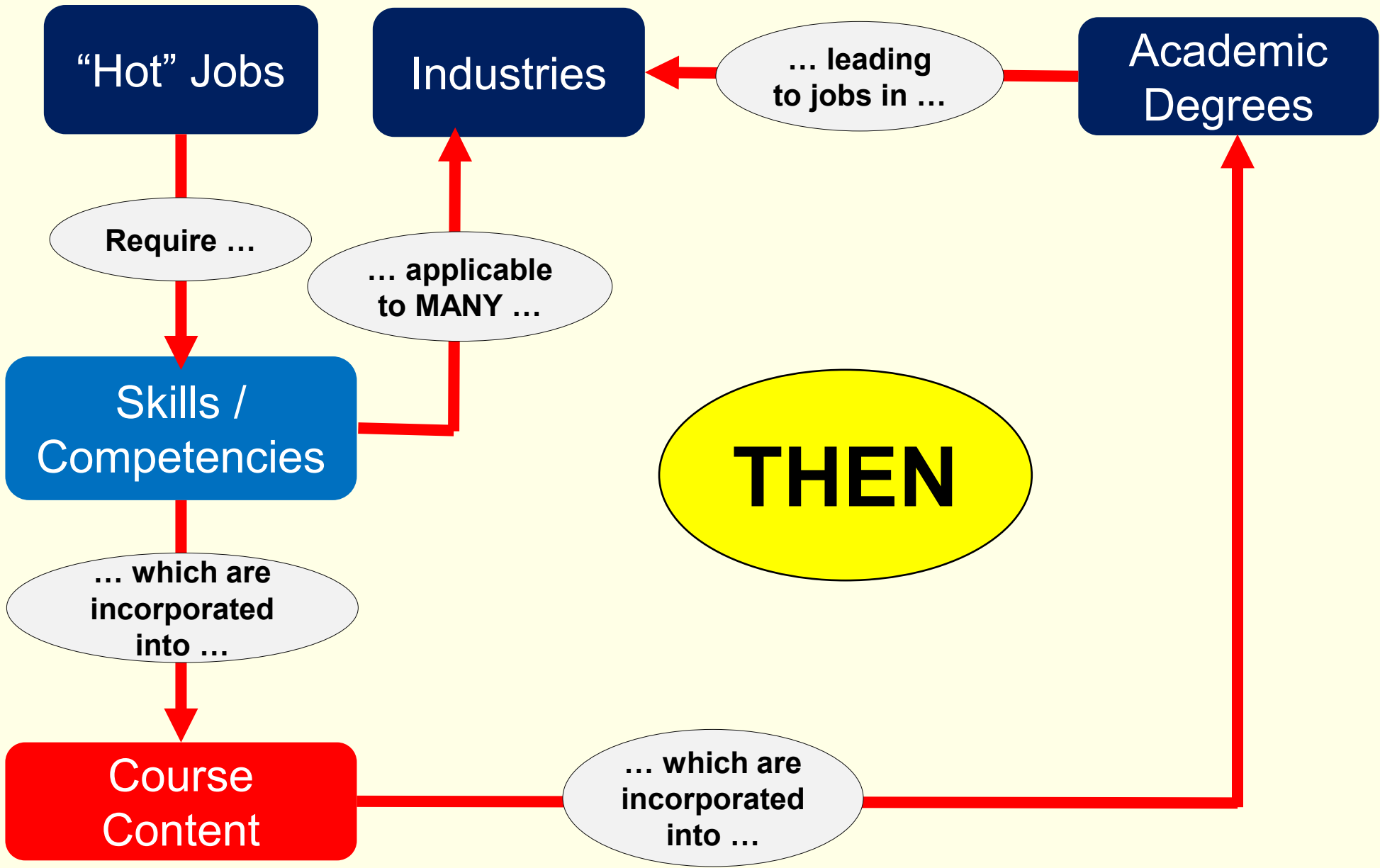
Develop new programs in “adjacent industries” to align with market demand and further extend employment opportunities



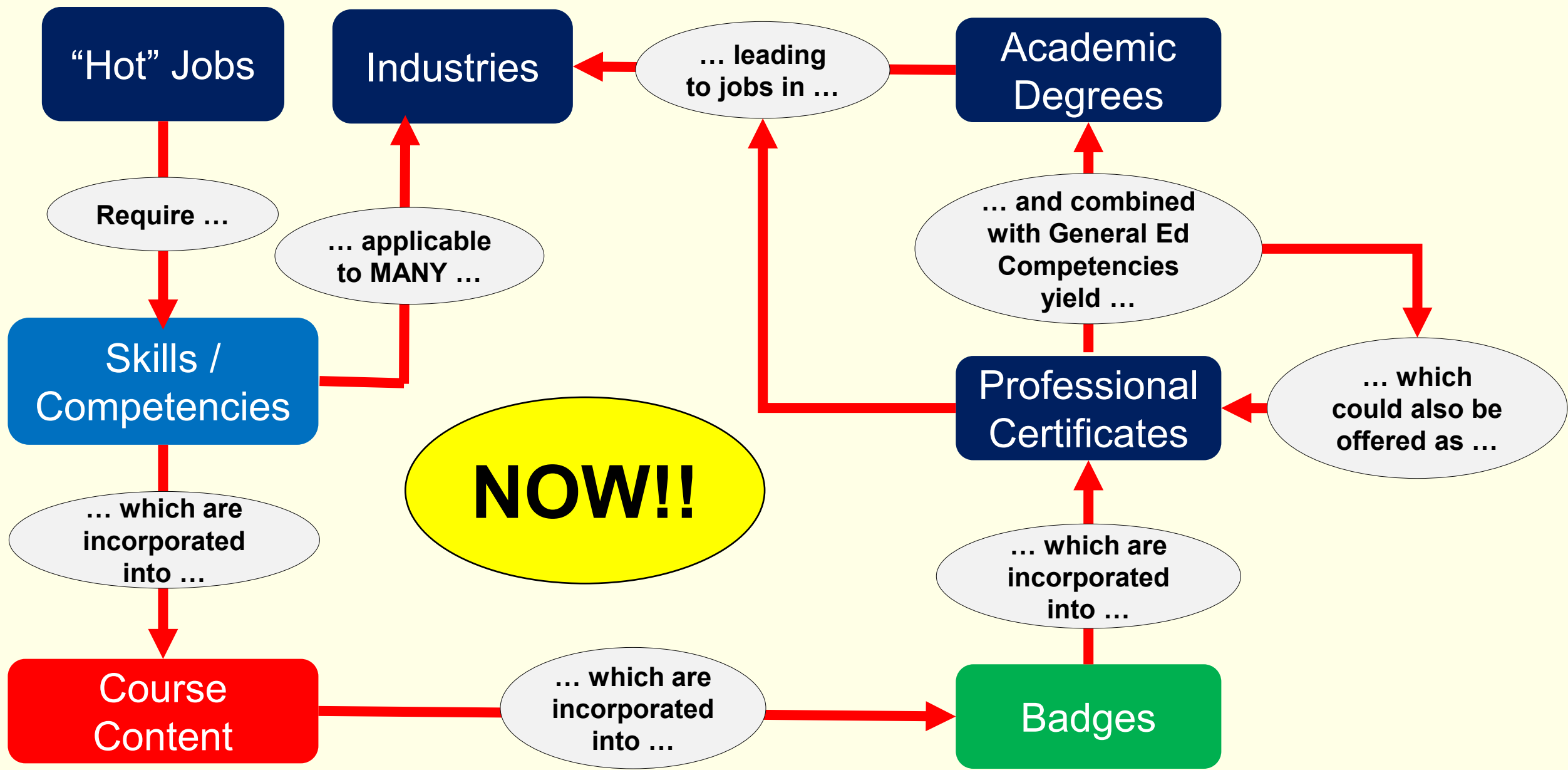
Create New Programs

* Source: Adapted from Emsi / BGT, “Agile Program Management”

