The Partnership Imperative: Community Colleges, Employers, and America's Chronic Skills Gap

SURVEY OF BUSINESS LEADERS

Contents

METHODOLOGY

A third-party survey firm fielded the employer survey between November 2020 and December 2020. The firm used an online panel methodology to gather 800 responses from business leaders from across the United States.

To ensure a broad sample of perspectives from the employer community, quotas were established across seniority level, degree of existing engagement with community colleges, employer size as measured by employee headcount, and geography. The confidence level of the employer survey is at 95% and the margin of error is estimated at -/+3.10%.

As the survey was conducted during the COVID-19 pandemic, respondents were reminded to answer questions based on the typical operations of the respondent's business—and not based on sudden changes triggered by the COVID-19 pandemic.

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RESPONDENT PROFILE

Title

Senior executive	400	50%
Senior managers	240	30%
Middle managers	160	20%
Total	800	100%

Sector

Technology, IT, Digital	128	16%
Banking	65	8%
Retail	63	8%
Business Services/Management Consulting	58	7%
Construction	42	5%
Healthcare	39	5%
Education, Training	37	5%
Insurance	30	4%
Consumer Goods & Services	29	4%
Travel & Transportation Services	23	3%
Healthcare Administration	23	3%
Engineering	20	3%
Aerospace & Defense	18	2%
Personal Services	14	2%
Pharmaceuticals, Biotechnology & Medical Research	14	2%
Automotive	14	2%
Real Estate and Rental and Leasing	13	2%
Electronics & High Tech	13	2%
Industrial Equipment	11	1%
Wholesale Trade	10	1%
Metals & Mining	10	1%
Media & Entertainment, Arts	9	1%
Chemicals	7	1%
Utilities	7	1%
Communications	6	1%
Freight & Logistics	5	1%
Agriculture	5	1%
Capital Markets	4	1%
Other	77	10%

Total	800	100%

Revenues

$1 billion or more	213	27%
$1 million to $25 million	162	20%
$100 million to $1 billion	174	22%
$25 million to $100 million	120	15%
Less than $1 million	131	16%
Total	800	100%

Scope of business operations

Global	219	27%
National	187	23%
Regional	133	17%
State	143	18%
Local	118	15%
Total	800	100%

Employees

25,000+ employees	109	14%
15,000-24,999 employees	46	6%
10,000-14,999 employees	54	7%
5,000-9,999 employees	72	9%
2,500-4,999 employees	100	13%
1,000-2,499 employees	95	12%
50-999 employees	145	18%
1-49 employees	179	22%
Total	800	100%

Ownership

Private equity-backed company	97	12%
Private personally- or family-owned company	347	43%
Private venture-backed start-up	43	5%
Public company	313	39%
Total	800	100%

Notes on how to read this survey:

Text blocks in brackets are programming instructions for the survey firm. TERMINATE SURVEY means the survey ended immediately for a respondent with that answer choice.

INTRODUCTION

This survey will take approximately 30 minutes. Thank you for your time and contribution to this important research.

This survey is meant for a company leader involved at a strategic level with workforce development / community-college partnership-building efforts. Examples include...

1. CEO

2. Head of Business Unit

3. Business Unit Middle Manager

4. Head of Human Resources

5. Human Resources Middle Manager

2) Which of the following best describes your position?

a. CEO / President / Owner / Managing Director

b. CFO / Chief Treasurer / Chief Controller

c. CHRO

d. CIO / Technology Director

e. CMO

f. COO

g. Other board member

h. Other C-level executive or equivalent

i. Senior VP / VP / Director

j. Head of business unit, department or division

k. Managers whose direct reports are managers

l. Other [TERMINATE SURVEY]

Please note: A productive workforce and vibrant economy require a work-ready* workforce. A work-ready workforce is made possible via collaborations** between community colleges and employers.

This survey seeks to understand the extent and nature of collaborations between America's community colleges and employers to produce a work-ready workforce.

