NOVEMBER 1, 2018

# IDAHO DEPARTMENT OF CAREER & TECHNICAL EDUCATION
# BUSINESS ENGAGEMENT SUMMARY
### FUTURING PANELS AND BUSINESS COALITION FOR EDUCATION

**MBA** *Research*
& Curriculum Center

# Idaho Department of Career & Technical Education
## Business Engagement Summary

*Futuring Panels and Business Coalition for Education*

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## Project Overview

In May of 2018, the Idaho Department of Career & Technical Education partnered with MBA Research and Curriculum Center to convene four futuring panels with over 60 Idaho business executives. An informational meeting for a Business Coalition for Education with Idaho associations, chambers of commerce, and foundations was also held.

The Idaho business executives provided their perspectives on:

- The trends shaping the workforce development needs in the Idaho business environment and some of the skillsets needed to address those trends
- The general business skills needed by all business professionals
- Skills needed specifically in the Business Management, Hospitality and Tourism Management, Finance, and Marketing clusters
- Business ethics scenarios in the workplace and in their industries
- Credentials and certifications needed in business

Overarching themes during all four panels were:

- The continued rise of **technology** (including virtual reality, augmented reality, and artificial intelligence); and the development of skills for optimal technology use in the workplace
- The availability and utilization of **Big Data** to potentially solve business problems
- The **globalization of business**
- Changing **workplace cultures**

This document provides a summary of the panelists' feedback on trends, core business skills, cluster level skills, pathways, business ethics, credentials, and an overview of the business engagement development process as it relates to Idaho. An in-depth report will follow with more details about each of these areas.

# Panel Overview

The following Clusters and Pathways were represented by business executives participating in the panels.

## Business Management Cluster

Pathways: Administrative Services, Business Information Management, General Management, Human Resources Management, Operations Management

## Finance Cluster

Pathways: Accounting, Banking Services, Corporate Finance, Insurance, Securities and Investments

## Hospitality and Tourism Management Cluster

Pathways: Event Management, Lodging Management, Restaurant Management, Travel and Tourism Management

## Marketing Cluster

Pathways: Marketing Communications, Marketing Management, Marketing Research, Merchandising, Professional Sales

# Trends

Panelists were asked to identify trends that are affecting or changing the way they do business or how they plan for the future. We stressed the importance of identifying trends evident in the executives' industries and generally in business. We encouraged them to think about trends from a business perspective rather than from an educational/teaching perspective. Participants were given five general trend categories to think about as they identified trends.

## Trend Categories

**Technological:** The direct and indirect impact of technology on any aspect of business from strategy, to operations, to tactics

**Cultural:** The major elements of culture including material culture, language, aesthetics, education, religion, attitudes, values, and social organization

**Environmental:** Any forces that impact how businesses interact with the environment and use their natural resources (e.g., fresh water, air, living organisms, metal ores, oil, most forms of energy)

**Global/Political:** The impact of a political ideology (e.g., capitalism, socialism, communism), nationalism, stability, and international relations on business

**Governance:** Factors that impact the principles and standards that govern business decision-making and business oversight. Governance refers to all processes and decisions that seek to define actions, grant power, and verify performance.

**Regulatory/Legal:** The full breadth of laws, rules, and regulations that businesses are subjected to by governing bodies whether through civil or common code, domestic or international law, or governmental entities, agencies, or jurisdictions

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## Top Trends

The following trends were identified as a top trend by one or more small groups within each of the four clusters.