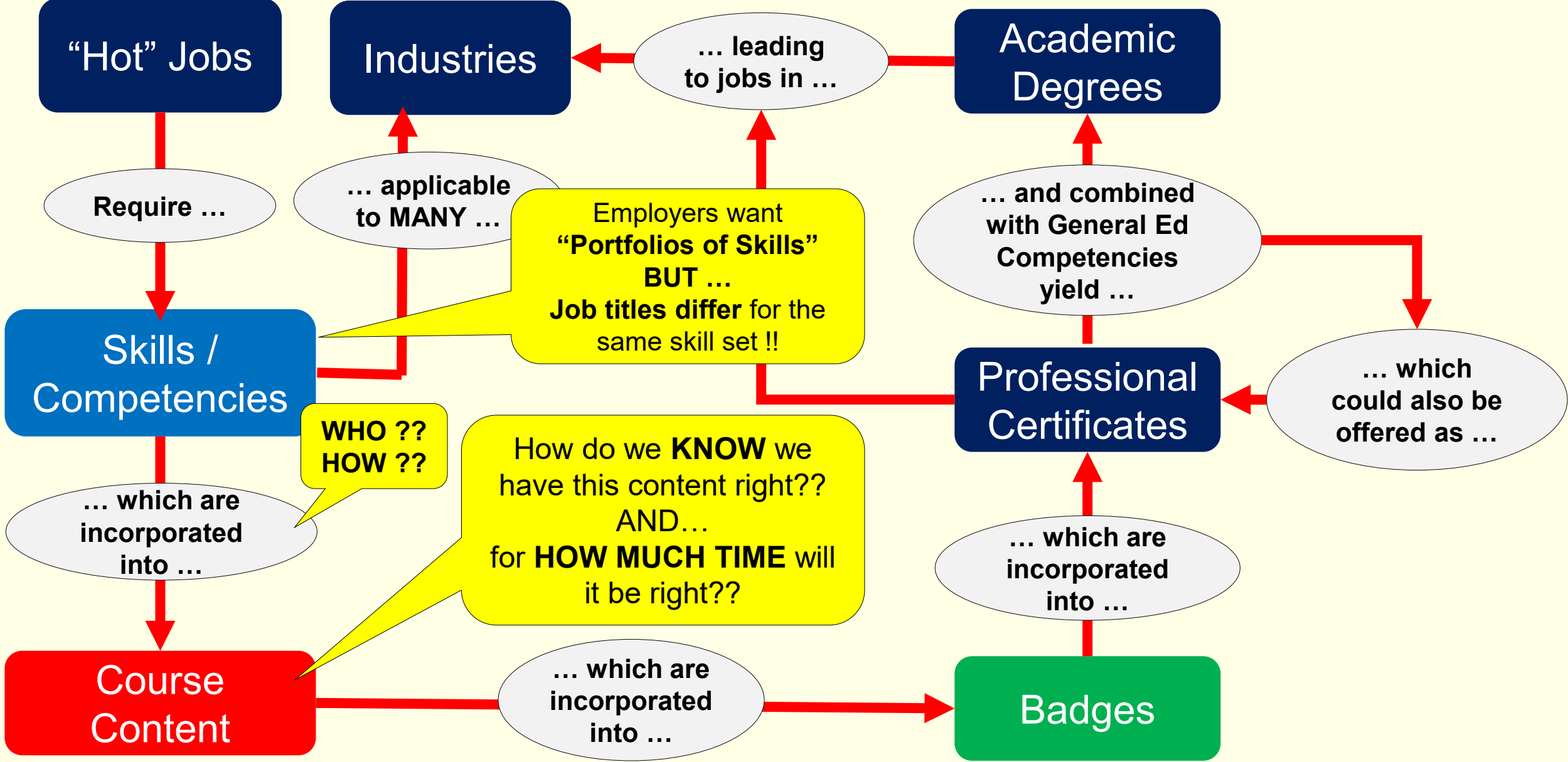
How We Make it Happen: Agile Thinking in Program Development (1 of 3)



How We Make it Happen: Agile Thinking in Program Development (2 of 3)



How We Make it Happen: Agile Thinking in Program Development (3 of 3)



Why We **MUST** Develop “Agile” !! (1 of 2)

“... direct disconnect between education and employability in the US ...”

Survey of 2 yr / 4 yr
grads over previous 5 yrs
finding college prep
inadequate for 1st jobs **19%**

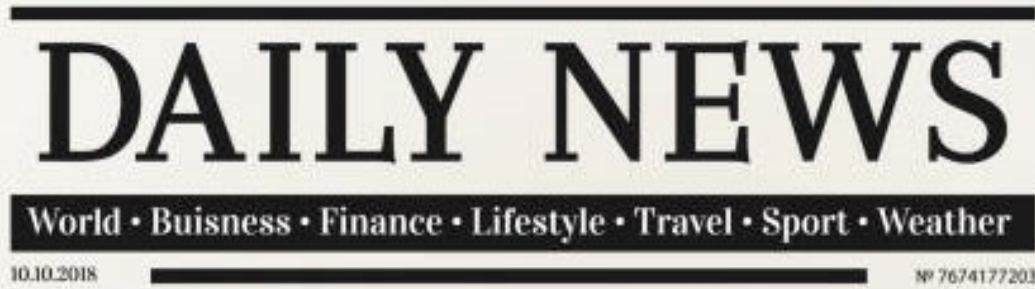
% survey respondents not
having all skills required
by job descriptions **42%**

Decrease in Entry Level
Job Postings Requiring a
Bachelor's Degree
(since Pandemic)


45%

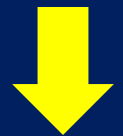
Why We **MUST** Develop “Agile” !! (2 of 2)

(Governor of Pennsylvania) Shapiro wrote in the executive order that job postings should emphasize the "skills and experience" necessary over college degree requirements.



