

# DELIVERING THE MOST DIRECT CAREER PATH

Skills Mapping and Innovative Credentials

August 27, 2024



# SKILLS FIRST APPROACH

## There are sizeable gaps between a worker's skills and career opportunities (Career Optimism Index, 2024)

- More organizations are committing to skills-based hiring (Future of Recruiting, 2024) and dropping degree requirements
- 74% of workers recognize new skills are essential to staying ahead in their career
- 44% of employers say their top hiring challenge is a lack of well qualified applicants
- Employees without four-year degrees tend to stay 34% longer than those with degrees (LinkedIn)

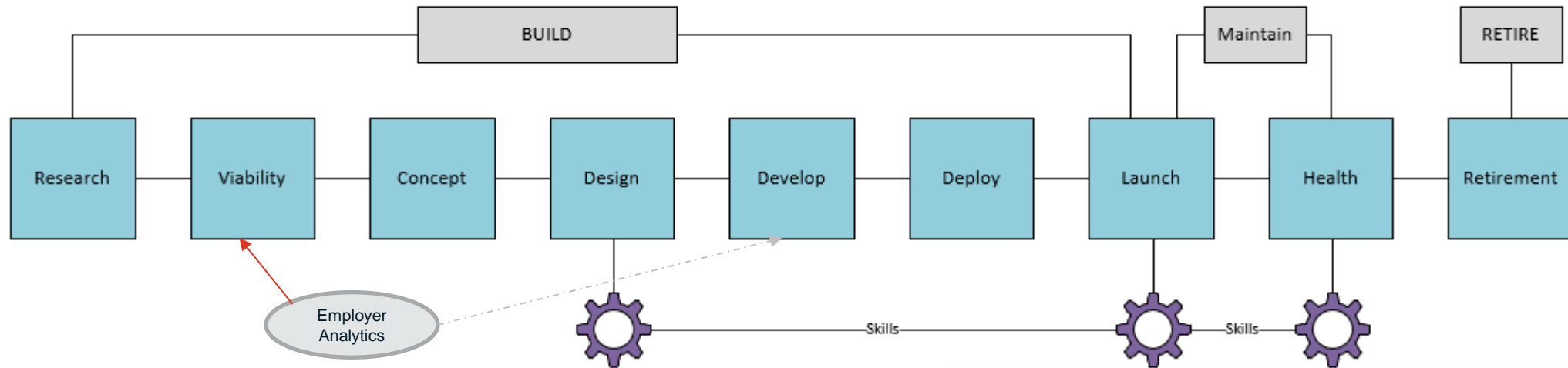
## Additional insights from learners:

- Students/learners reporting difficulty in connecting learning outcomes into skills language during job search
- Students/learners want credentials as fast as possible and want assurance employers will find the credential relevant



# SKILLS INTEGRATED INTO CREDENTIAL BUILD PROCESSES

## University Program Lifecycle Process



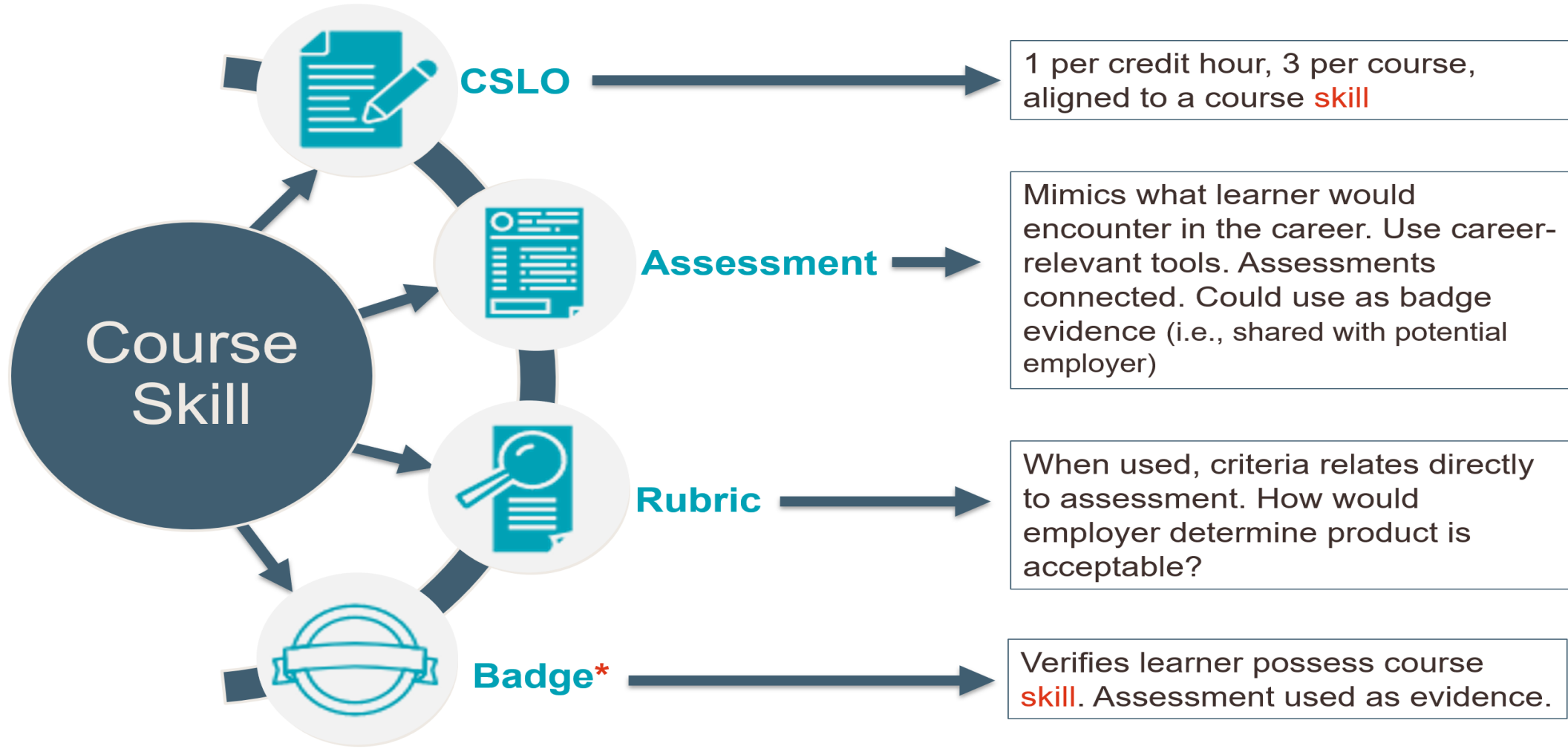
- Each Credit Hour has one Course Student Learning Outcome Articulated
- Each CSLO is associated to a Career-Relevant Skill using job friendly language
- The Assessment evaluates students on the degree to which they are showing evidence of attaining the CSLO/Career-Relevant Skill

## SKILLS EVALUATED BY COURSE

The Skills Dashboard displays skills evaluated in each course of the MBA program. Each evaluated skill falls under one of five skill categories, or program student learning outcomes, for the MBA.