**Access to increasing amounts of complex data used to develop customer insights. Workers need to manage and manipulate data so that they can communicate implications in relation to business operations**

Skills needed to address this trend:

- Graphic design skills
- Ability to "crunch" numbers
- Technical aptitude
- Ability to tell the "story" behind the numbers
- Understand utilization and application of numbers to business processes
- Ability to use Excel, pivot tables
- Commitment to transparency with results
- Knowing what questions to ask
- Understand digital currency
- Ability to use data to justify business plans
- Perform risk analysis'
- Perform competitive analysis'
- Ability to identify customer needs based on data
- Understand how to ask "why" within the context of data

**Increasing use of technology and need for more sophisticated technical skills at all levels of employment**

Skills needed in this area:

- Understanding digital presence
- Ability to use cloud platforms
- Digital recordkeeping
- Adaptability to new technologies
- Utilizing digital channels for conducting business and understanding the reach
- Understanding advantages and disadvantages of digital presence
- Understand digital record keeping
- Recognize misuse of technology and understand implications
- Maintaining professionalism in use of digital tools
- Integration of personal life and work demands based on use of technology for both
- Collaborative approaches
- Solid understanding of laws, rules, regulations that impact digital presence
- Ability to identify work as an activity rather than a specific place

**Increasing need for critical thinking skills**

Skills needed in this area:

- Ability to understand the "how", not just the "what"
- Ability to go beyond the technical skills

**Growing use of cloud platforms for individual and collaborative work**

Skills needed in this area:

- Ability to view work as an activity rather than a place

**Increasing use of digital marketing channels in business**

Skills needed to address this trend:

- Ability analyze data
- Understand digital media influencers
- Ability to build rapport with client via digital channels
- Understanding geo tracking agents
- Understand differences in writing for the customer versus for search engine optimization
- Understand differences and relationship between organic and paid marketing scenarios
- Ability to do web design
- Understanding user experiences
- Understanding design, coding, programming processes

**Increasing use of content marketing and influencers**

Skills needed to address this trend:

- Ability to distinguish appropriate content for different audiences
- Ability to evaluate and determine validity of content
- Ability to recognize that customers may provide wanted and unwanted content
- Ability to influence the influencer
- Ability to understand how content drives customer engagement
- Ability to keep content fresh

**Increasing incidences of cybersecurity breaches**

Skills needed in this area:

- All employees need to be able to monitor for and recognize for basic breeches and risks
- Basic understanding of firewalls, corporate privacy issues
- Understanding of implications of breeches
- Ability to implement risk management/crisis procedures in the event of a breech

**Constant connectivity and short attention spans of workers**

Skills needed by workers to address this trend:

- Ability to adapt to new applications
- File management
- Ability to balance personal life with potential for technology overload

**Increasing potential for abuse of technology in the workplace**

Skills needed in this area:

- Ability to recognize abuse of technology

- Understanding of what constitutes abuse and the implications of abuse

**Growing demand for, and prevalence of customer conveniences and electronic transactions**

*"Clients want relationships and they don't want to make bad decisions, but they also want the flexibility to making changes or banking at any time."* –Finance Panel Participant

Skills needed to address this trend:

- Ability to adapt and change
- Ability to understand basics of software used in electronic transactions
- Sense of curiosity and willingness to problem solve
- Understand regulations related to transactions
- Ability to build relationships with customers via technology
- Ability to understand client needs and adapt business
- Ability to ask fact-finding questions

**The rise of artificial intelligence**

Skills needed to address this trend:

- Ability to understand implications of artificial intelligence in one's own field
- Ability to learn new talents within industries as AI expands

**Changing workplace cultures and processes; culture by design vs. by default; expanding efforts to define company mission, vision, values to help employees embrace them as part of their everyday work.**

*"Companies have changed: casual Fridays, wine in the breakroom, yoga balls for chairs, so forth. Some is good, some not so good."* Hospitality & Tourism Panel Participant

*"Companies have changed: casual Fridays, wine in the breakroom, yoga balls for chairs, so forth. Some is good, some not so good."* Business Management Panel Participant

Skills needed by workers to address this trend:
- Ability to display cultural and generational knowledge and sensitivity
- Understanding the economic impact and benefits of cross-cultural relationships
- Recognize the impact of family dynamics of those in other cultures
- Ability to understand and practice social responsibility and hold community leadership roles
- Ability to describe and identify company culture to facilitate effective employment matches
- Ability to adapt to different workplace cultures and styles of accountability
- Ability to assess impact of particular company cultures on the lives of employees
- Ability to potentially self-motivate and self-govern, and self-manage