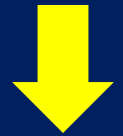
Pennsylvania governor removes college degree requirement for most state jobs on first full day in office

Decrease in % of Pennsylvania state jobs requiring a college degree



92%

Decrease in Pennsylvania state jobs requiring a college degree



65,000

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Management: What We Teach



- **Operations**

- **Finance and Accounting**

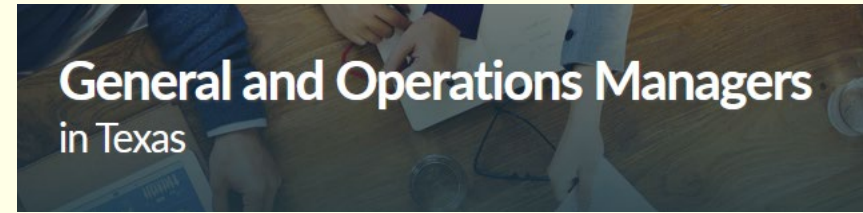
- **Marketing**

- **Strategy**

- **Human Resources**

- **Information Systems**

Current Demands (1 of 4)



General and Operations Managers (SOC* 11-1021):

- **Plan, direct, or coordinate** the operations of **public** or **private sector** organizations, **overseeing** multiple departments or locations.
- Duties and responsibilities include **formulating policies, managing daily operations**, and **planning** the use of materials and human resources, but are ...
- ... **too diverse and general in nature to be classified in any one functional area of management** or administration, such as ...
- ... **personnel, purchasing**, or **administrative services**.

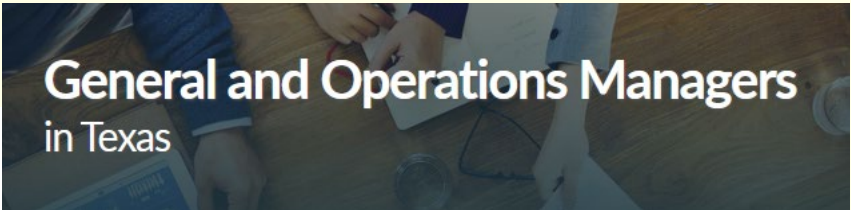
* "Standard Occupational Classification" (USA federal job classification system)

Employers want **“Portfolios of Skills”**
BUT ...
Job titles differ for the same skill set !!

- District Manager
- Store Manager
- Operations Manager
- General Manager (GM)
- Store Director

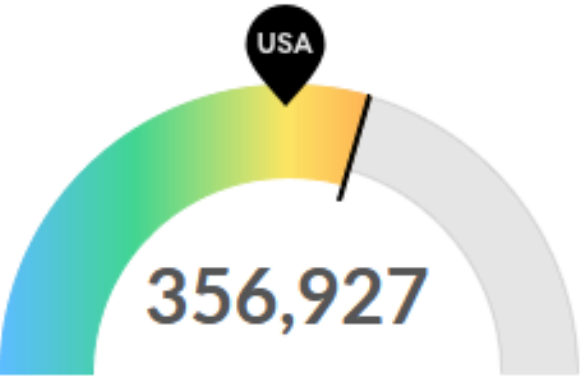
**Reported
Job Titles**

- Site Operations Manager
- Operations Director
- Business Manager
- Plant Superintendent
- Office Manager



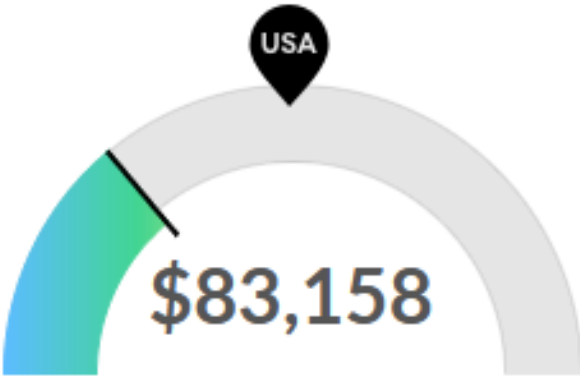
Executive Summary

Average Job Posting Demand Over a Deep Supply of Regional Jobs



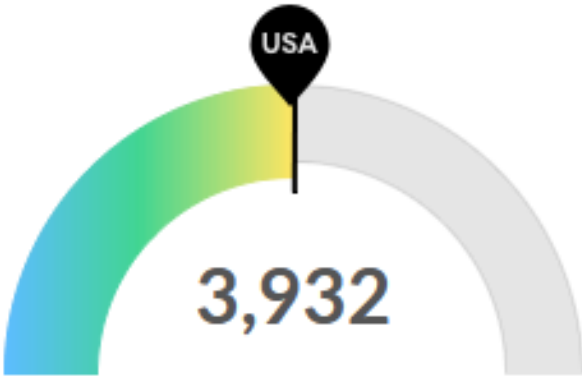
Jobs (2022)

Texas is a hotspot for this kind of job. The national average for an area this size is 277,361 employees, while there are 356,927 here.



Compensation

Earnings are low in Texas. The national median salary for General and Operations Managers is \$97,968, compared to \$83,158 here.

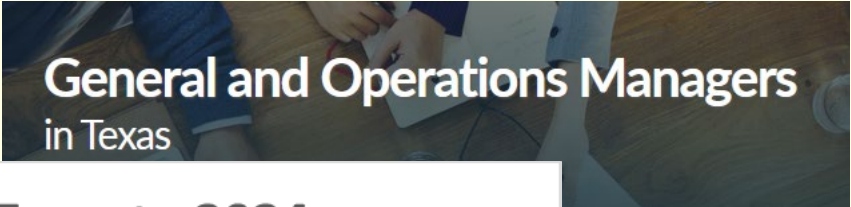


Job Posting Demand

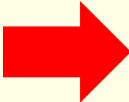
Job posting activity is about average in Texas. The national average for an area this size is 3,912* job postings/mo, while there are 3,932 here.