Category	Management	Operations	Leadership	Communication	Decision Making
Skills	Business Administration	Business Strategies	Human Resource Management	Organizational Structure	Performance Management
	Organizational Culture	International Economics	Innovative Leadership	Change Management	Economic Theories
	Digital Transformation	Business Risk Management	Organizational Performance	Business Research	Cost Benefit Analysis
	Capital Budgeting	Business Valuation	Value Creation	Process Analysis	Capital Structures
	Financial Market	Information Visualization	Competitive Advantage	Marketing Communications	Predictive and Qualitative Analysis
	Marketing Strategies	Value Chain		Strategic Planning	Marketing Analysis
	Training and Development	Dynamic Business Process Management			SWOT Analysis
	Entrepreneurship				

# SKILLS ARE THE SPINE TO OUR STRATEGY



# VISION

"Our vision is to support the learner in developing a seamless and interoperable Learner Employment Record (LER) that measurably improves the learner's return on investment in higher education. Through comprehensive industry partnerships we ensure our learner's are able to effectively present verified credentials that serve as valuable resources for employers who seek competitive advantages through effective hiring and continuing knowledge management practices."

This vision emphasizes:

- **Seamless Interoperability:** Creating a unified platform that allows for easy access and sharing of CLR/LER data across different schools, employers, wallets, and platforms in a verifiable and portable way.
- **Comprehensive Representation of the Learner:** Making sure the CLR captures a complete view of a learner's academic journey, achievements, skills, badges, and competencies. The LER provides a full record of their work experience and professional development, using pass-through technology when needed.
- **Empowering Learners:** Giving learners the tools, resources, and support they need to understand, use, and leverage their CLR/LER for academic and career success.
- **Adding Value to Employers:** Working closely with industry partners to align the CLR/LER with current industry needs and standards. This ensures employers have reliable records to evaluate and recruit talent effectively.

By embracing this vision, the institution can help drive a change to the traditional approach to academic records and employment verification. This will create a more transparent, accessible, and valuable system that benefits learners, employers, and the broader educational community without being tied to a single design or credential sharing strategy.