* <u>Work-ready</u> is defined by the ability to perform one's job effectively due to one's…

    1.<u>Technical skills</u> – the ability to perform specific tasks in one's job

        a. e.g., *machinery, welding, soldering, medical sonography, etc.*

    2. <u>Foundational skills</u> – the ability to work effectively across a variety of contexts

        a. e.g., *teamwork, communication, problem solving, work ethic, time management, etc.*

**<u>Collaborations</u> between community colleges and employers can take a number of forms. In this survey, we define collaborations as community colleges and employers working together to…

    1. <u>Partner to offer training and education that is aligned with industry needs</u>

        a. Co-create and regularly update college curriculum around relevant technical and foundational skills based on industry needs

        b. Co-design programs that fit with students' lives and industry hiring cycles

        c. Incorporate classroom experiences that simulate real-world settings and scenarios

    2. <u>Establish relationships that result in the recruitment and hiring of students and graduates</u>

        a. Dedicate staff time towards managing employer-college relationships

        b. Create processes for the hiring of community college students and graduates

        c. Develop commitments for hiring and recruitment

    3. <u>Make decisions that are informed by the latest data and trends</u>

        a. Collect and share data on the local supply for talent

        b. Collect and share data on the local demand for talent

        c. Build mechanisms to jointly monitor and improve the supply of and demand for talent

    Note: Although collaborations can also be financial in nature (via investments or donations), collaborations that are financial in nature will not be the focus of this survey.

This survey should take about 30 minutes and contains 4 sections:

     1. Information about you and your company

     2. Your perspective towards collaboration between community colleges and employers

     3. What community colleges and employers are doing

     4. Obstacles to collaboration

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

We will start with questions to assess whether you are within the population we would like to study. If you are not within our target study population, this survey will end immediately.

SECTION 1/4: INFORMATION ABOUT YOU AND YOUR COMPANY

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

1) Does your company hire graduates of U.S. community colleges?

a. Yes

b. No

c. I don't know [TERMINATE SURVEY]

[Show only if respondent answered "No" to Question #1]

You indicated that you do not hire from U.S. community colleges. Please answer all upcoming questions based on your general impressions as an employer that does not hire from community colleges.

3) What is your gender? Please select all that apply.

a. Female

b. Male

c. Other

d. Prefer not to answer

4) What is your race/ethnicity? Please select all that apply.

a. Black or African American

b. Middle Eastern or North African

c. Asian or Asian American

d. American Indian, Alaska Native or Other Indigenous

e. Native Hawaiian or Other Pacific Islander

f. Hispanic or Latinx

g. White

h. Other

i. Prefer not to answer

5) In which industry does your company primarily operate? Select one.

a. Aerospace & Defense

b. Agriculture (including farming)

c. Automotive

d. Banking (Retail or Investment)

e. Business Services/Management Consulting

f. Capital Markets

g. Chemicals

h. Communications

i. Construction

j. Consumer Goods & Services

k. Education, Training

l. Electronics & High Tech

m. Engineering

n. Forestry or Forest Products

o. Freight & Logistics

p. Government (Central/State or Local, Civil Service) [TERMINATE SURVEY]

q. Healthcare Admin

r. Healthcare Providers (Doctor, Dentist, Nurse, etc.)

s. Industrial Equipment

t. Insurance

u. Media & Entertainment, Arts

v. Medical Products

w. Metals & Mining

x. Oil, gas, coal, renewables or other energy

y. Personal Services

z. Pharmaceuticals, Biotechnology & Medical Research

aa. Real Estate and Rental and Leasing

bb. Retail

cc. Technology, IT, Digital

dd. Travel & Transportation Services

ee. Utilities

ff. Wholesale Trade

gg. Other

6) What is the size of your company's U.S. operations in terms of annual revenue (in USD)?

a. Less than $1 million

b. $1 million to $25 million

c. $25 million to $100 million

d. $100 million to $1 billion

e. $1 billion or more

f. Non-profit [TERMINATE SURVEY]

g. Prefer not to say [TERMINATE SURVEY]

h. I don't know [TERMINATE SURVEY]

7) What is the reach of your business in terms of your customers and employees?

a. Local (serves a specific area)

b. State (serves multiple areas within a state)

c. Regional (serves multiple states)

d. National (serves most or all states

e. Global (serves multiple countries)

f. I don't know [TERMINATE SURVEY]

8) In what region are your company's U.S. business activities predominantly located? If your company serves more than one region, please select the location of your company's headquarters.

a. Northeast

    i. New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont)

    ii. Mid-Atlantic (New Jersey, New York, and Pennsylvania)

b. Midwest

iii. East North Central (Illinois, Indiana, Michigan, Ohio, and Wisconsin)

iv. West North Central (Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota)

c. <u>South</u>

v. South Atlantic (Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia)

vi. East South Central (Alabama, Kentucky, Mississippi, and Tennessee)

vii. West South Central (Arkansas, Louisiana, Oklahoma, and Texas)

d. <u>West</u>

viii. Mountain (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming)

ix. Pacific (Alaska, California, Hawaii, Oregon, and Washington)

e. I don't know [TERMINATE SURVEY]