Excludes “General and Operations Managers” 356,927

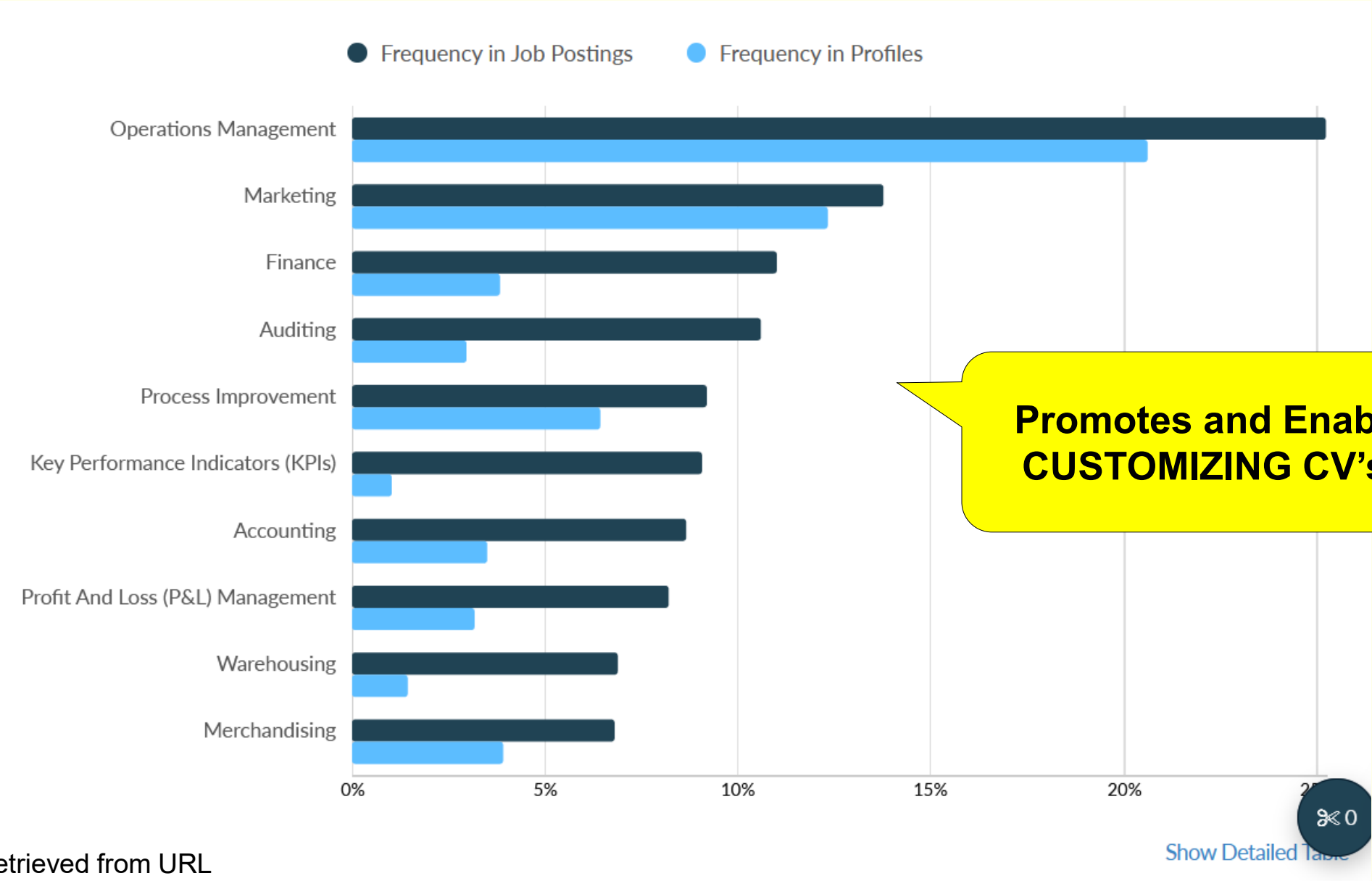


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Operations Managers – Specialized Skills

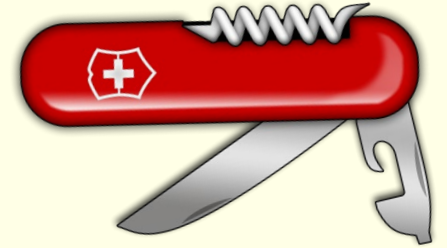


Operations Managers – Specialized Skills Details (1 of 2)

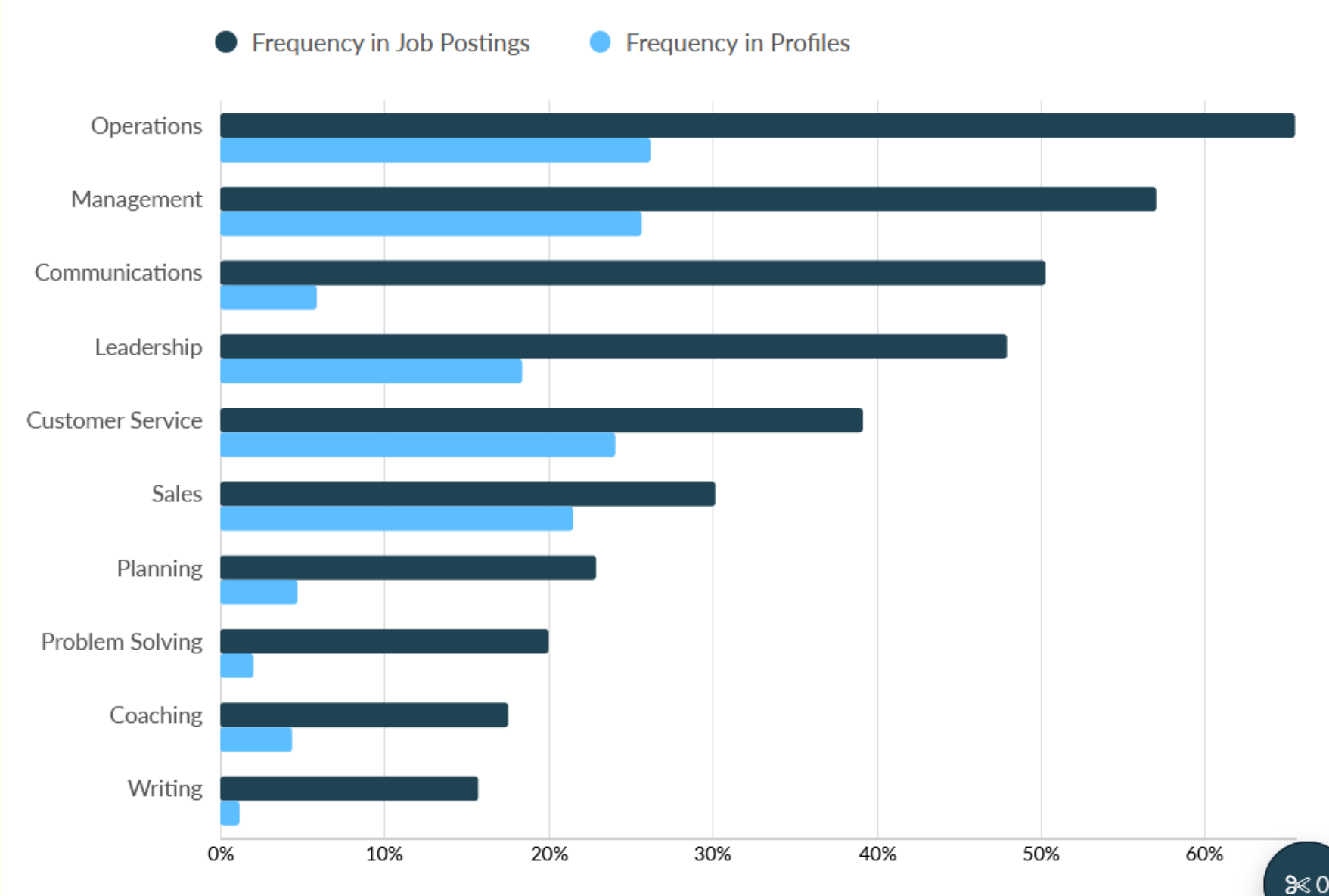
Skills	Postings	% of Total Postings
Operations Management	10,647	25%
Marketing	5,804	14%
Finance	4,648	11%
Auditing	4,479	11%
Process Improvement	3,884	9%
Key Performance Indicators (KPIs)	3,831	9%
Accounting	3,649	9%
Profit And Loss (P&L) Management	3,458	8%
Warehousing	2,898	7%
Merchandising	2,865	7%
Workflow Management	2,701	6%
Project Management	2,550	6%
Performance Management	2,321	6%
Business Operations	2,266	5%
Data Analysis	2,192	5%
Agile Methodology	2,165	5%
Inventory Management	2,106	5%
Business Development	2,101	5%
Restaurant Operation	2,051	5%
Financial Statements	2,016	5%
Customer Relationship Management	2,004	5%
Performance Appraisal	1,930	5%
Purchasing	1,862	4%