# LER TECHNOLOGY SOLVES SYSTEMIC CHALLENGES FOR EACH STAKEHOLDER

Enhanced Student Records

Curriculum Development

Alumni Management

Regulatory Compliance

Data-Driven Decision Making

Streamlined Administrative Processes

Improved Accreditation

Enhanced Student Engagement

For Educators



For (L)earners



For Employers



Empowerment and Control

Enhanced Job Mobility

Recognition of Diverse Learning Experiences

Career Development Tools

Continuous Learning Tracking

Secure Data Management

Personalized Learning Paths

Improved Job Matching

Streamlined Hiring Processes

Skills-Based Hiring

Improved Workforce Planning

Enhanced Talent Acquisition

Reduced Verification Costs

Data-Driven Workforce Decisions

Increased Productivity

Access to a Diverse Talent Pool



For States & Agencies

Informed Policy Decisions

Economic Growth and Efficiency

Promotion of Lifelong Learning

Standardized Credential Recognition

Enhanced Transparency in Education and Employment

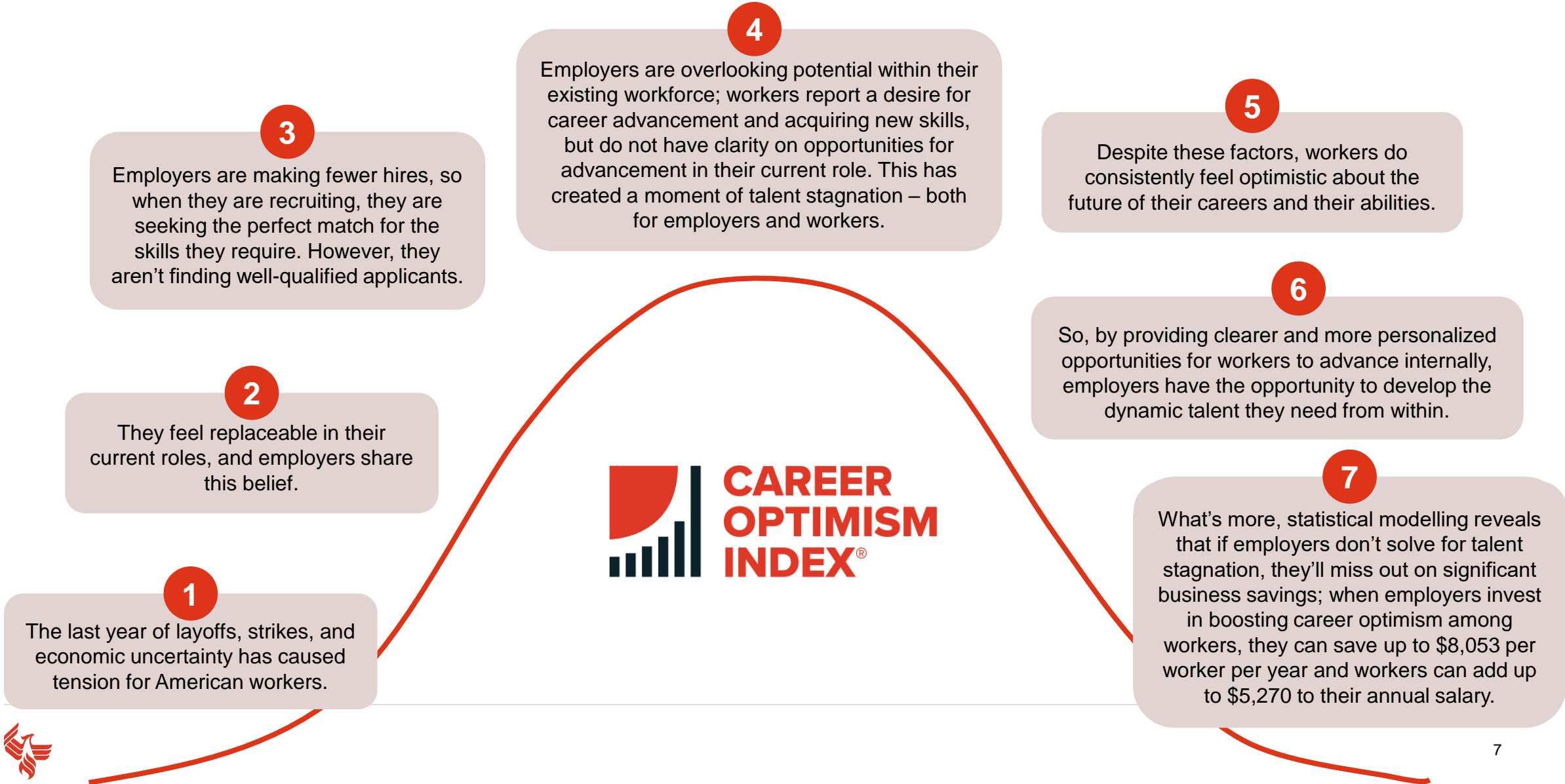
Reduced Administrative Costs

Improved Cross-Sector Collaboration

Development of a Future-Ready Workforce



# OVERVIEW OF CAREER OPTIMISM INDEX ® 2024 FINDINGS



# THEY SEE A NEED TO CONTINUE SKILLING THAT WILL SUPPORT THEIR FUTURE CAREER ADVANCEMENT

## SKILLING

Shown: % Top 2 Agree

74%

Of workers believe they need to **continue learning new skills to stay ahead in their career**

66%

Of workers believe they need to **improve their skillset in order to advance their career**

49%

Of workers say they will need to **learn new skills within the next year to continue in their current job**

- More Black Americans (84%) than Latinx (77%), Asian (76%) or White (71%) Americans
- More people living in urban areas (81%) than suburban (72%) and rural (67%) areas
- More White-collar workers (76%) than Blue-collar workers (72%)
- More hybrid workers (79%) than remote (74%) and in-person (70%)

- More Men (68%) than Women (63%)
- More Gen Z (76%) and Millennial (77%) than Gen X (62%) and Boomers (47%)
- More Black Americans (78%), Asian (74%), and Latinx (71%) Americans than White Americans (63%)
- More people living in urban (76%) areas than suburban (64%) and rural (58%)
- More White-collar workers (68%) than Blue-collar workers (65%)
- More hybrid (73%) and remote (70%) workers than in-person (60%)

- More Men (52%) than Women (46%)
- More Gen Z (60%) and Millennial (60%) than Gen X (43%) and Boomers (31%)
- More Black (58%), Latinx (57%) and Asian (54%) Americans than White (45%) Americans
- More people living in urban areas (61%) than those in suburban (46%) and rural (40%)
- More White-collar workers (51%) than Blue-collar workers (47%)
- More hybrid (60%) and remote (54%) workers than in-person (40%)

\* Significant differences indicated by purple or green text   Δ Indicates Wave-over-Wave Shift



# WORKERS AND EMPLOYERS ALIKE ARE ALIGNED ON THE SOFT SKILLS NEEDED TO PERFORM WELL IN THEIR JOBS

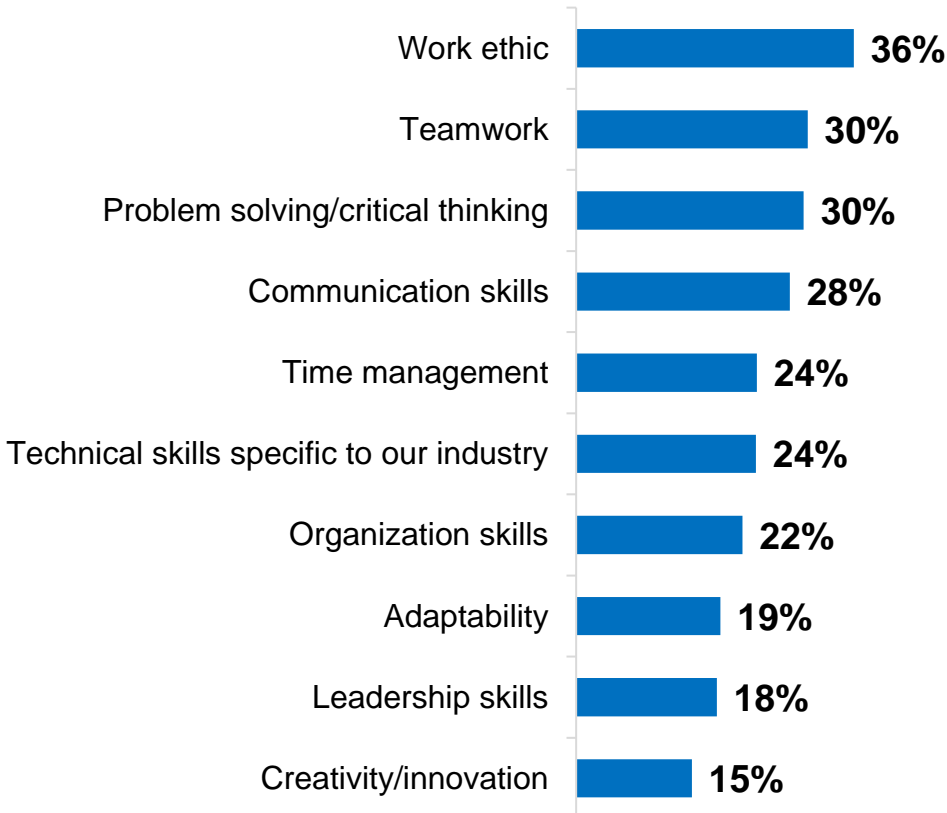
## TOP SKILLS NEEDED TO PERFORM WELL IN THEIR JOB

(Shown: % Selected – Top 10, Among those employed)



## TOP SKILLS NEEDED FOR THEIR EMPLOYEES TO PERFORM WELL IN THEIR JOB

(Shown: % Selected – Top 10, Among Employers)



Q104\_NEW: Which of the following, if any, do you believe are the top skills needed for you to perform well in your job? Base: Among those employed: Total Workforce n=4137. Q104\_EMP\_NEW: Which of the following, if any, do you believe are the top skills needed for your employees to perform well in their job? Base: Employers n=501.