9) At what type of company are you currently employed?

a. Public company

b. Private personally- or family-owned company

c. Private venture-backed start-up

d. Private equity-backed company

e. I don't know [TERMINATE SURVEY]

10) How many full-time employees does your company employ in the U.S.?

a. 1-49 employees

b. 50-999 employees

c. 1000-2499 employees

d. 2500-4999 employees

e. 5000-9999 employees

f. 10,000-14,999 employees

g. 15,000-24,999 employees

h. 25,000+ employees

i. I don't know [TERMINATE SURVEY]

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

11) How would you rate your company's current level of engagement with community colleges in general?

        a. High engagement (very frequent communication and collaboration)

        b. Medium engagement (some communication and collaboration)

        c. Low engagement (very infrequent communication and collaboration)

        d. No engagement

        e. I don't know

SECTION 2/4: YOUR PERSPECTIVE TOWARDS COLLABORATION BETWEEN EMPLOYERS AND COMMUNITY COLLEGES

GOAL 1/3: PARTNERING TO OFFER TRAINING AND EDUCATION THAT IS ALIGNED WITH INDUSTRY NEEDS

This section seeks to understand the state of collaboration between community colleges and employers as it relates to <u>partnering to offer training and education that is aligned with industry needs</u>. This includes...

> 1. Co-creating and regularly update college curriculum around relevant technical and foundational skills based on industry needs
>
> 2. Co-designing programs that fit with students' lives and industry hiring cycles
>
> 3. Incorporating classroom experiences that stimulate real-world settings and scenarios

[Show only if respondent answered "No" to Question #1]

You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming question based on your general impressions as an employer that does not hire from community colleges.

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

12) How important do you believe is it for employers and community colleges to *partner to offer training and education that is aligned with industry needs?*

> a. Extremely important
>
> b. Very important
>
> c. Moderately important

d. Slightly important

e. Not at all important

f. I don't know

Please answer all questions based on your general perceptions and not based on certain high-performing programs or collaborations.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

13) In general, as you think about your <u>employer's</u> work with <u>community colleges</u> to *partner to offer training and education that is aligned with industry needs*, what grade would you give your <u>employer</u>?

    a. A – very satisfied

    b. B – satisfied

    c. C – neither satisfied nor dissatisfied

    d. D – dissatisfied

    e. F – completely dissatisfied

    f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

14) In general as you think about <u>community colleges'</u> work with <u>employers</u> like yours to *partner to offer training and education that is aligned with industry needs*, what grade would you give <u>community colleges</u>?

    a. A – very satisfied

    b. B – satisfied

    c. C – neither satisfied nor dissatisfied

    d. D – dissatisfied

    e. F – completely dissatisfied

    f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

15) How has the state of collaboration between employers and community colleges <u>trended over the last 3 years</u> when it comes to *partnering to offer training and education that is aligned with industry needs*?

> a. A lot more collaborative
>
> b. More collaborative
>
> c. About as collaborative
>
> d. Less collaborative
>
> e. A lot less collaborative
>
> f. I don't know

GOAL 2/3: ESTABLISHING RELATIONSHIPS THAT RESULT IN THE RECRUITMENT AND HIRING OF STUDENTS AND GRADUATES

The following questions seek to understand the state of collaboration between community colleges and employers as it relates to <u>establishing relationships that result in the recruitment and hiring of students and graduates</u>. This includes…

> 1. Dedicating staff time towards managing employer-college relationships
>
> 2. Creating processes for the hiring of community college students and graduates
>
> 3. Developing commitments for hiring and recruitment

[Show only if respondent answered "No" to Question #1]

You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming question based on your general impressions as an employer that does not hire from community colleges.