**Emphasis on diversity and inclusion, both locally and globally**

Skills needed by workers to address this trend:
- Understanding changing social landscapes
- Awareness and identification of cultural differences
- Willingness to learn alternative ways of accomplishing tasks
- Ability to function in very diverse work settings
- Ability to manage employees speaking different languages

**More collaboration among project teams with a decrease in "top-down" management of projects**

Skills needed:
- Understanding of project management platforms and tools
- Ability to multi task
- Excellent problem solving, time management, team building skills
- Ability to view problems and solutions from broad, and multiple perspectives
- Negotiation skills

- Ability to prioritize and manage tasks
- Ability to manage risks
- Ability to solve problems
- Crisis management
- Identify barriers to change

**Shrinking marketing budgets**

> *"We need to be able to clearly define return on investments, q scores, streamline efficiencies, discuss trends, build business cases, outline risks, quantify idea, and clearly identify the bottom line for the company"—Marketing Panelists*

Skills needed:

- Ability to evaluate and communicate ROI
- Ability to be creative and do more with less—maximizing resources
- Employees need multiple tools in their tool boxes; diverse marketing skills to prove worth

**Changing customer journeys and customer decision points**

Skills needed to address this trend:

- Ability to respond quickly to incidents and events which have the potential to go viral and change customer journeys
- Understand techniques to decrease the number of "touches" to influence customers
- Recognize the interplay between electronic and face-to-face journeys
- Understand how data can be used to improve the customer experience/journey

**Increasing challenges to engage and keep talent in the workforce**

> *"Employers are more desperate to find and keep employees, which has a great impact on the workforce.*
>
> *Employers are looking in different places (than the traditional" to find people, and often taking people they may not have hired in the past because the skillsets were not there. They are then developing these people into what they need"* ---BMA  Panel Participant

*Companies have to help employees realize how they are part of something bigger. Companies have to demonstrate to employees how they are making a difference on a bigger scale."* –Finance Panel Participant

Skills needed:

- Ability to build relationships
- Ability to convey benefits of working for a particular company
- Ability to understand what motivates different generations
- Ability to build strong training programs
- Ability to provide feedback to employees
- Ability to provide coaching and support
- Ability to build loyalty

**Decreasing ability to use soft skills—shifting communication styles**

*"Too much reliance on technology to get in the door, the real skill that is needed is the true understanding of people."*---BMA Panel Participant

Skills needed to address this trend:

- Strong interpersonal skills
- Strong sense of self-awareness
- Strong communication skills
- Ability to manage customer interactions carefully and skillfully
- Ability to manage conflict
- Strong writing skills
- Judging appropriate communication for the scenario
- Transparency
- Ability to shorten messages and communication to fit newer communication mediums
- Communicate effectively with and without the use of technology
- Understanding of how to use a "brand voice"
- Ability to collaborate and work cooperatively on a team
- Determining different message types for different platforms

**Increased emphasis on environmentally sustainable business practices**
Skills needed to address this trend:

- General interest in the environment and an understanding of sustainability business practices in one's own industry
- Practice personal sustainability

**Continued rapid globalization of business**

> *"We need to learn to communicate with different cultures and understand the marketing behind putting something on the shelf in different countries, students need different interactions with different cultures, to understand the how and why of products and government regulations. Need to try to understand how that country's government perceives your product. We also need to understand and be empathetic towards other's points of view."* ---Marketing Panel Participant

Skills needed to address this trend:
- Ability to assess regulations through a cultural lens
- Ability to evaluate views of people from other counties/cultures of one's product

**Increasingly litigious business environment—risk management**

Skills needed to address this trend:
- Understanding legal environment
- Understanding social drivers and impact on business and how customers are utilizing

**Increasing complexity of regulations and oversight—sometimes causing frustration to both customers and businesses. Many companies have financial challenges meeting requirements of increased and decreased regulations.**

> *"Companies are constantly hiring people to manage increasing regulations. Many can't afford it and can't keep up with it. Many companies have to merge especially smaller credit unions because they cannot handle the regulations."*—Finance Panel Participant

Skills needed to address this trend:
- Ability to understand government regulations and proper conduct of one's business based on regulations
- Ability to balance consumer demands for convenience and simplicity with regulations that may complicate processes
- Ability to process and distinguish between local, city, county, state, national, and international based regulations.

