

# The Business & Industry Leadership Team (BILT) Model

*A Co-Leadership Approach to  
Workforce Development*



# BUSINESS & INDUSTRY LEADERSHIP TEAM MODEL



The **BILT Model** is:

- **Advisory Committee 2.0** – takes employer relationships to the next level
- A **structured, repeatable process** for any technical program
- A model that puts employers in a **co-leadership/co-ownership role** that greatly increases engagement with college programs



## BILT Roots

**National Science Foundation** (NSF)  
Center of Excellence in Convergence  
Technology based at Collin College (TX)  
[2012-2023]

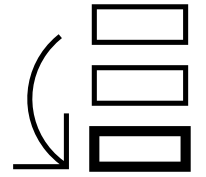
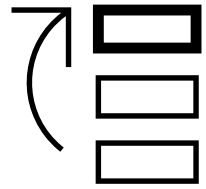
Established BILT model through work with business leaders from across the nation to determine **Knowledge, Skills, and Abilities** “workforce ready” graduates will need.

Implemented at more than **150 colleges in multiple disciplines.**

**Recognized nationally** as a leading model for strategic employer engagement

CORD's *Pathways to Innovation* project launched **BILT Academy**<sup>®</sup> to scale the model by supporting colleges with implementation





FREQUENCY

SPECIFICITY

DEPTH OF INPUT

INDUSTRY-LED



## ESSENTIAL ELEMENT: *Co-Leadership*

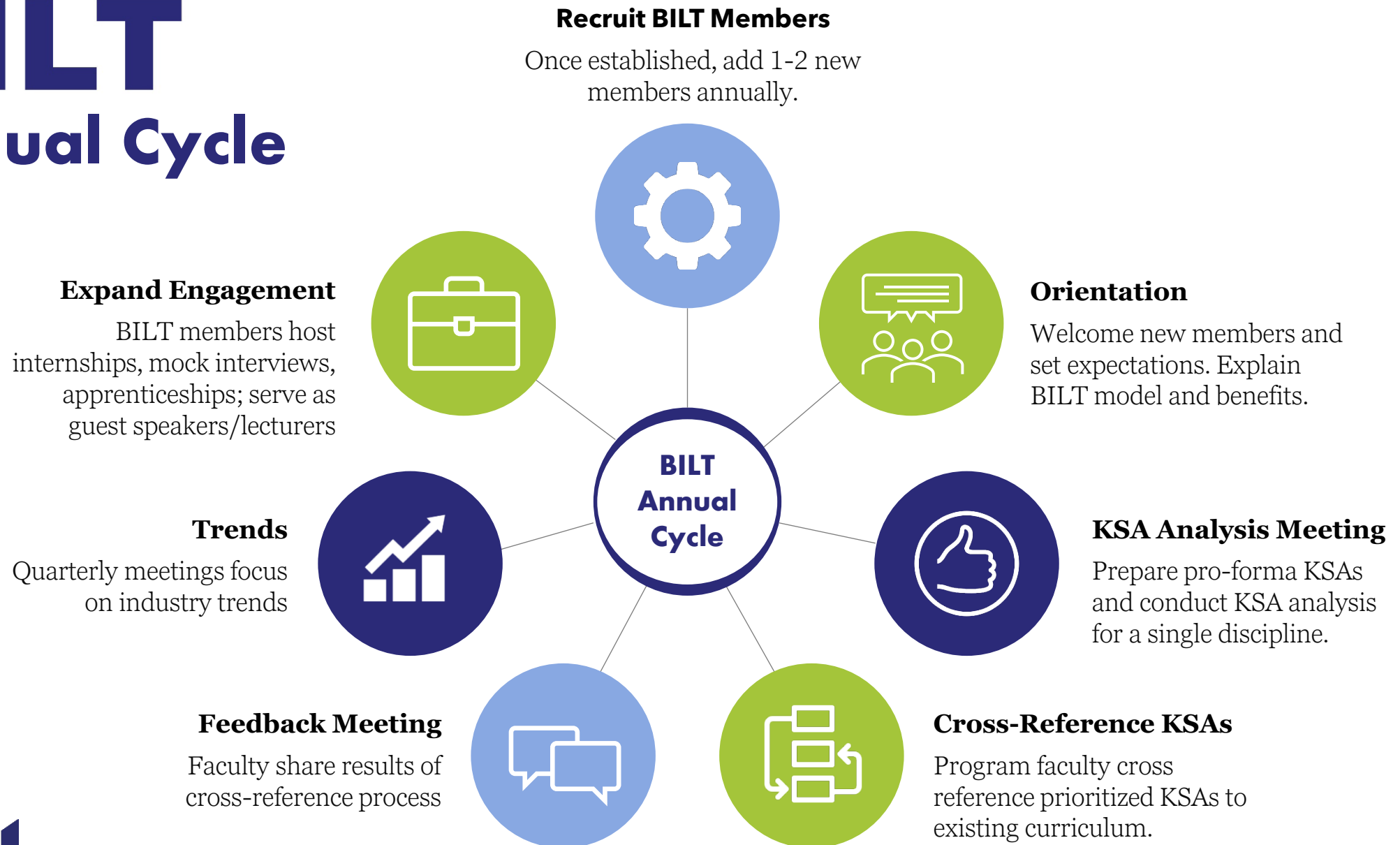
Employers report they are more likely to hire graduates from programs for which they have **curricular leadership** responsibility