# EMPLOYER INVESTMENT IN SKILLING IS HIGHLY VALUED AMONG WORKERS AND COULD INCREASE TALENT RETENTION

**SKILLING**  
Shown: % Top 2 Agree

- Younger generations (69% Gen Z, 73% Millennials), Black Americans (78%), people living in urban areas (74%), White-collar workers (68%), and hybrid workers (70%) are the most likely to say this
- D.C. (77%) is the most likely DMA to say this

**65%**

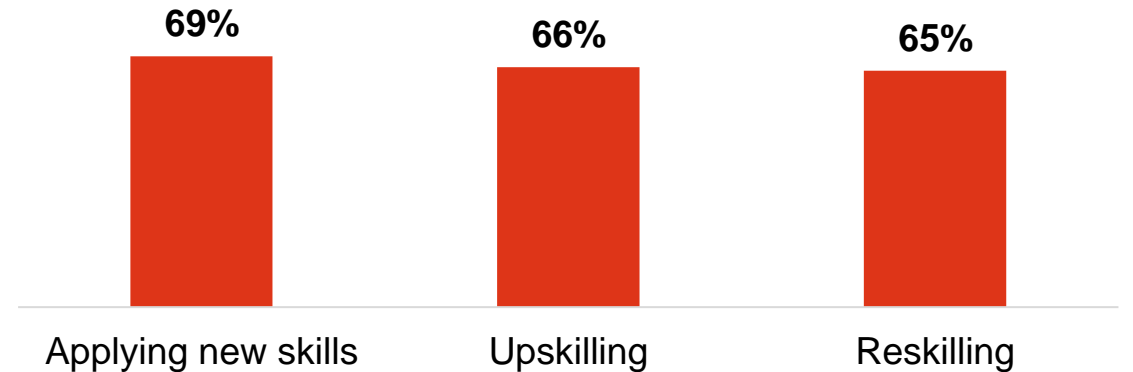
Of Workers say **how much a company invests in reskilling / upskilling** is something they consider when looking for new opportunities

**39%**

Of Americans **do not have access** to opportunities to develop the skills they need to advance in their career

- Younger generations (47% Gen Z, 42% Millennials), Blue-collar workers (40%), and hybrid workers (41%) are the most likely to say this

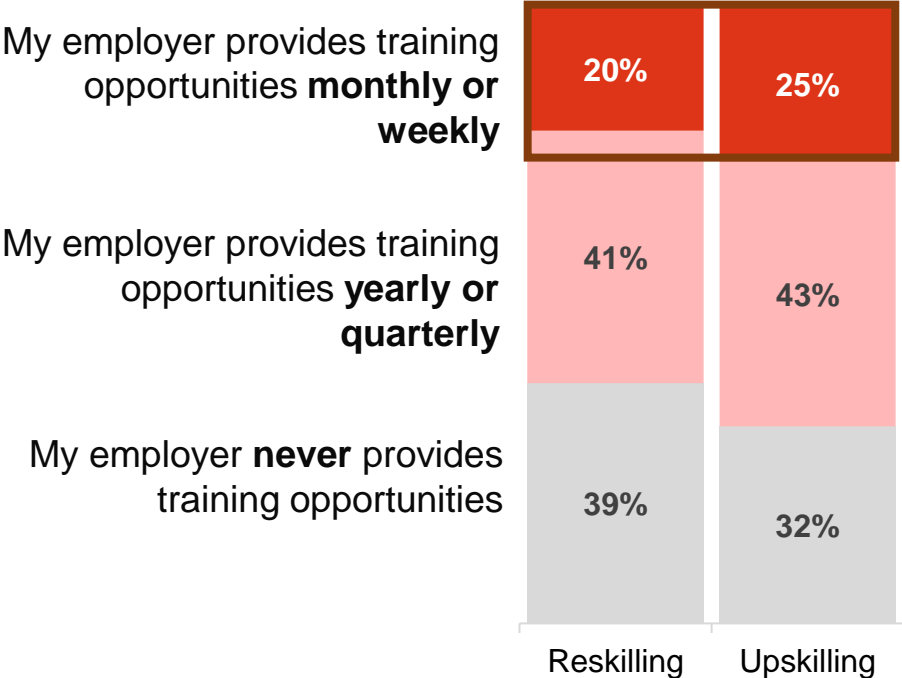
And workers would be more likely to stay throughout their career if their company provided more opportunities for...



\* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

# HOWEVER, RESKILLING AND UPSKILLING OPPORTUNITIES ARE NOT FREQUENTLY OFFERED BY EMPLOYERS

EMPLOYER PROVIDED TRAINING OPPORTUNITIES  
(Shown % Selected)



and **1 in 2**

Workers rate their upskilling or reskilling opportunities as **good or excellent** (54% upskilling, 50% reskilling)

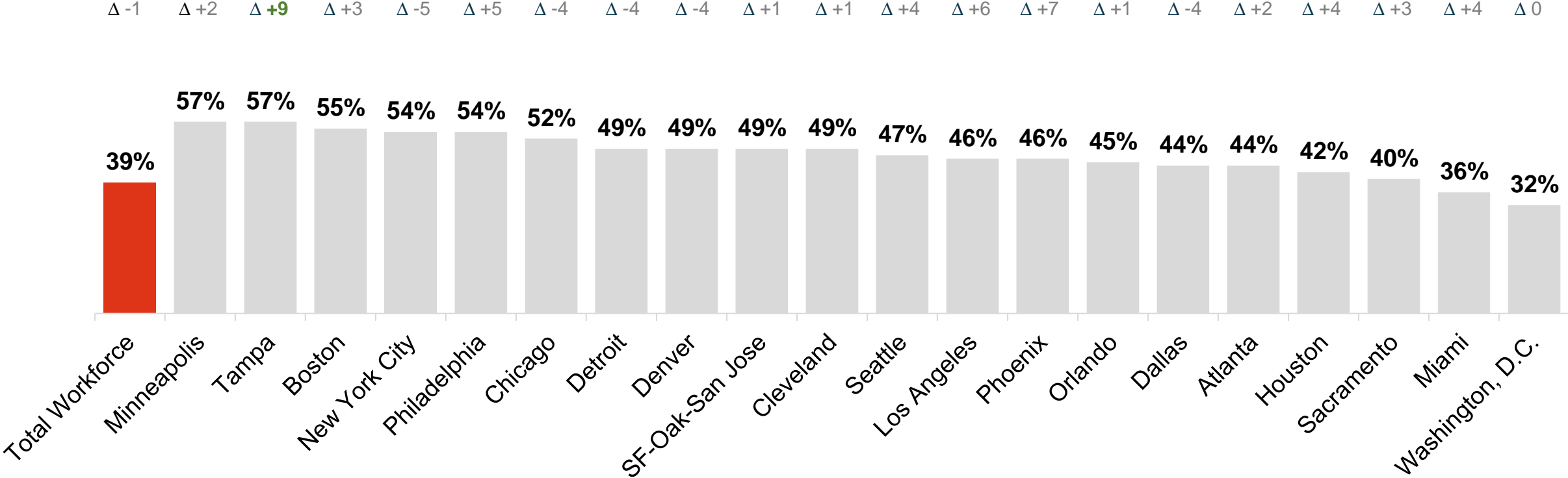
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Q55: Approximately, how often does your employer provide specific opportunities for you to participate in...? Base: Among those employed: Total Workforce n=4137. Q56: How would you rate your employer's specific opportunities for... Base: Among those employed: Total Workforce n=4137.