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

16) How important do you believe is it for employers and community colleges to collaborate to *establish relationships that result in the recruitment and hiring of students and graduates*?

      a. Extremely important

      b. Very important

      c. Moderately important

      d. Slightly important

      e. Not at all important

      f. I don't know

Please answer all questions based on your general perceptions and not based on certain high-performing programs or collaborations.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

17) In general, as you think about your <u>employer's</u> work with <u>community colleges</u> to *establish relationships that result in the recruitment and hiring of students and graduates,* **what grade would you give your <u>employer</u>?**

      a. A – very satisfied

      b. B – satisfied

      c. C – neither satisfied nor dissatisfied

      d. D – dissatisfied

      e. F – completely dissatisfied

      f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

18) In general, as you think about <u>community colleges'</u> work with <u>employers</u> like yours to *establish relationships that result in the recruitment and hiring of students and graduates,* **what grade would you give <u>community colleges</u>?**

      a. A – very satisfied

      b. B – satisfied

      c. C – neither satisfied nor dissatisfied

      d. D – dissatisfied

e. F – completely dissatisfied

f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

19) How has the state of collaboration between employers and community colleges trended over the last 3 years when it comes to *establishing relationships that result in the recruitment and hiring of students and graduates?*

a. A lot more collaborative

b. More collaborative

c. About as collaborative

d. Less collaborative

e. A lot less collaborative

f. I don't know

GOAL 3/3: MAKING DECISIONS THAT ARE INFORMED BY THE LATEST DATA AND TRENDS

The following questions seek to understand the state of collaboration between community colleges and employers as it relates to making decisions that are informed by the latest data and trends. This includes...

1. Collecting and sharing data on the local *supply* for talent

2. Collecting and sharing data on the local *demand* for talent

3. Building mechanisms to jointly monitor and improve the supply of and demand for talent

[Show only if respondent answered "No" to Question #1]

You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming question based on your general impressions as an employer that does not hire from community colleges.

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

20) How important do you believe is it for employers and community colleges to *make decisions that are informed by the latest data and trends?*

      a. Extremely important

      b. Very important

      c. Moderately important

      d. Slightly important

      e. Not at all important

      f. I don't know

Please answer all questions based on your general perceptions and not based on certain high-performing programs or collaborations.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

21) In general as you think about your <u>employer's</u> work with <u>community colleges</u> to *make decisions that are informed by the latest data and trends,* what grade would you give your <u>employer</u>?

      a. A – very satisfied

      b. B – satisfied

      c. C – neither satisfied nor dissatisfied

      d. D – dissatisfied

      e. F – completely dissatisfied

      f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

22) In general as you think about how <u>community colleges'</u> work with <u>employers</u> like yours to *make decisions that are informed by the latest data and trends,* what grade would you give <u>community colleges</u>?

      a. A – very satisfied

b. B – satisfied

c. C – neither satisfied nor dissatisfied

d. D – dissatisfied

e. F – completely dissatisfied

f. I don't know

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

23) How has the state of collaboration between employers and community colleges trended <u>over the last 3 years</u> when it comes to *making decisions that are informed by the latest data and trends*?

a. A lot more collaborative

b. More collaborative

c. About as collaborative

d. Less collaborative

e. A lot less collaborative

f. I don't know

Harvard Business School

SECTION 3/4: WHAT COMMUNITY COLLEGES AND EMPLOYERS ARE DOING

This section seeks to understand what community colleges and employers can do to ensure a work-ready workforce.

[Show only if respondent answered "No" to Question #1]

You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming questions based on your general impressions as an employer that does not hire from community colleges. We are primarily interested in your impressions of what community colleges could offer to attract employers like yours as a partner (and what you believe employers like yours could do to support community colleges).

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

Note: We define "work-ready" as the ability to perform one's job effectively due to one's...

      1. Technical skills – the ability to perform specific tasks in one's job

            a. E.g., machinery, welding, soldering, medical sonography, etc.)

      2. Foundational skills – the ability to work effectively across a variety of contexts

            a. E.g., teamwork, communication, problem solving, work ethic, time management, etc.

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

24)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know

24R1. Engage employers like yours on advisory boards			
24R2. Engage employers like yours in curriculum design			
24R3. Offer industry-recognized *certifications*			
24R4. Offer *micro-credentials* (e.g., sales, IT support, service excellence)			
24R5. Help students obtain *professional license*s			
24R6. Teach *foundational skills* in the curriculum			
24R7. Teach *technical skills* in the curriculum			
24R8. Offer workplace writing courses			
24R9. Offer workplace applied math courses			
24R10. Offer workplace verbal communication courses			
24R11. Develop standards for what skills and			

knowledge students can expect to acquire in their classes			
24R12. Offer English for Speakers of Other Languages (ESOL courses)			
24R13. Offer English for Speakers of Other Languages (ESOL courses) aligned with specific professions or industries			

25)