Employers report they will assume this role (and more) if:

- Their time is respected
- There is a method for ensuring their input is consistently and seriously considered by faculty members
- They consistently receive feedback on their recommendations

# BILT

## Annual Cycle



# EDUCATOR ROLES

- Recruit BILT members
- Conduct or Co-conduct Orientation (Virtual; 30-minutes or less)
- Prepare pro forma KSA list
- Attend KSA meeting as active listeners/questioners
- Faculty complete curriculum cross-reference process and determine strategies to address any gaps
- Faculty and possibly administrators conduct the BILT feedback meeting

# BUSINESS ROLES

- Co-lead programs
- Prioritize Knowledge, Skills and Abilities (KSAs) they want graduates to have 12-36 months into the future (at a program level)
  - Structured, repeatable process
  - Synchronous discussion
  - Predict Labor Market Demand
- Share industry trends during 2-3 other meetings annually





# Annual BILT Meetings

- **KSA Analysis Meeting**  
In-person or hybrid format  
(2 - 2 ½-hour commitment)
- **Industry Trends Meetings**  
2-3 times per year, virtual format  
(1 hour commitment each)

Emphasis is on **growing a pipeline** of right-skilled job candidates



# BILT Examples



# THE VALUE OF BILT

- Foster partnerships between industry and higher education
- Focus curriculum efforts to target the right skills
- Gauge the value of industry certifications
- Industry forecasting informs the direction of your program(s)
- Members take an active role when they feel invested