# MANY WORKERS ACROSS DMAS SAY THEIR EMPLOYER NEVER PROVIDES THEM WITH RESKILLING OPPORTUNITIES; TAMPA SEES LARGEST INCREASE FROM LAST YEAR

## EMPLOYER NEVER PROVIDES SPECIFIC RESKILLING OPPORTUNITIES

(Shown % Selected; Among those employed)



\* Significant differences indicated by purple or green text Δ Indicates Wave-over-Wave Shift

Q55: Approximately, how often does your employer provide specific opportunities for you to participate in: Base: Among those employed (2023/2024): Total Workforce n=4131/n=4137, NYC n=265/n=281, LA n=274/n=272, Chicago n=272/n=262, Philadelphia n=262/n=263, Dallas n=251/n=259, SF-Oak-San Jose n=268/n=263, Washington, D.C. n=258/n=255, Houston n=253/n=251, Boston n=266/n=267, Atlanta n=272/n=244, Phoenix n=257/n=256, Tampa n=259/n=259, Seattle n=261/n=252, Detroit n=248/n=272, Minneapolis n=268/n=273, Miami n=261/n=259, Denver n=260/n=264, Orlando n=249/n=251, Cleveland n=269/n=271, Sacramento n=250/n=234.

# WORKERS FEEL TRAINING ON USING AI WOULD HELP DRIVE THEIR CAREERS, BUT THEY ARE NOT RECEIVING THAT SUPPORT YET

## AI SKILLS AND TRAINING

Shown: % Top 2 Agree; Top 2 Very/Extremely Valuable

53%

Of Workers say they need support with **learning new skills or tools related to AI**

44%

Of Workers think knowledge of how to use AI in their work is **valuable to their career**

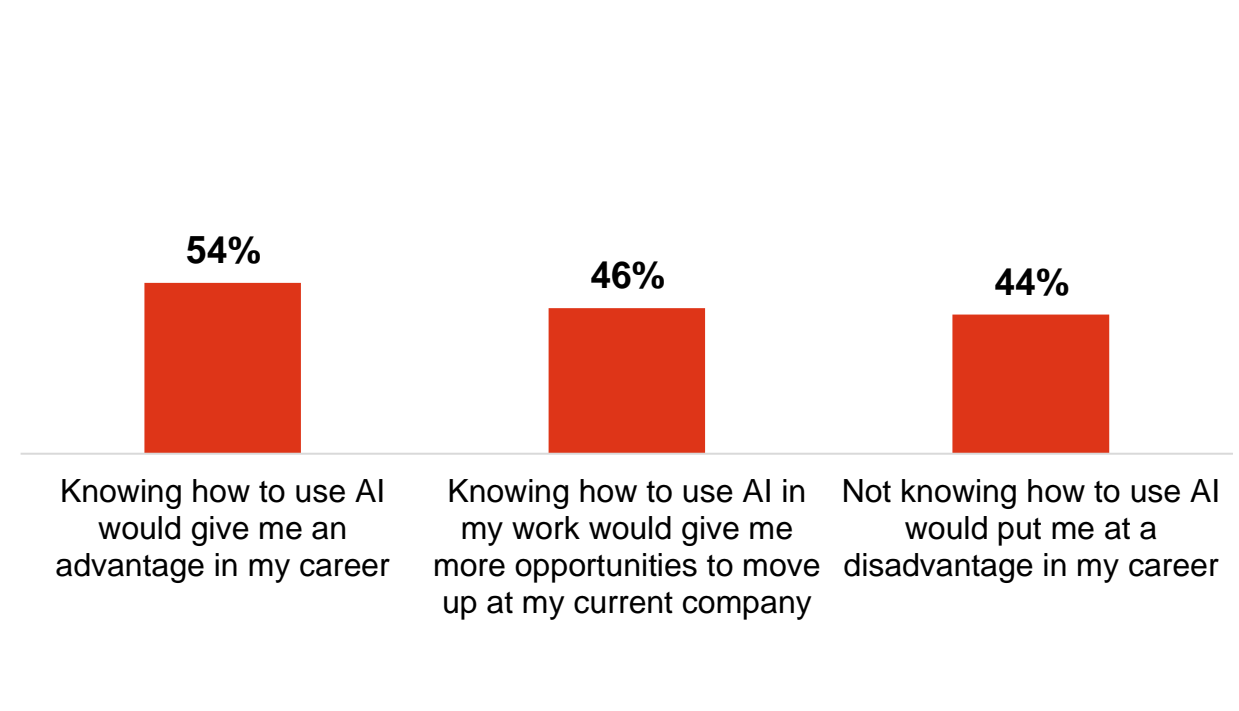
Yet, only

18%

Of Workers say their employer **currently offers training on how to use AI in their career**