How adequate or not adequate do you find community colleges' existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
25R1. Offer programs to help workers currently in the workforce upgrade their skills			
25R2. Offer customized programs for employees at employers like yours			
25R3. Develop program calendars that are convenient			

for employers and learners (e.g., weekend classes, night time courses)			
25R4. Offer credit for students' prior <u>knowledge</u>			
25R5. Offer credit for students' prior <u>work experience</u>			

26)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
26R1. Source industry practitioners to teach community college courses			
26R2. Offer job site visits for community college students			
26R3. Source projects that reflect real-world work from employers like yours for community college class curriculum			
26R4. Offer <u>non-credit-bearing</u> experiential			

learning opportunities (e.g., volunteer, job shadowing, internship opportunities)			
26R5. Offer credit-bearing experiential learning opportunities (e.g., for-credit co-op programs, for-credit apprenticeship programs)			
26R6. Enlist industry practitioners to train community college instructors (utilize "train the trainer" models)			
26R7. Solicit donated or leased equipment or software licenses from employers like you			
26R8. Create work-based or learn-and-earn opportunities			

27)

How adequate or not adequate do you find community colleges' existing efforts in the following areas?			
	Community colleges' existing efforts are adequate	Community colleges' existing efforts are not adequate	I don't know

27R1. Assign a team or individual to manage community college-employer partnerships			
27R2. Establish partnerships for employers like yours to *recruit and hire* from community colleges			
27R3. Partner with employers where their graduates work			
27R4. Encourage community college faculty to build relationships with recruiters and hiring managers			

28)

How adequate or not adequate do you find community colleges' existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
28R1. Deploy technology to facilitate contact between community colleges and employers like yours (e.g.,			

Handshake, Salesforce, etc.)			
28R2. Offer in-person or virtual sessions for community college students to meet with recruiters and hiring managers			
28R3. Work with employers like yours to establish policies, recruiting calendars, standard procedures, and/or hiring best practices			

29)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
29R1. Commit to *job guarantees* for community college graduates (employer commitments to hire a fixed number of students per cycle)			
29R2. Commit to *hiring targets* for community college			

graduates (employer commitments to hire an approximate number of students per cycle)			
29R3. Establish employer-funded *scholarship programs* for community college students			
29R4. Solicit employment opportunities for community college-wide job boards			
29R5. Solicit employment opportunities on academic department-specific job boards			
29R6. Co-design marketing campaigns with employers like yours to attract students to community college programs			

30)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?

	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
30R1. Collect and monitor data on local demographic trends			
30R2. Seek feedback from employers like yours on their community college as a partner (at least once per year)			
30R3. Survey employees who attended community college on their experience at your company (at least once per year)			

31)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
31R1. Survey employers like yours on their workforce needs (at least once per year)			
31R2. Track the local community on its workforce needs (at least once per year)			

31R3. Track data on job / industry trends (e.g., job / earnings growth)			

32)

How adequate or not adequate do you find <u>community colleges'</u> existing efforts in the following areas?			
	Existing efforts by community colleges are <u>adequate</u>	Existing efforts by community colleges are <u>not adequate</u>	I don't know
32R1. Use job placement rate as part of the community college's outcome metrics			
32R2. Use graduate wages as part of the community college's outcome metrics			
32R3. Prioritize job placement rate over graduation rate as a community college outcome metric			
32R4. Embed workforce development objectives into the community college's strategic plan			
32R5. Counsel students to enroll in programs with			

the highest labor market demand			
32R6. Offer career services (resume / cover letter writing, job search fundamentals)			

The following questions seek to understand what your employer is doing to create a work-ready workforce. These questions also seek to understand whether you believe your employer's existing efforts are adequate or not adequate.

[Show only if respondent answered "No" to Question #1]
You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming questions based on your general impressions as an employer that does not hire from community colleges. We are primarily interested in your impressions of what community colleges could offer to attract employers like yours as a partner (and what you believe employers like yours could do to support community colleges).