Operations Managers – Specialized Skills Details (2 of 2)

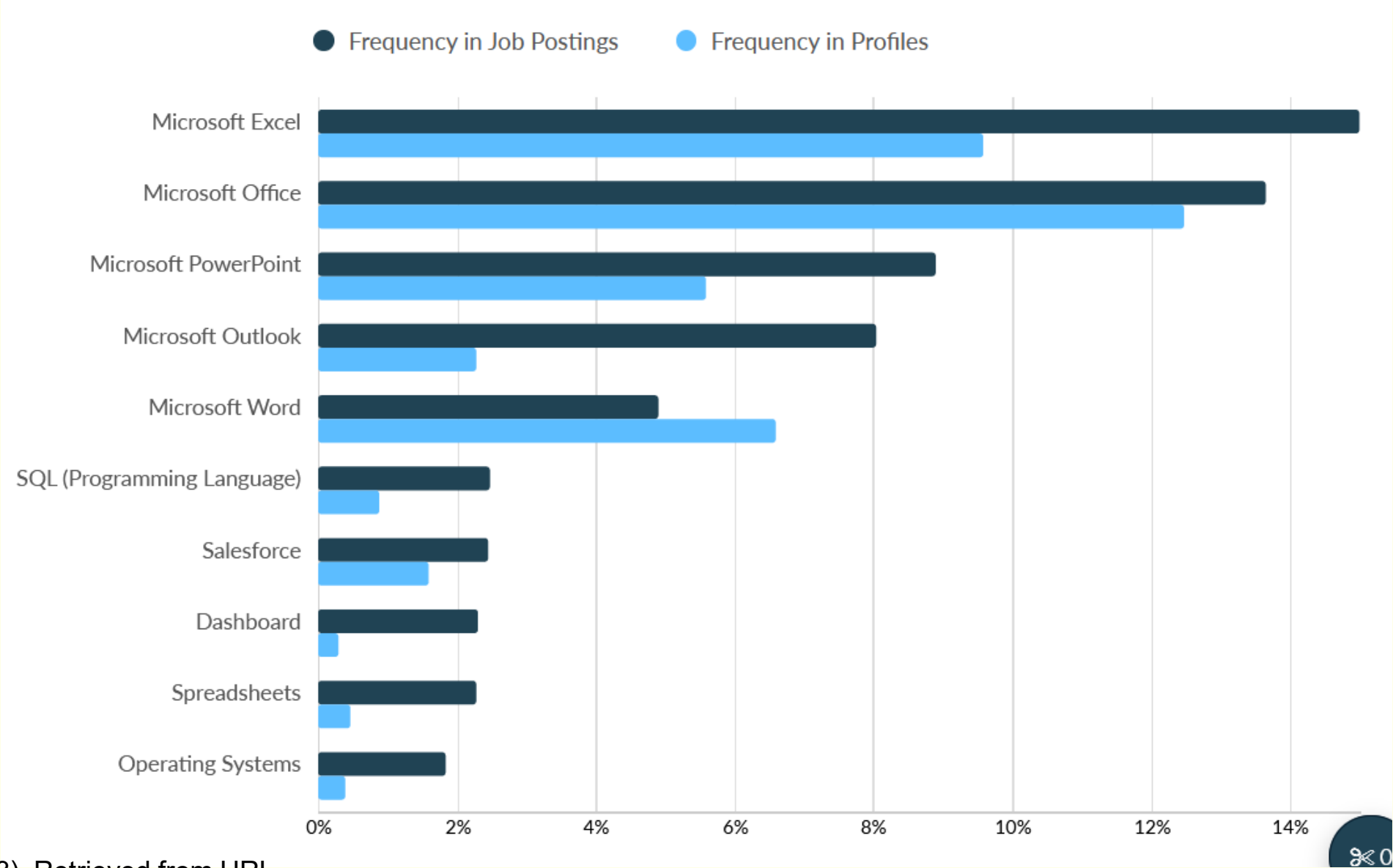
	Skills	Postings	% of Total Postings
➡	Purchasing	1,862	4%
	Risk Management	1,847	4%
	Supply Chain	1,807	4%
➡	Business Process	1,711	4%
	Business Strategies	1,661	4%
➡	Invoicing	1,647	4%
	Continuous Improvement Process	1,616	4%
	Scrum (Software Development)	1,593	4%
	Change Management	1,589	4%
	Business Planning	1,574	4%
	Product Management	1,574	4%
	Operational Excellence	1,510	4%
	Housekeeping	1,487	4%
	Automation	1,482	4%
	Financial Services	1,446	3%
	Computer Science	1,438	3%
	New Product Development	1,428	3%
	Billing	1,420	3%
	Selling Techniques	1,420	3%
	Regulatory Compliance	1,402	3%
	Cash Handling	1,364	3%
	Financial Management	1,344	3%
➡	Procurement	1,299	3%
➡	Business Metrics	1,286	3%
➡	Performance Metric	1,271	3%
	Performance Review	1,257	3%
➡	Standard Operating Procedure	1,194	3%
	Retail Operations	1,185	3%