## BENEFITS OF AI KNOWLEDGE

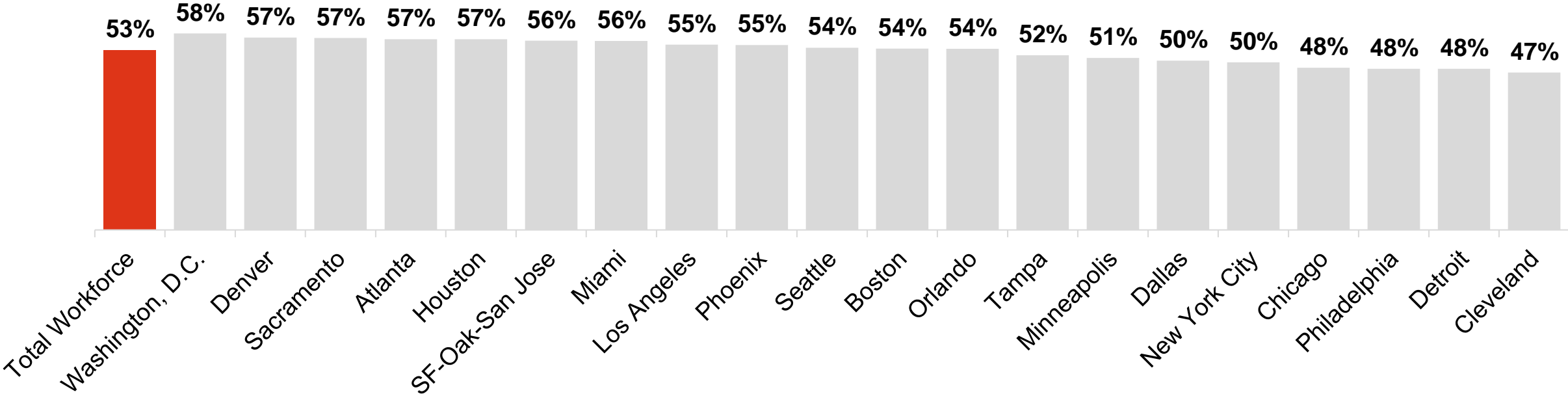
Shown: % Top 2 Agree



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# MORE THAN HALF OF AMERICANS ACROSS MOST DMAS ARE LOOKING FOR SUPPORT WITH LEARNING NEW SKILLS AND TOOLS RELATED TO AI

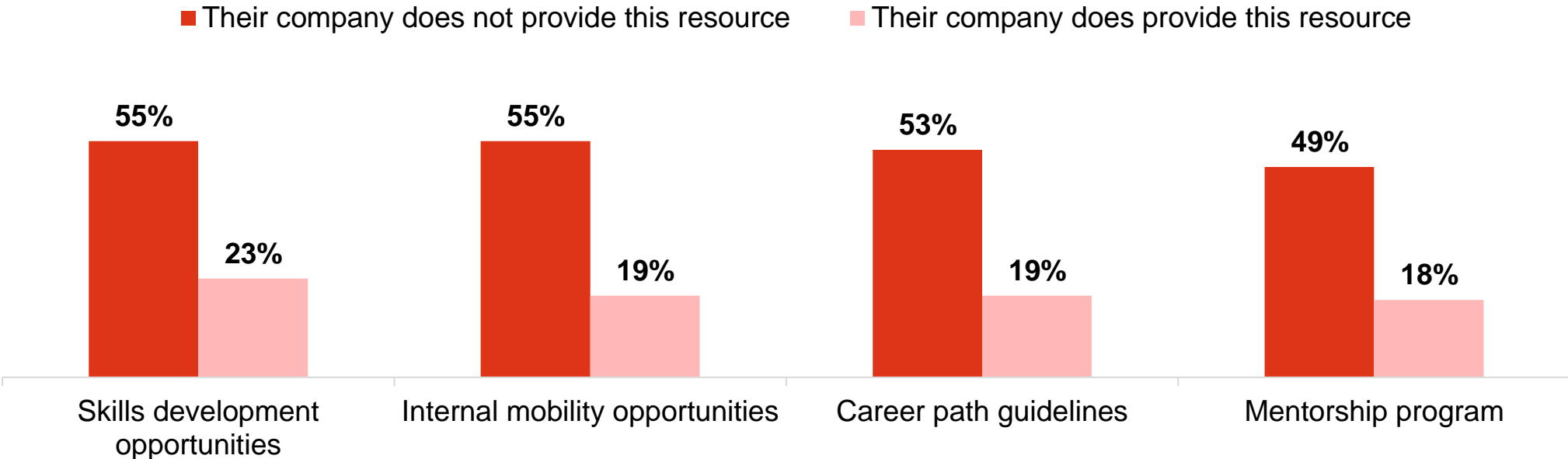
NEED SUPPORT LEARNING NEW SKILLS / TOOLS RELATED TO AI  
*(Shown % Top 2 Need Support)*



Q25: For the below activities, please indicate the level of support you feel you need with each. Base: 2024 Total Workforce n=5000, New York City n=301, Los Angeles n=300, Chicago n=300, Philadelphia n=300, Dallas n=300, San Francisco n=300, SF-Oak-San Jose n=300, Washington, D.C. n=300, Houston n=300, Boston n=300, Atlanta n=300, Phoenix n=300, Tampa n=300, Seattle n=300, Detroit n=300, Minneapolis n=300, Miami n=300, Denver n=300, Orlando n=300, Cleveland n=300, Sacramento n=300.

# WORKERS FEEL MORE STAGNANT WHEN THEY DO NOT RECEIVE CAREER SUPPORT FROM THEIR EMPLOYERS

“I DO NOT HAVE THE ABILITY TO ADVANCE IN MY CAREER AT MY CURRENT JOB”  
*(Shown % Selected)*

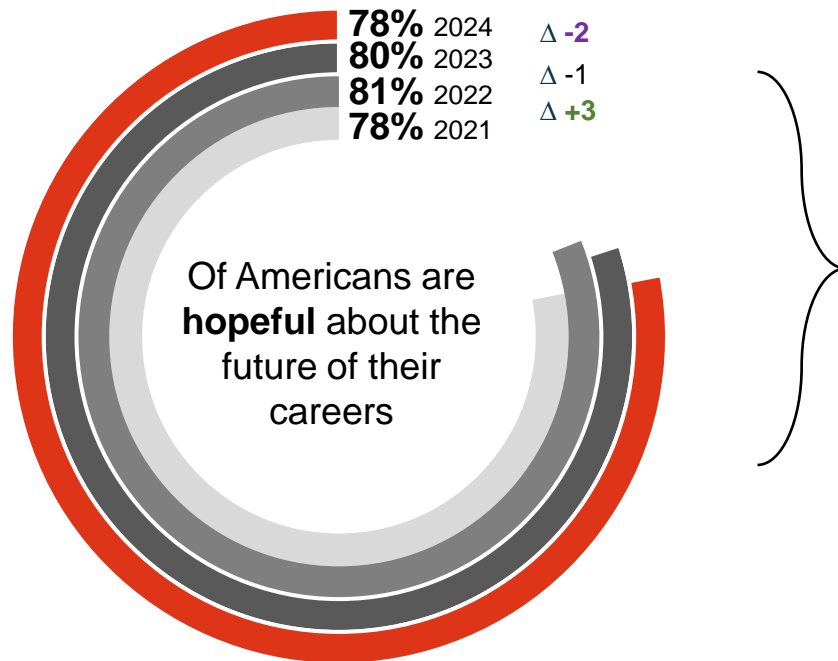


Q107: Do you feel like you have the ability to advance in your career at your current job? Base: Among those employed: Those who say their company does not provide: A mentorship program n=2395, Skills development opportunities n=1759, Internal mobility opportunities n=1941, Career path guidelines n=2119; Those who say their company provides: A mentorship program n=1125, Skills development opportunities n=1704, Internal mobility opportunities n=1506, Career path guidelines n=1388.