- Ability to understand special impact of regulations on smaller businesses
- Ability to be flexible as regulations change

**Growing need for more guidelines and direction for social media use—especially in relation to brand management**

Skills needed to address this area:

- Ability to separate fact from fiction
- Ability to understand customers and how they interact with social media
- Ability to respond to complex social media brand crisis'
- Detailed understanding of risks associated with social media use both privately and for business and the affect each can have on the other
- Ability to clearly outline company social media policies in relation to brand management

**Relaxed professional standards**

Skills needed to address this trend:

- Understanding of grooming norms
- Able to recognize needs for formal communication
- Ability to understand workplace expectations

## Additional Trends

**Increasing numbers of remote employees—and challenges managing them**

> *"We need to figure out how to engage younger employees who are working remotely."*—Finance Panel Participant

**Difficulty managing work/life balance**

**Increased use of cryptocurrency**

**Increase in block chain technology**

**Social considerations in supply chains**

**Banking trend in micro-businesses**

**Increasing need for workers to be multi-talented rather than just having one area of specialty**

> *"The need for multi-talented individuals is especially important with start-up companies"*---BMA Panel Participant

**Increase in available sources for capital resulting in more opportunities for business**

**Increase in the sharing economy**

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**Clients increasingly reluctant to share information which could be breached**

**Increasing need for emphasis on life-long learning**

**Increasing of the gig economy**

**Need for stronger interviewing skills**

**Decreasing ethics in the workplace**

> *"Technology outpacing ethics, leaving people to react to it instead of making decisions.*—Hospitality &Tourism Panel Participant

**Generational differences in the workplace**

> *"People who have traditionally been of retirement age are re-entering or staying in the workplace. This impacts the jobs that are available to workers of all ages. This impacts workplace culture, and other things as well"*

> Idaho Business Management and Administration Futuring Panel Participant

**More need for college degrees at management levels**

**Increasing safety risks in the workplace**

**Changing compensation demands and benefit expectations**

**Low unemployment rates driving employee shortages**

**Perceived lack of authentic communication**

> *"People are more skeptical; they hear a lot of different messages but don't feel that it is authentic—no trust in the media"*

> Idaho Business Management Futuring Panel Participant

# Panel Recommendations for Business Administration Core Skills and Knowledge

Panelists were asked to analyze current general business topics (i.e., Business Administration Core instructional areas) and react to them, sharing insights on current topics as well as adding to or deleting from the list based on what they want their workers to know and understand. The following table presents a summary of the feedback from executives in all four clusters. As trends gain momentum, so do the needs for accompanying skillsets.

## Recommended Changes and Comments to Current Instructional Areas in Business Core (Skills Needed by All People in Business)

| Instructional Areas (Topics) | Recommended Changes and Comments |
|---|---|
| **Business Law** | Change name to **Business Law and Ethics**. |
| **Communication Skills** | Should include: digital communication, understanding digital/social media policies, mastery of written and verbal skills, ability to communicate up. |
| **Customer Relations** | Name of Instructional Area may be dated. Suggestions for other titles: **Brand Advocacy**, **Guest Relations**, **Customer Experience**, or **People Relations**. |
| **Economics** | No comments or suggestions. |
| **Emotional Intelligence** | Name of topic area is dated. This area needs to reflect the need for personal branding. Suggested change to **Business Psychology**. |
| **Entrepreneurship** | This area needs to reflect growth-mindset within a business rather than only representing mindsets for starting a new business. Change name to **Creative Ingenuity**, **Growth Mindset**, or **Innovation**? Is this needed in core competency? Process improvement could be added as a descriptor for innovation. |
| **Financial Analysis** | This area needs to be inclusive of financial comprehension. Workers need to understand why they are "running the numbers" and what they represent. |
| **Human Resources Management** | Suggested name changes: **Talent Acquisition and Management**, **Talent Management and Leadership**, or **Talent Acquisition and Leadership**. Needs to include sustained engagement of workforce. There are different skillsets in Recruiting vs. HR. |

