Aligning Higher Education with the Workforce

Some Lessons from New Jersey

Susan Schurman
School of Management and Labor Relations
National Institute on the Assessment of Adult Learning
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Economic history

What will it look like? ................

**Industrial era**
- Keynesian Economics
- Stability
- Mass production
- Large organizations: companies, government, unions
- Balance of power between capital and labor
- Bureaucratic/Taylorist structures
- Western industrial economies dominate

**Knowledge/Information era**
- Neoliberal Economics
- Innovation and change driven by technology
- Strategic flexibility, responsiveness
- Batch production
- Consolidation of capital, externalization of production
- Consumer choice
- “Emerging” economies compete
- New Organizational structures
- End of the “job.” Self-employment
The 20th Century Organization: Bureaucracy + Mass Production

“Centralized, functional”
Industrial structure assumes Leaders/Managers know more than “subordinates.” Hierarchy of authority governs vertical structure.

Knowledge structure assumes Subordinates/members know things that managers/leaders don’t. Requires horizontal and team-based structures.
The “Architecture” of Knowledge and Skill in Organizations

<table>
<thead>
<tr>
<th>Industry/Sector Knowledge</th>
<th>General Knowledge</th>
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<tr>
<td>Firm/Agency Specific Knowledge</td>
<td>Job/Occupational Knowledge</td>
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Architecture of Knowledge in Mass Production Firms

- Industry/Sector Knowledge
- Firm/Agency Specific Knowledge
- General Knowledge/Education
- Job/Occupational Knowledge

- Executives
- Supervisors
- Engineers
- Front line workers
Employer Sponsored Training, Union-Employer Sponsored Training, Proprietary School Job Training, On-the-job Training, and Work/Life Experience
Architecture of Knowledge in Knowledge-based Firms

- Industry/Sector Knowledge
- General Knowledge/Education
- Firm/Agency Specific Knowledge
- Job/Occupational Knowledge

Managers

Workers
Connecting the Dots: Stacking and Articulation

Industry/Professional Knowledge

Graduate/Professional Schools

4-Year Colleges and Universities
BS/BA Degrees

Community College
AA/AS (Transfer) Degrees

Firm/Agency Knowledge

Community College
Vocational/Technical
Certificates and AAS Degrees

Non Collegiate learning
Employer Sponsored Training,
Union-Employer Sponsored Training,
Proprietary School Job Training,
On-the-job Training, and
Work/Life Experience

General Knowledge

Strong Link                 Weak Link

4-Year Colleges and
Universities

Community College

Vocational/Technical
Certificates and AAS Degrees

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Job/Occupational Knowledge
Integrating the Postsecondary system in 3 ways

- Reduce the divide between vocational and liberal education
- Build new connections between and among learning institutions
- Enable working learners to earn “while you learn”
The crucial role of “assessment”

- Reliable and valid methodologies
- But reliability and validity are not sufficient to generate trust in new forms of assessment.
- Trust requires the active involvement of the stakeholders in the process of identifying competencies and assessment methods: employers, educators, unions, elected officials, professional associations, employees themselves.
New Jersey’s Sectoral Approach

Talent Networks in major industries bring the stakeholders together to identify employment needs and competencies:

- Health Care
- Hospitality
- Manufacturing
- IT
- Finance
- Transportation
• Healthcare jobs make up 14 of the top 30 careers with the greatest projected need through 2022.

• Registered nurses, home health aides, licensed practical and licensed vocational nurses are among the occupations with the largest projected number of job openings/replacement as many of the Baby Boomers age out of these professions.

• According to the NJ state projection, registered nurses make-up 11% of the total health care jobs and the demand is expected to increase.

• But…the delivery of care and the settings for practice are being dramatically altered by the ACA. Requires new competencies for both new and experienced practitioners.
Stacking and Articulation in Health Care

Industry/Professional Knowledge

Graduate/Professional Schools
- MSN/DPN

4-Year Colleges and Universities
- BSN Degrees

Community College
- AA/RN
- AA Allied Health

Firm/Agency Knowledge

Community College
- Vocational Technical
- LPN
- AAS in Allied Health

Non Collegiate learning
- Community Health worker Certificate
- CNA Apprenticeship
- Phlebotomy

General Knowledge

Strong Link
Weak Link