**Business &  
Industry  
Leadership  
Team**

For Advanced Manufacturing



# DEVELOPING THE TALENT PIPELINE



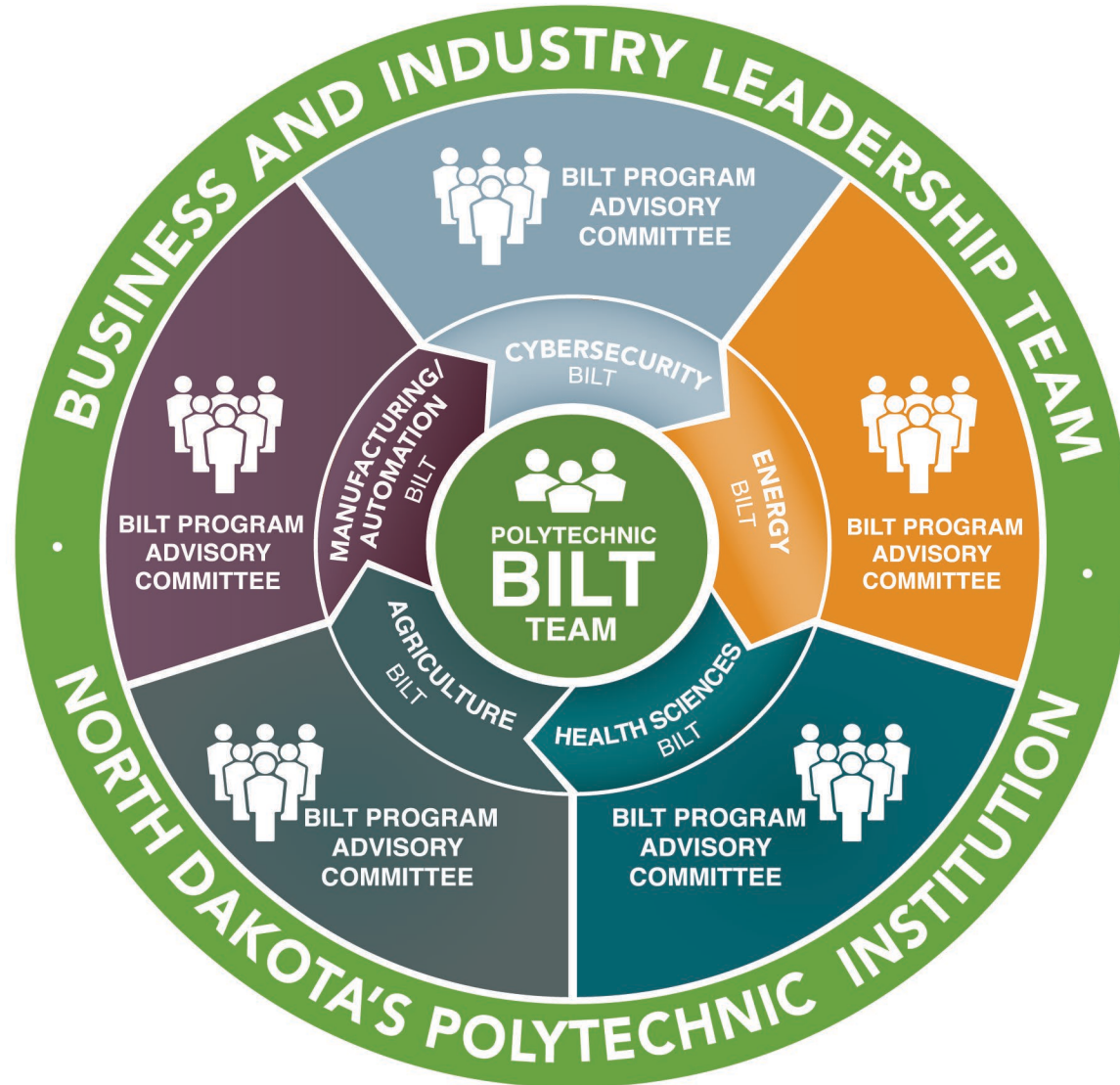
**leap** Learn & Earn  
Apprenticeship  
Program  
@ForsythTech

Industry leaders and college faculty collaborate to give middle and high school students exposure to the field of engineering and manufacturing. Students learn about academic pathways that lead to careers through hands-on exploration.



**BISMARCK**  
STATE COLLEGE

North Dakota's  
Polytechnic Institution





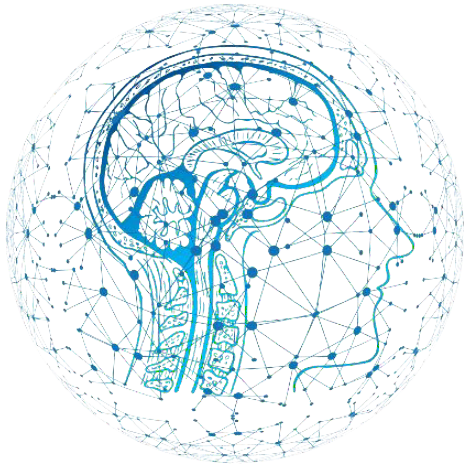
# BSC COLLEGE-WIDE APPROACH TO BILTs

## How the BILT model drives economic growth through public-private partnerships

- **BSC has created 11 BILTs**
- **BILTs drive curriculum development**
  - BAS in Finance is industry-driven
    - Apprenticeships at local banks
    - 30 jobs drive \$4.4M in economic development
    - 21 students in Fall 2022
    - 66 students in Fall 2023
    - 100+ students estimated for Fall 2024

# EnTec

MIAMI DADE COLLEGE  
SCHOOL OF ENGINEERING  
+TECHNOLOGY



## BILT DRIVES INNOVATION

- Cybersecurity BILT drove build of AS and BS in Cyber that now has over 1200 enrollees and massive demand
- Cloud BILT guided development of AS and BS that were recently approved
- Data Analytics BILT guided updates for Data Analytics AS and BS.
- AI BILT team led creation of the AI credentials at Miami Dade College including 2 CC's, AS, and BS



Zoom Meeting Interface

Original Sound: Off

Participants: royforance, Anabel Medina, Pats Martinez, Scott Henkel, Achille Emery, Matthew McCaville, PhD, MDCTECH