Operations Managers – “Common” Skills



Operations Managers – Software Skills



“Hot Skills” by Job Postings (Operations Manager) 2020 - 2022

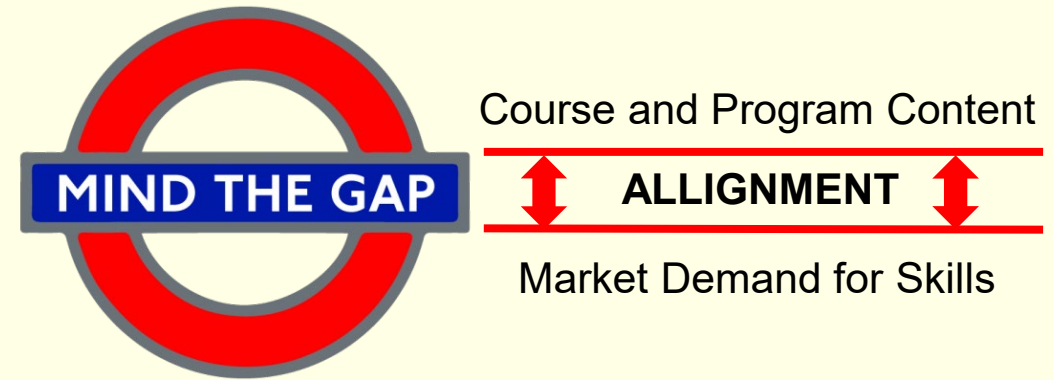


“Cold Skills” by Job Postings (Operations Manager) 2020 - 2022

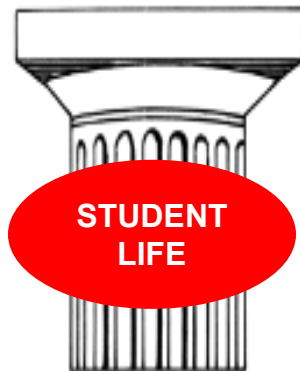


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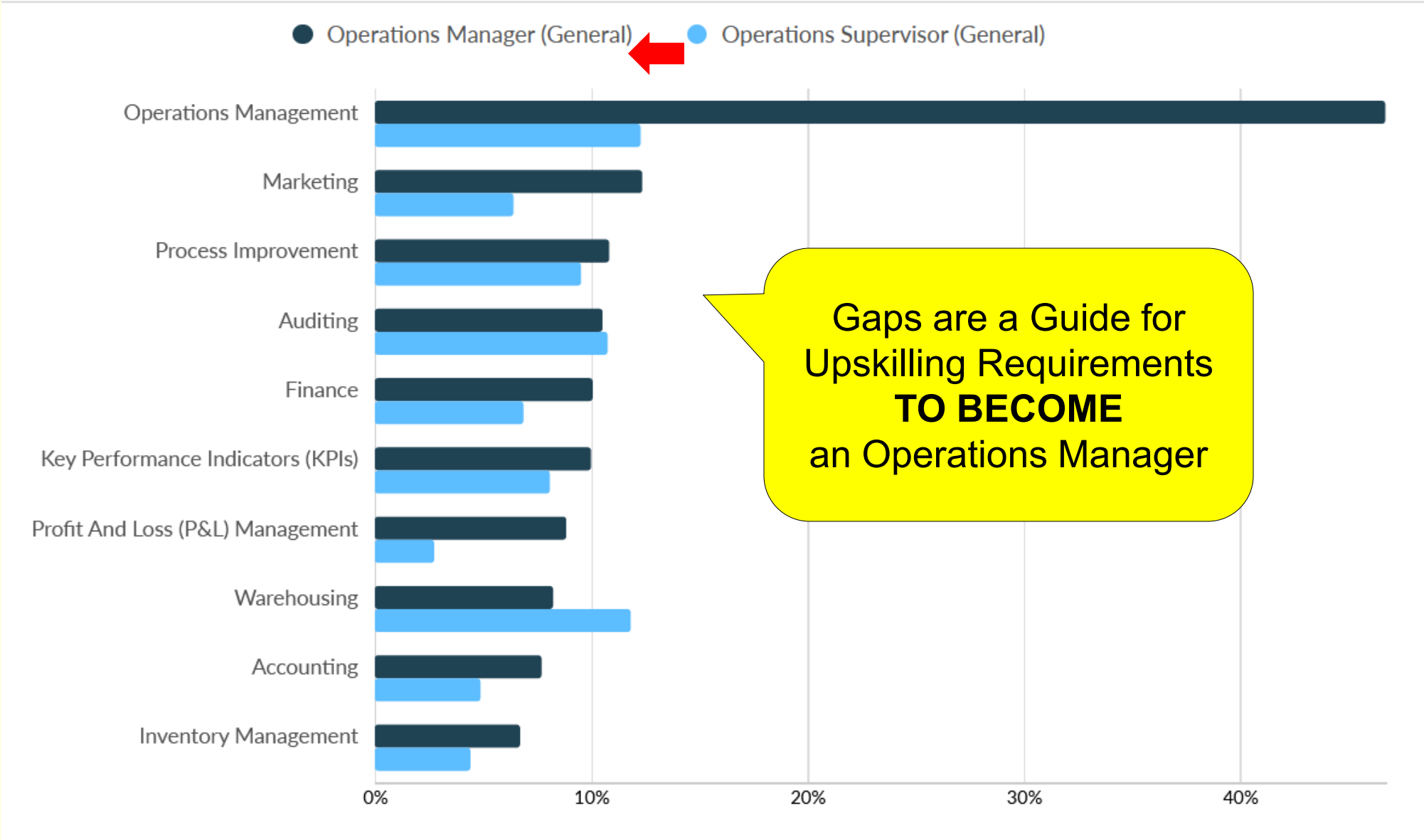
Our message to students: “Start Planning your career NOW!!”



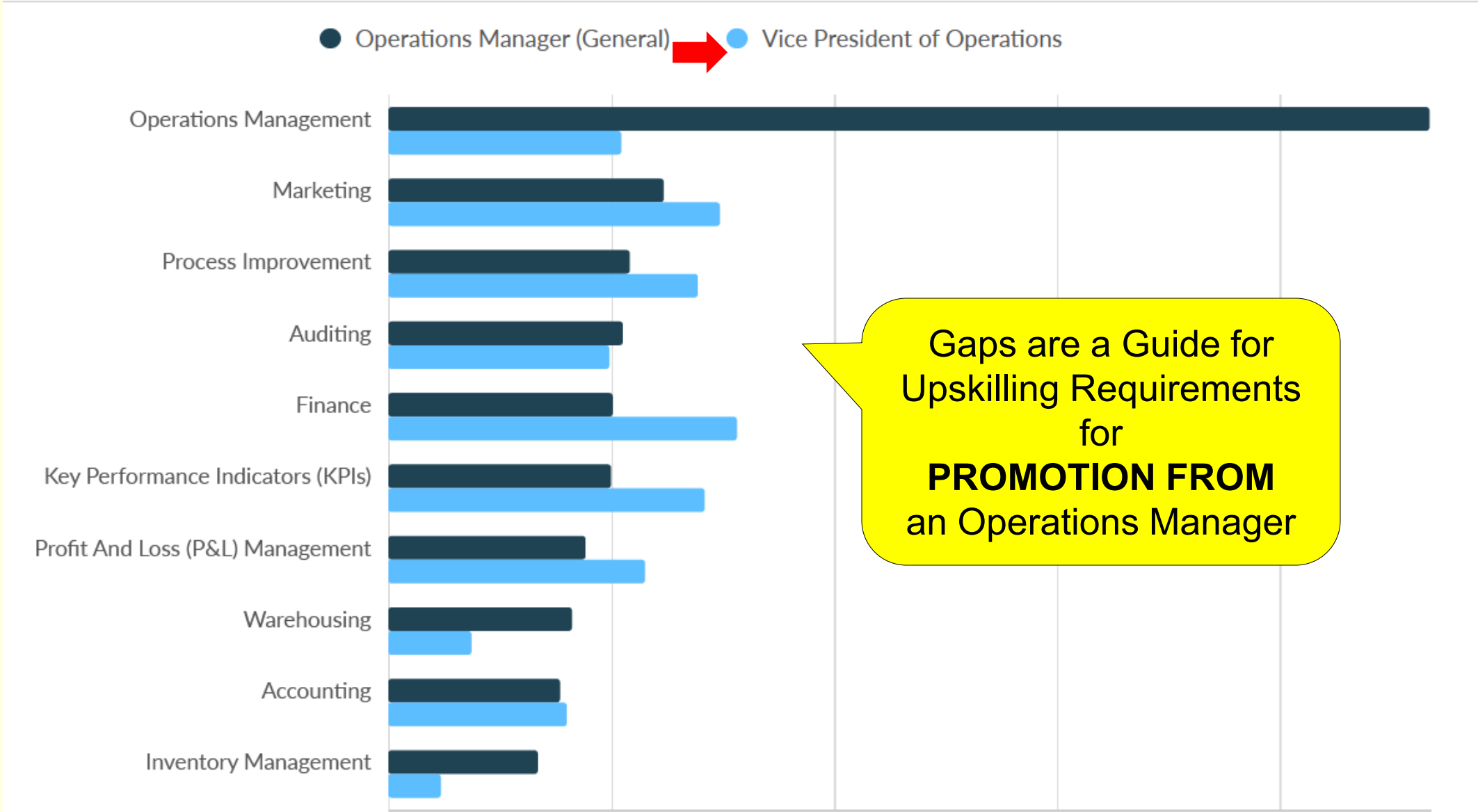
- What do you like to do?
- What are your current skills?
- What will you study first?
- What flexibility is offered by your first chosen course of study?
- What “career migration” paths have been experienced by others in your field of study?