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.
Note: We define "work-ready" as the ability to perform one's job effectively due to one's…
      1. Technical skills – the ability to perform specific tasks in one's job
         a. *E.g., machinery, welding, soldering, medical sonography, etc.)*
      2. Foundational skills – the ability to work effectively across a variety of contexts
         a. *E.g., teamwork, communication, problem solving, work ethic, time management, etc.*
Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

33) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are adequate	My company's existing efforts are not adequate	I don't know

33R1. Engage community colleges on industry advisory boards						
33R2 Provide input to community colleges on curriculum design						
33R3. Support community college efforts to offer industry-recognized *certifications*						
33R4. Support community college efforts to offer *micro-credentials* (e.g., sales, IT support, service excellence)						
33R5. Support community college efforts to help students obtain *professional licenses*						
33R6. Support community college efforts to teach *foundational* skills in the curriculum						
33R7. Support community college efforts to teach *technical* skills						

in the curriculum						
33R8. Support community college efforts to offer workplace writing courses						
33R9. Support community college efforts to offer workplace applied math courses						
33R10. Support community college efforts to offer workplace verbal communication courses						
33R11. Co-develop standards for what skills and knowledge students can expect to acquire in their community college classes						
33R12. Support community college efforts to offer English for Speakers of Other Languages (ESOL courses)						

34) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?	Do you believe your company is doing enough?

	My company does this	My company does not do this	I don't know	My company's existing efforts are adequate	My company's existing efforts are not adequate	I don't know
34R1. Send current workers to upgrade their skills at community colleges						
34R2. Work with community colleges to offer customized programs for company employees						
34R3. Support community college efforts to develop program calendars that are most convenient for employers and learners (e.g., weekend classes, night time courses)						

35) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are adequate	My company's existing efforts are not adequate	I don't know
35R1. Offer industry practitioners to						

teach at community colleges					
35R2. Offer job site visits for community college students					
35R3. Offer class projects that mimic real-world work for community college courses					
35R4. Support community college efforts to offer non-credit bearing experiential learning opportunities (e.g., volunteer, job shadowing, internship opportunities)					
35R5. Support community college efforts to offer credit-bearing experiential learning opportunities (e.g., for-credit co-op programs, for-credit apprenticeship programs)					
35R6. Enlist industry practitioners to train community college instructors (utilize "train the trainer" models)					

35R7. Donate or lease equipment or license software to community colleges						
35R8. Create work-based or learn-and-earn opportunities for community college students						

36) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are adequate	My company's existing efforts are not adequate	I don't know
36R1. Assign a team or individual to manage community college-employer partnerships						
36R2. Establish partnerships for employers to *recruit and hire* from community colleges						
36R3. Partner with community colleges that your employees come from						
36R4. Encourage						

recruiters and hiring managers to build relationships with community college faculty					

37) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does <u>not</u> do this	I don't know	My company's existing efforts are <u>adequate</u>	My company's existing efforts are <u>not adequate</u>	I don't know
37R1. Deploy technology to facilitate contact between community colleges and employers like yours (e.g., Handshake, Salesforce, etc.)						
37R2. Offer in-person or virtual sessions for community college students to meet with recruiters and hiring managers						
37R3. Work with community colleges to establish policies, recruiting calendars, standard procedures,						

and/or hiring best practices						

38) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are adequate	My company's existing efforts are not adequate	I don't know
38R1. Commit to *job guarantees* for community college graduates (employer commitments to hire a fixed number of students per cycle)						
38R2. Commit to *hiring targets* for community college graduates (employer commitments to hire an approximate number of students per cycle)						
38R3. Establish employer-funded *scholarship programs* for community college students						
38R4. Post employment						

opportunities on community college-wide job boards						
38R5. Post employment opportunities on academic department-specific job boards						
38R6. Co-design marketing campaigns with community colleges to attract students to programs						

39) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are <u>adequate</u>	My company's existing efforts are <u>not adequate</u>	I don't know
39R1. Collect and monitor data on local demographic trends						
39R2. Seek feedback from community college leaders on your company as a partner (at least once per year)						
39R3. Survey employees who						

attended community college on their experience at your company (at least once per year)						

40) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing efforts are <u>adequate</u>	My company's existing efforts are <u>not adequate</u>	I don't know
40R1. Survey the local community on its workforce needs (at least once per year)						
40R2. Track data on industry trends (e.g., changing nature of jobs in your industry)						
40R3. Track the retention rates of employees who attended community college						

41) Please select one option in the first three columns and one option in the last three columns for each row.

	Which of the following actions is your company taking?			Do you believe your company is doing enough?		
	My company does this	My company does not do this	I don't know	My company's existing	My company's existing efforts are	I don't know

				efforts are adequate	not adequate	
41R1. Support community college efforts to counsel students to enroll in programs with the highest labor market demand						
41R2. Support community college efforts to offer career-building support services (resume / cover letter writing, job search fundamentals)						

SECTION 4/4: OBSTACLES TO COLLABORATION

This section seeks to understand the obstacles inhibiting community colleges and employers from collaborating to the fullest extent.