Media Services

Participants | Chat | Share Screen | Record | Live Transcribe

Next steps

- Incorporate your answers to questions
- Finalize your presentation to be submitted to the dean
- Create a budget for the 45 and 85
- Meet with the board













# BILT CHAIRMAN'S PERSPECTIVE

ADVISORY



BUSINESS LED



## Differentiators between Traditional Advisory Committee and BILT

- Industry Advised
- Occasional Review of Curriculum
- Business is suggesting enhancements to curriculum
- Business is not vested in long-term success of programs
- Ignored advice erodes business commitment
- Industry Led
- Prioritized KSA
- Curriculum must be recognized by the BILT
- Business has “skin-in-the-game”
- Business has the opportunity to reduce OJT (On-the-Job-Training)
- Business has the ability to “give back” to the community in a multi-generational life-changing way

# **BILT Recruitment**



# BILT

## Characteristics

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- **Focuses on a single program**  
Not an entire division
- **Relies on industry subject matter expertise**
- **Future-facing**







# Ideal Composition of BILT

- Companies represent those who hire program graduates
  - High-level technical executives
  - First-line hiring managers
  - Technicians
  - HR execs, usually **not** the sole reps for a company
- Faculty are ex-officio; they *listen* and ask questions



# BILT Member Attributes

- Highly desirable for the companies to hire Associate level students and be local/regional
- Consider:
  - types and sizes of companies represented
  - types of jobs within those companies
  - subject matter expertise of individuals
- Desirable to have BILT members able to predict future needs





## Your Invitation:

- Our college wants to align its (program name) with employer demand in the region, and we've chosen to adopt the Business & Industry Leadership Team (BILT) model for our advisory council. BILT is a proven model that puts employers in a co-leadership role for technical programs.
- We invite you to become part of the BILT to guide our curriculum, so the knowledge and skills of our graduates better align with your needs for job candidates.

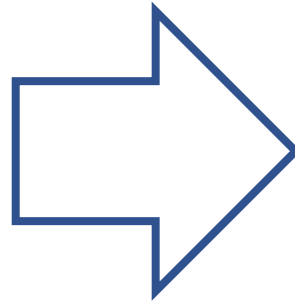
# Value Proposition

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# SERVING ON BILT – DRIVING VALUE

We are in the business of employing the future of America.

STUDENT



EMPLOYEE



BILT – What’s in it for me?

PROFESSOR

- Delivering relevant, industry sought-after skills
- Students more prepared to enter the workforce
- Early business engagement exposes students to business perspective and taxonomy (Mentoring, internships, externships and business-graded capstone courses)

BUSINESS LEADER

- Entry-level employees with “hit-the ground-running” skills
- Ability to tangibly give back to the community
- Ability to tap eager talent in transitioning to the workforce
- Time value realized and appreciated

# KSA Analysis



# KSA ANALYSIS BACKGROUND

- Created by NSF ATE Convergence Technology Center
- Uses PCAL7 (Performance Criteria Analysis) process developed by US Air Force
- Prioritizes the **Knowledge, Skills, and Abilities** (KSAs) businesses will need in entry-level workers 12-36 months into the future
- Consensus is not the goal
- Results of prioritization help faculty align curriculum to workforce needs

# KSA ANALYSIS PROCESS



Begins with a list of **pro forma Knowledge, Skills, and Abilities (KSAs)** with a future-focus



Employers vote to prioritize **KSAs** and discuss the results as a group



May **add, change, or delete** an item during discussion



Meant to **help faculty align curriculum** based on what knowledge, skills, and abilities businesses predict they want in those they want to hire **12-36 months into the future**



# PROFORMA LIST OF KSAS

Do not assume you know what  
employers want in graduates

ASK through the KSA process

Proforma KSA list is

A starting point  
for discussion

Likely  
≈ 120 items

BILT can +/- or  
change items

Emphasis on  
Knowledge  
and Skills

# ROLES DURING KSA MEETING

- Industry Subject Matter Experts
  - Participate in validation ratings and discussion
- Faculty Subject Matter Experts
  - Attend as active listeners
- Facilitator
  - Process expert responsible for efficiency & effectiveness of meeting

# SKILLS VALIDATION PROCESS

Employers use a link to the online voting form to rank each knowledge, skill and ability item

Rank Skills from 1 to 4, with

1 being the **least** important and

4 the **most** important.