***CHECK IN WITH CAREER
SERVICES SOON!!***

Career Paths: “Feeder” Jobs TO “Operations Manager” (e.g., Ops Suprv.)



Career Paths: “Next Step” Jobs FROM “Operations Manager” (e.g., VP)



Gaps are a Guide for Upskilling Requirements for **PROMOTION FROM** an Operations Manager

Critical Data for Any Specified Job (Analysis of Job Postings)

- Advertised Salaries
- Wage Trends
- Regional Breakdowns
- Full Text Posting Samples
- ***Education and Experience Breakdown***
- Postings by Top Companies

- Postings by Top Cities
- Job Titles within Postings
- Top Industries for Job Postings
- ***Top Specialized Skills***
- ***Top Common Skills***
- ***Top Software Skills***
- Job Posting “Intensities”
- ***Desired / Required Professional Certifications***

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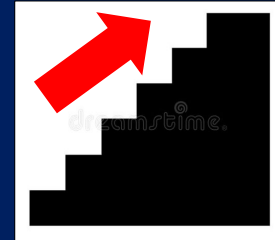
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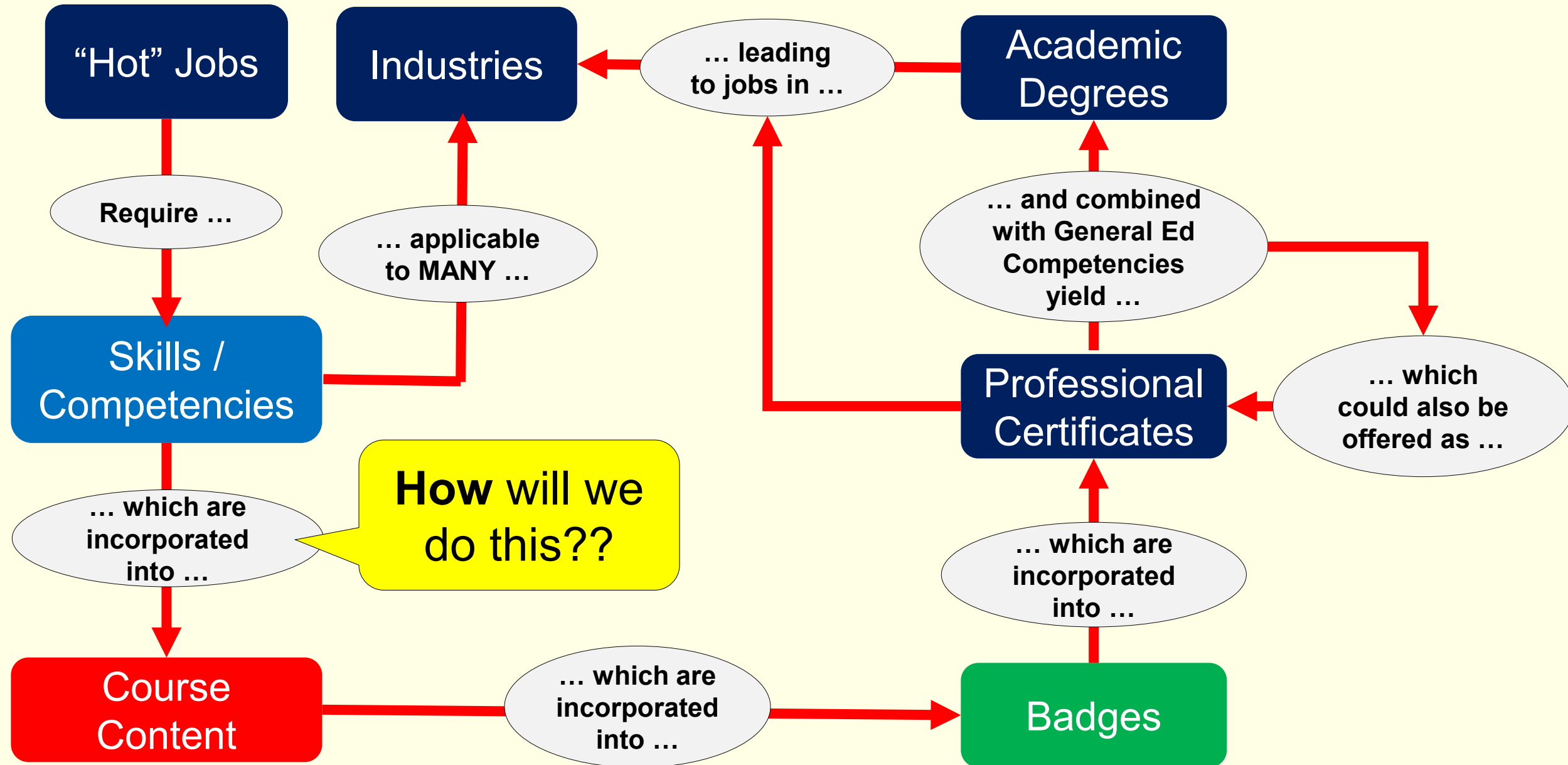
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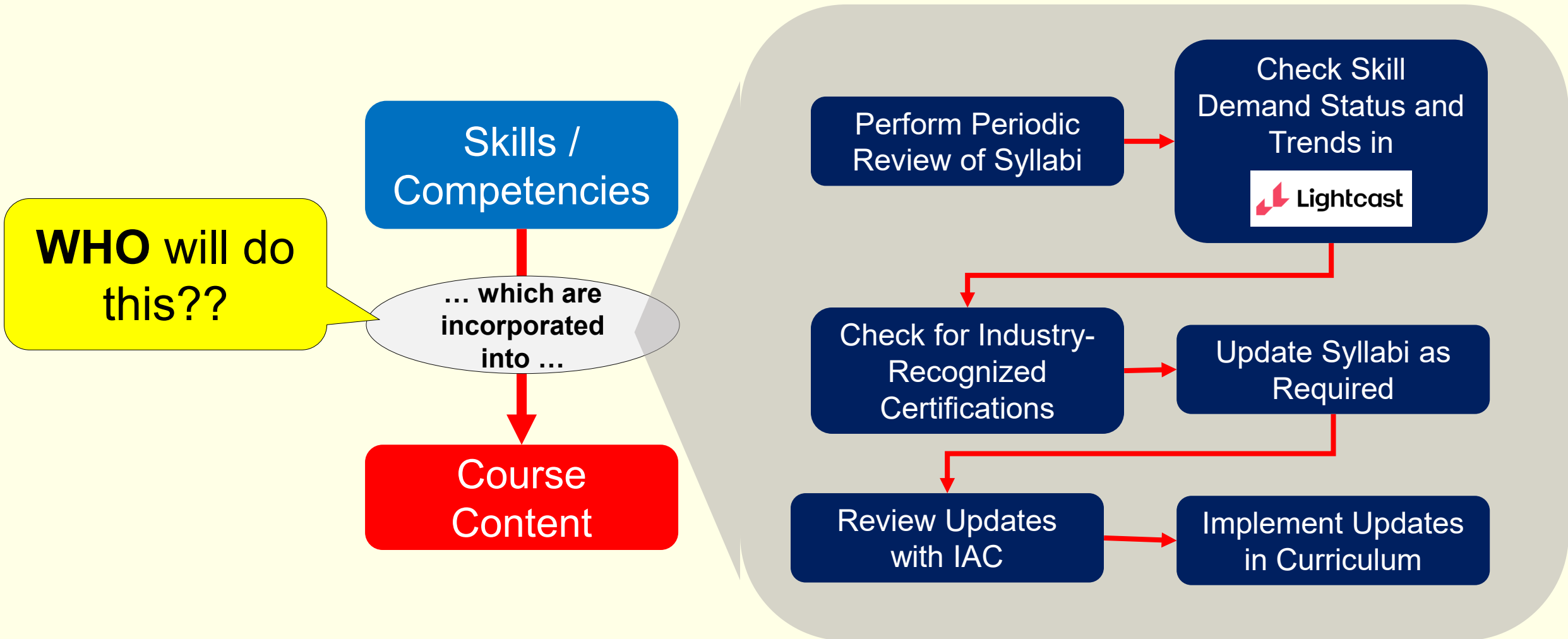
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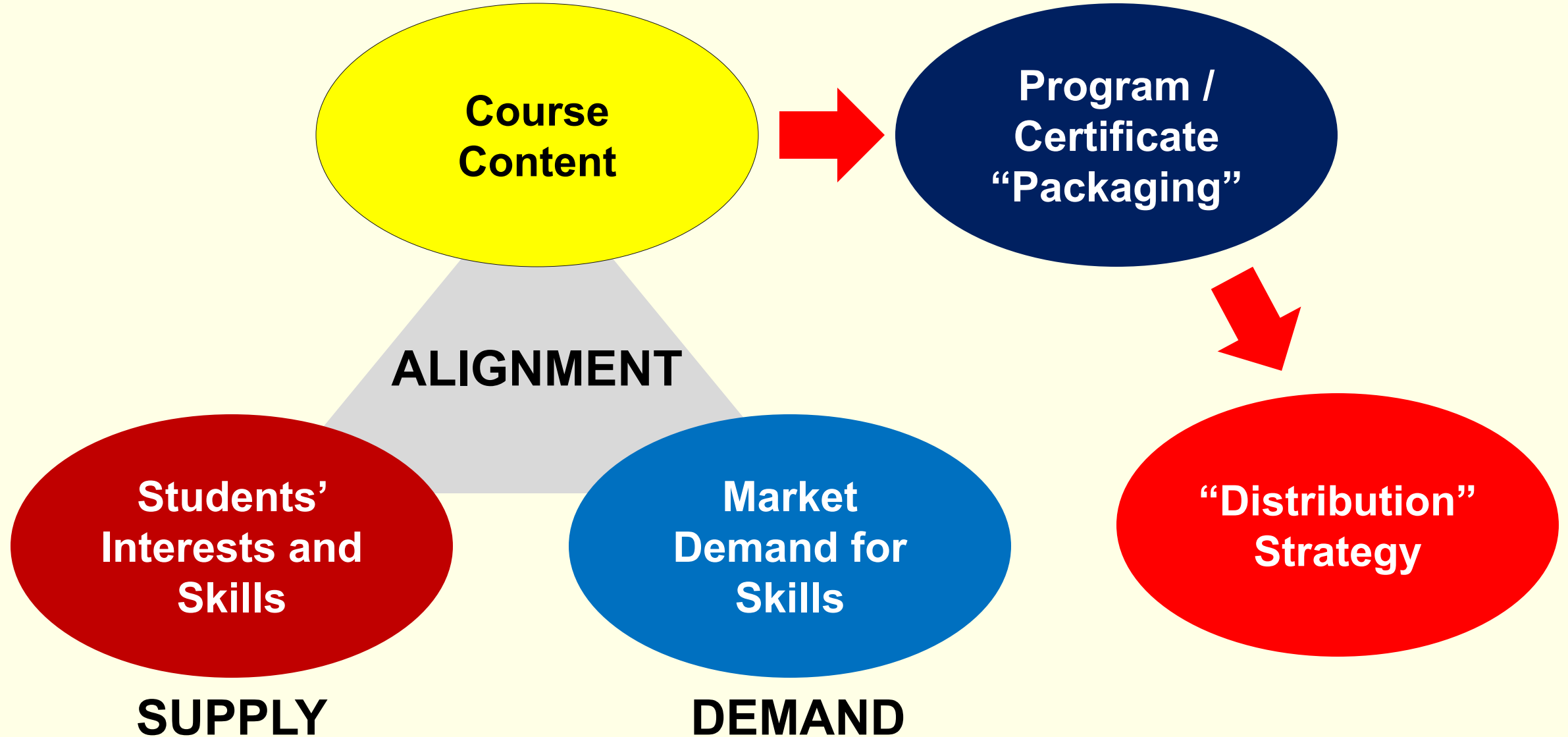
This is the process of Agile Thinking and Adaptation in Program Development



Assessment processes can be adapted to **ensure *and* demonstrate** course content alignment with job market demands for skills (1 of 2)



Assessment processes can be adapted to **ensure *and* demonstrate** course content alignment with job market demands for skills (2 of 2)



References

<https://smlr.rutgers.edu/faculty-research-engagement/education-employment-research-center-eerc/eerc-projects/higher-education>

Aligning Higher Education and the Labor Market: Guiding Principles and Open Questions, Education and Employment Research Center, Rutgers University, Issue Brief January 2017

<https://hbr.org/2021/05/the-u-s-education-system-isnt-giving-students-what-employers-need>

<https://www.foxbusiness.com/politics/pennsylvania-governor-removes-college-degree-requirement-most-state-jobs-first-full-day-office>

Lightcast™.(2023). Retrieved from website www.lightcast.io

Thank You!!

Vaughn College
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