# MANY AMERICANS REMAIN HOPEFUL ABOUT THE FUTURE OF THEIR CAREERS

## THE ROLE OF HOPE

(Shown % Top 2 Agree)



And workers feel even more optimistic when...

- Their employer tells them about job advancement opportunities where they could be a good fit (90%)
- Their employer helps them manage their workload so they can take advantage of training opportunities (90%)
- Their employer provides upskilling opportunities monthly (89%)
- They feel personally fulfilled by their current job (90%)
- They are inspired by their boss (88%)
- They feel their work allows them to grow their skillset (88%)
- They have a mentor (87%)
- They are currently using AI in their work (87%)
- They have the flexibility to choose what they work on at their job (86%)
- They take on new responsibilities / growth opportunities (85%)
- They feel their employer treats employees with respect (85%)
- They work in a hybrid environment (83%)

\* Significant differences indicated by purple or green text  $\Delta$  Indicates Wave-over-Wave Shift

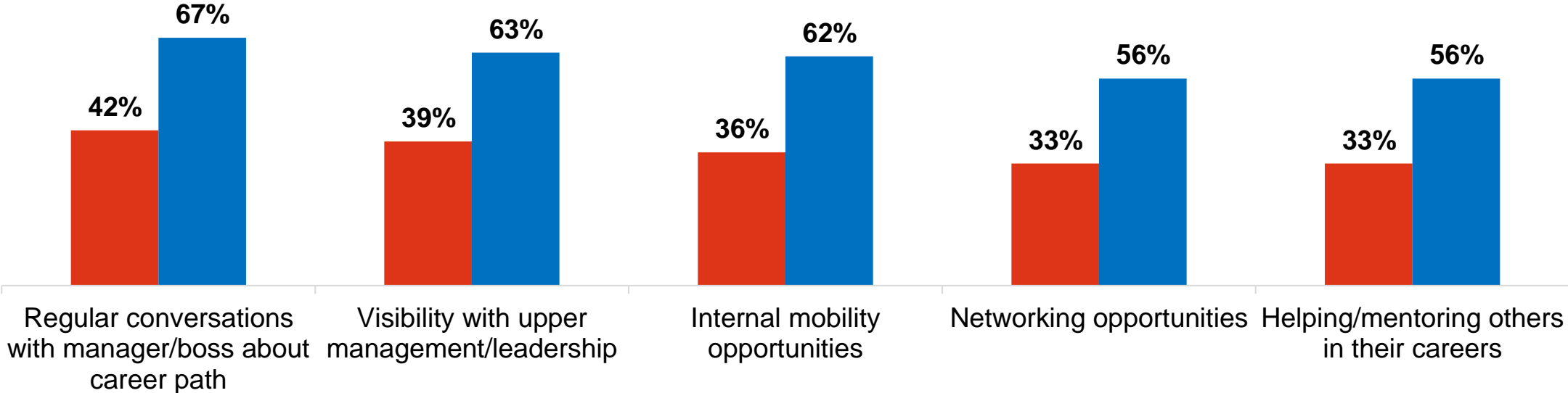


# LARGE GAPS EXIST BETWEEN WORKERS AND EMPLOYERS WHEN IT COMES TO PERCEPTIONS OF CAREER DEVELOPMENT SUPPORT

## EMPLOYER-PROVIDED RESOURCES

(Shown % Selected, "Currently offered")

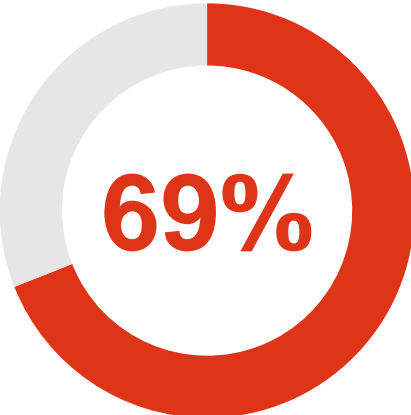
■ Workers ■ Employers



Q52: Which of the following resources, if any, are offered by your current employer? Base: Among those employed: Total Workforce n=4137. Q52\_EMP: Which of the following resources, if any, do you offer to your employees? Base: Employers n=501.