REMINDER: All data will be collected on an anonymized basis and reported out on an aggregate level. Information collected will not be disaggregated in a way that will allow for the identification of specific institutions or individuals.

[Show only if respondent answered "No" to Question #1]

You indicated earlier that you do not hire from U.S. community colleges. Please answer the upcoming questions based on your general impressions as an employer that does not hire from community colleges. We are primarily interested in your impressions of what community colleges could offer to attract employers like yours as a partner (and what you believe employers like yours could do to support community colleges).

Please answer the following questions based on the typical operations of your business—and not based on sudden changes triggered by the COVID-19 pandemic.

42) Please indicate the extent to which you agree or disagree with the following statements.

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	I don't know
Human resources						
42.01. Community colleges are resistant to curricular changes						
42.02. Community colleges' career and technical program leaders lack training						
42.03a. My company lacks the reputation to attract community college partners						

42.03b. Community colleges lack the reputation to attract partners like my company						
42.04. Community colleges lack the leadership they need to create the workforce of the future						
42.05. Community colleges lack the staff to collect and make sense of data						
42.06. Community colleges lack staff to develop and maintain employer relationships						
Institutional priorities and culture						
42.07. Community colleges lack the mandate or culture to develop programs that align with what employers like mine are looking for						
42.08. Community colleges lack the facilities and/or equipment to train students on skills that my company is looking for						
42.09. Community colleges have too much red tape						
42.10 Community colleges are confined to limited "service area" policies						

Facilities and financial resources						
42.11. Community colleges don't pay enough to attract instructors with industry experience						
42.12. Community colleges lack the infrastructure to develop and maintain hiring relationships with employers like mine						
42.13. Community colleges do not have a primary point of contact for hiring and recruitment relationship building with employers like mine						
42.14. Community colleges have too small a student body to attract employers like mine as a partner						
42.15. Community college students aren't interested in working at my company						
Lack of transparency						
42.16. My company doesn't know which community colleges to contact to initiate hiring relationships						
42.17. My company doesn't know whom to contact at community colleges to initiate hiring relationships						

42.18. Community colleges are unwilling to share student information to help me to hire talent						
42.19a. Discussions with community colleges are honest and actionable						
42.19b. Serving on industry advisory boards is a good use of my company's time						
Lack of time						
42.20. My employer expects community colleges to initiate contact, rather than the other way around						
42.21. My company doesn't have time to tell community colleges what to teach						
Disconnect between college and industry						
42.22a. My company doesn't know which skills and credentials it is looking for in new hires						
42.22b. Community college graduates lack the skills and credentials my company is looking for in new hires						
42.22c. Community college graduates take too long to reach full productivity at my company						

42.22d. My company needs to be clearer to community colleges about what we are looking for in job applicants						
42.22e. Community college graduates lack the English proficiency needed to succeed at my company						
42.22f. Community college graduates lack work authorization needed to be hired at my company						
42.23a. Community colleges are resistant to changing their curriculum to align with my company's *foundational skills* needs						
42.23b. Community college graduates lack the *foundational skills* needed to succeed at my company						
42.24a. Community colleges are resistant to changing their curriculum to align with my company's *technical skills* needs						
42.24b. Community college graduates lack the necessary *technical skills* needed to succeed at my company						
Lack of investment						
42.25. Community colleges are charging						

too much to develop customized programs						
42.26. Community colleges lack interest in welcoming industry practitioners to teach in the classroom						
42.27. Community college interns for work-based learning opportunities should be paid						
42.28. It is unreasonable for community colleges to expect companies like mine to donate or lease equipment and facilities to community colleges						
42.29. It is the responsibility of the employee to pay for their own upskilling						
42.30. Community colleges lack interest in co-developing customized programs with companies like mine						
42.31. Community colleges are asking companies like mine to share intellectual property that could compromise my company						
42.32a. Community colleges lack interest in sending students for field trips and visits						
42.32b. My company lacks safeguards to						

allow community college students to roam around on site					
Lack of collaborative spirit					
42.33. Community colleges aren't responding to my company's emails or phone calls in a timely manner					
42.34. Community colleges don't train for skills / equipment that my company needs					
42.35. Community colleges are unwilling to align their academic calendars with my company's hiring schedule					
42.36. Community colleges take too long to graduate the talent that companies like mine need					
42.37. Community colleges aren't <u>collecting</u> the data I need to be an effective partner to them					
42.38a. Community colleges aren't <u>sharing</u> the data I need to be an effective partner to them					
42.38b. My company lacks the staff to collect and analyze data on community college					