These are skills you are looking for in an **entry-level employee** coming out of the college's program.

# KSA RANKINGS (1-4)

- 4** The KSA must be included in the curriculum
- 3** The KSA really should be included in the curriculum
- 2** It would be nice for the KSA to be included in the curriculum
- 1** The KSA can be left out of the curriculum entirely

## *Ranking criteria considers the following:*

- Importance (primary consideration)
- Level of proficiency
- Time spent doing the skill
- Difficulty – how difficult is the skill to learn?

# VALIDATION PROCESS



Please **rate** each skill (skip those you do not feel qualified to rate, if any)



The **votes and the average rating** for each skill will automatically be entered into a spreadsheet that becomes the basis for discussion

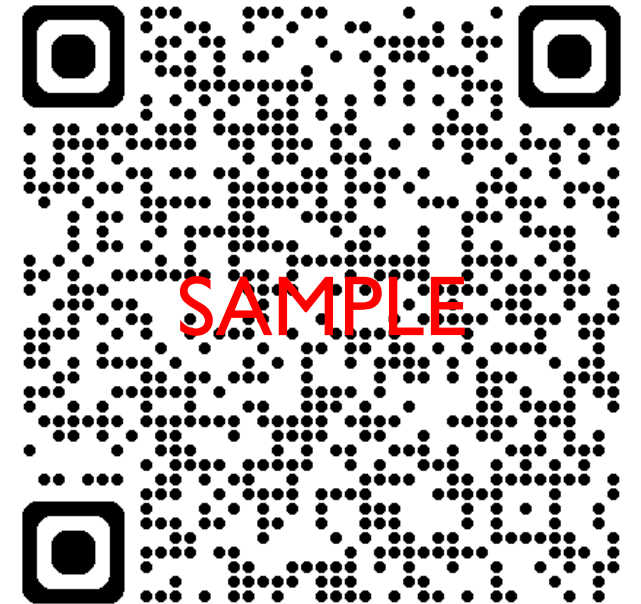


**Discussion** of items is useful when faculty later determine how the knowledge/skill/ability will be addressed in a course



# KSA VOTE

- BILT members use QR code *or* browser link to access voting form
- Vote occurs at beginning of KSA meeting (<20 minutes)



# Sample KSA Vote Cut-off

Technical Project Management							
Alpha Nume	Knowledge	4	3	2	1	Avg	
K-1	Knowledge of computer networking concepts, protocols, and security methodologies.	6	12	7	4	2.69	Discuss
K-2	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	17	9	3	0	3.48	
K-3	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.	4	9	12	4	2.45	Do not map
K-4	Knowledge of benchmarking.	13	6	5	1	3.24	
K-8	Knowledge of information technology (IT) architectural concepts and frameworks.	11	11	7	0	3.14	
K-9	Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.	6	10	11	2	2.69	Discuss before mapping
K-10	Knowledge of Risk Management Framework (RMF) requirements.	11	11	6	1	3.10	
K-11	Knowledge of resource management principles and techniques.	17	10	1	1	3.48	
K-12	Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.	13	11	5	0	3.28	
K-13	Knowledge of system life cycle management principles, including software security and usability.	11	6	10	2	2.90	
K-14	Knowledge of the organization's enterprise information technology (IT) goals and objectives.	10	11	7	1	3.03	

# Sample KSA Mapping to Courses

		Technical Project Management							
Alpha Numeric	Knowledge	4	3	2	1	Avg	ITPM1001	ITSC1374	
K-1	Knowledge of computer networking concepts, protocols, and security methodologies.	6	12	7	4	2.69		Thorough	
K-2	Knowledge of risk management processes (e.g., methods for assessing and mitigating risk).	17	9	3	0	3.48	Exposure		
K-3	Knowledge of laws, regulations, policies, and ethics as they relate to cybersecurity and privacy.	4	9	12	4	2.45	Gap	Gap	
K-4	Knowledge of benchmarking.	13	6	5	1	3.24	Exposure		
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# COMPLETING THE VALIDATION PROCESS

1. **Faculty** cross-reference the prioritized KSAs to existing courses
2. **Gaps are identified, and curriculum strategy is established for filling gaps, if possible**
3. **Program/pathway content is adjusted** in response to industry needs
4. Resulting modifications are reported back to the **BILT** at next meeting



**Questions**



# Contact Info

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**BILT Model:**



**cord**