# IN AN EFFORT TO PROTECT THEIR MENTAL HEALTH, WORKERS ARE PRIORITIZING FLEXIBILITY IN THEIR JOB SEARCH

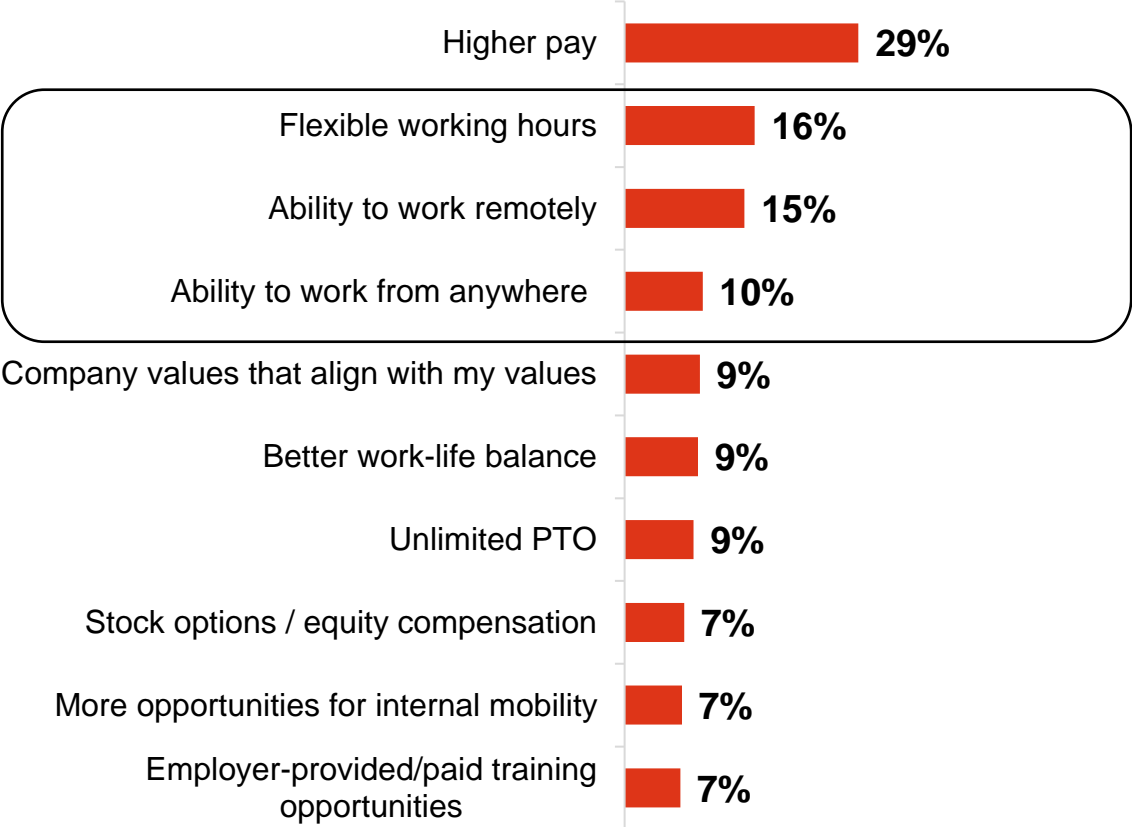
**60%** of workers say their mental health impacts their performance at work...



Of workers say that more flexible working opportunities would **help improve their mental health**

- Washington, D.C. (82%) and Phoenix (76%) are the most likely DMAs to say that more flexible workers working opportunities would improve their mental health

**TOP PRIORITIES FOR NEXT JOB / CAREER**  
*(Shown % Selected; Showing Top 10 Priorities)*



Q53: How much do you agree or disagree with the following statement(s)? Base: Among those employed: Total Workforce n=4137, Washington, D.C. n=253, Phoenix n=256. Q76: Which of the following, if any, are priorities you are looking for in your next job/career? Base: Among those who quit their job/left the workforce and are either actively looking / expecting to look for a job or have chanced their career in the past six months: Total Workforce n=111.

# TIPS FOR EMPLOYERS, WHAT ARE TIPS FOR RETAINING TALENT IN THE CHANGING WORKPLACE ENVIRONMENT

*Studies like our Career Optimism Index show that workers would prefer to stay if they were given growth opportunities, but companies often fail to show a clear path forward.*

- A Brookings Institute study also suggests that skills-based hiring can help address opportunity gaps for workers, allowing them to pursue positions for which they have experience but not necessarily a degree.
- Employers need to identify skills critical for each role and develop clear pathways for employees to understand how to move to the next best role in the organization.
- Employers need to embrace the transformation to build skills language into their job descriptions and capture that in their systems.
- Skills-based hiring is a data-driven strategy and means that if employers look at individuals' skills, they can more quickly match them to the right role. If they leverage AI and collect the right kinds of data, they can really understand their talent pool potential, and then match those with the needs of the organization.
- Providing opportunities to learn new skills has become critical to talent retention and engagement.



# QUESTIONS?



University of Phoenix®

# APPENDIX



University of Phoenix®

# PHOENIX

The workforce in Phoenix is more hopeful about the future of their careers and more likely than other DMAs to feel positively about the job opportunities available to them. While they are much more likely to consider themselves easily replaceable in their job position than they were last year, they are also less likely to be actively looking or expecting to look for a job in the next 6 months. While they feel they are more productive at work when they have flexibility, they won't work more hours to get it.

## ENGAGEMENT & OUTLOOK

	Phoenix	Total Workforce
I am dissatisfied with my current job	20% $\Delta+1$	20% $\Delta-2$
My current job provides me with opportunities for career development	68% $\Delta-2$	69% $\Delta-1$
I do not see a clear path for advancing my career	38% $\Delta+4$	42% $\Delta+2$
I am easily replaceable in my job position	53% $\Delta+8$	53% $\Delta+4$

## FINANCIAL MATTERS

	Phoenix	Total Workforce
I live paycheck to paycheck	52% $\Delta-1$	63% $\Delta-2$
My salary / wage has not increased at the same rate as inflation	36%	38%
I struggle with the basic costs of living	28% $\Delta-2$	35% $\Delta-3$
I feel I am making less money than other people in my same job	53%	55%
I can afford less now than I could two years ago	43%	42%

## JOB SEEKING & INTERNAL MOBILITY

	Phoenix	Total Workforce
I am actively looking or expecting to look for a new job in the next 6 months	43% $\Delta-5$	54% $\Delta+1$
My current employer provides opportunities for internal mobility	45%	36%

## AND WHAT EMPLOYERS NEED TO KNOW...

	Phoenix	Total Workforce
I would quit my job without having another lined up	31% $\Delta 0$	29% $\Delta-1$
If things could change at my current job, I would consider staying	74% $\Delta-9$	70% $\Delta+2$

## CAREER OPTIMISM

	Phoenix	Total Workforce
I am hopeful about the future of my career	84% $\Delta+1$	78% $\Delta-2$
I feel positive about the job opportunities available to me	72% $\Delta-1$	68% $\Delta-3$

## FLEXIBILITY

	Phoenix	Total Workforce
I would be willing to work more hours at my job if I could have more flexibility in choosing when those hours are	60%	67%
I feel I am more productive at my job when I have more flexibility	83%	78%

## RESKILLING & UPSKILLING

	Phoenix	Total Workforce
I consider myself knowledgeable of AI	44%	48%
I will need to learn new skills within the next year to continue my current job	46% $\Delta+4$	49% $\Delta+3$
How much a company invests in reskilling or upskilling its employees is something I consider when looking at new opportunities	68%	65%
I need support learning new skills or tools related to AI	55%	53%

\* Significant differences indicated by purple or green text  $\Delta$  Indicates Wave-over-Wave Shift