hires (e.g., retention rates, skill gaps)						
42.38c. It's not worth the time and effort to collect and analyzing data on community college hires (e.g., retention rates, skill gaps)						
42.39. Community colleges aren't sharing the data I need to be an effective partner in a timely manner						
Perceptions						
42.40. Community college graduates aren't as high quality as 4-year college graduates						
42.41. It's more cost effective to hire experienced talent from the open market than train new talent from scratch						
Structural						
42.42. It is difficult to engage with small community colleges in my region						
42.43. It is difficult to engage with large community colleges in my region						
42.44. There is not enough consistent supply of graduates of certain community college programs for my company to						

entertain a recruitment relationship						
42.45. Many community colleges are located too far away from my company						
Unreasonable expectations						
42.46. Community colleges expect companies like mine to pay higher than prevailing wages						
42.47a. Perfect candidates can be found on the open market						
42.47b. My company lacks manpower to manage and train new graduates from community colleges						
42.47c. It's more cost effective to hire talent from other training providers (e.g., boot camps or non-profit training academies such as YearUp) than to hire talent from community colleges						
42.48. Community colleges are asking my company to make accommodations beyond what is reasonable						

[Show question if respondent selected "Strongly Agree" or "Agree" to 42.62]

43) You indicated that community colleges are asking your company to make accommodations beyond what is reasonable. What requests do you consider unreasonable?

a. [OFFER OPEN-ENDED RESPONSE]

b. [OFFER OPTION TO SKIP]

44) What other obstacle(s) (if any) are preventing your employer from collaborating with community colleges to produce a work-ready workforce?

a. [OFFER OPEN-ENDED RESPONSE]

b. [OFFER OPTION TO SKIP]

45) Consider the employer-college partnerships you've observed. Please rank the following individuals from most effective at managing the partnership to least effective at managing the partnership.

Employer side

a. CEO

b. C-suite executive

c. Chief Human Resources Officer

d. Human Resources Manager

e. Business unit leader

f. Line manager

g. Other

h. I don't know

College side

a. President / Chancellor

b. Department head

c. Faculty

d. Office of career services

e. Other

f. I don't know

46) Among the most effective employer-college partnerships you've observed, who within the organization was typically responsible for managing the partnership on a day-to-day basis? Please rank from most to least effective.

Employer side

a. CEO

b. C-suite executive

c. Chief Human Resources Officer

d. Human Resources Manager

e. Business unit leader

f. Line manager

g. Other

h. I don't know

College side

a. President / Chancellor

b. Department head

c. Faculty

d. Office of career services

e. Other

f. I don't know

47) Whose responsibility do you believe it is to initiate college-employer partnerships?

a. Employer's responsibility

b. College's responsibility

c. Local government's responsibility

d. State government's responsibility

e. Federal government's responsibility

f. An intermediary's responsibility (e.g., a chamber of commerce, a non-profit)

g. I do not believe it is anyone's responsibility to initiate a partnership

h. Other

i. I don't know

48) Overall, how important do you believe it is for employers and community colleges to partner to produce a work-ready workforce?

a. Very important

b. Somewhat important

c. Neither important nor unimportant

d. Somewhat unimportant

e. Very unimportant

f. I don't know

49) Overall, as you think about your company's partnership with community colleges to produce a work-ready workforce, what grade would you give COMMUNITY COLLEGES?

a. A – very satisfied

b. B – satisfied

c. C – neither satisfied nor dissatisfied

d. D – dissatisfied

e. F – completely dissatisfied

f. I don't know

50) Overall, as you think about your company's partnership with community colleges to produce a work-ready workforce, what grade would you give YOUR COMPANY?

a. A – very satisfied

b. B – satisfied

c. C – neither satisfied nor dissatisfied

d. D – dissatisfied

e. F – completely dissatisfied

f. I don't know

51) Overall, how has the state of collaboration between employers and community colleges trended over the last 3 years?

a. A lot more collaborative

b. More collaborative

c. About as collaborative

d. Less collaborative

e. A lot less collaborative

f. I don't know

52) To what extent do you agree or disagree with the following statement? "Community colleges are producing the work-ready employees that my company needs."

a. Strongly agree

b. Agree

c. Neither agree nor disagree

d. Disagree

e. Strongly disagree

f. I don't know

[END SURVEY INSTRUMENT]