## Recommended Changes and Comments to Current Instructional Areas in Business Core (Skills Needed by All People in Business) [cont'd]

| Instructional Areas (Topics) | Recommended Changes and Comments |
|---|---|
| **Information Management** | Artificial Intelligence, technology management and safeguarding of data need to be included in this area. |
| **Marketing** | Name change suggestion: **Sales and Marketing**. Needs to have a focus on being a brand ambassador and keeper of the company's reputation. |
| **Operations** | Skills in this area need to reflect the entire business practice. Make sure supply chain management is adequately represented. |
| **Professional Development** | No comments or suggestions. |
| **Strategic Management** | Suggested change to **Strategic Thinking**. Needs to differentiate between strategic thinking and strategic planning. Managing comes after the plan is complete. |

## Recommended Additions to Instructional Areas in Business Core

In addition to commenting on current Instructional Areas, panelists were also asked to recommend additions. Some of the suggestions for additional instructional areas or topics were:

- Benefits Management
- Branding
- Corporate Social Responsibility
- Data Analysis
- Ethics
- Inclusivity
- Personal Finance
- Product Management
- Project Management
- Revenue Management
- Risk Management

# Proposed Innovation Management and Customer Experience Management Standards

Panelists were asked to review and comment on MBA Research and Curriculum Center's proposed standards in Innovation Management and Customer Experience Management. The proposed standards reflect primary and secondary research efforts to represent the growing emphasis on the two areas.

Comments on the proposed innovation standards ranged from defining innovation, defining goals of innovative activity, ability to prioritize innovative activity, and how to integrate innovative activities in a business.

Comments on the proposed customer experience standards ranged from defining the type of customer experience one wants to deliver, addressing supply chain and channel management issues in customer experience, defining who the customer is, and addressing empowerment.

# Cluster Core Recommendations

Business Management Panel participants were asked to provide feedback on Instructional Areas specifically in that Cluster Core. The Business Management Cluster Core areas are as follows:

**Knowledge Management:** Understands the systems, strategies, and techniques used to collect, organize, analyze, and share information known by an organization's employees

**Project Management:** Uses tools, techniques, and systems to plan, implement, monitor, and evaluate business projects

**Quality Management:** Understands the need for standards and the strategies and techniques used to implement, monitor, and evaluate them

**Risk Management:** Understands strategies and techniques used to minimize business loss

Panelists recommended that the following areas be represented in addition to Cluster Core areas already in place:

- Strategic planning and management
- Revenue management
- Organizational branding
- Internal and external public relations

Due to time constraints, other panels were not asked for feedback on their cluster core content.

# Pathway Recommendations

Participants in each panel were asked to review the pathways for each cluster within their industry and share feedback around the relevance.

### Business Management Pathways

**Administrative Services, Business Information Management, General Management, Human Resources Management, Operations Management**

The **Business Management** group suggested a number of modifications to pathway names such as changing Human Resources Management to Human Resources Management and Retention. They also recommended an additional pathway for Project Management as demand for those skills grow and career paths continue to develop in that area.

### Finance Pathways

**Accounting, Banking Services, Corporate Finance, Insurance, Securities and Investments**

The **Finance** panelists recommended that taxation be represented in the Accounting pathway. They also suggested changing Corporate Finance to Business Finance.

### Hospitality and Tourism Management Pathways

**Event Management, Lodging Management, Restaurant Management, Travel and Tourism Management**

The **Hospitality and Tourism Management** group had a lot of discussion around pathway titles. A number of participants suggested changing Restaurant Management to Food and Beverage Management to better represent entities such as school cafeterias and "grocerants," grocery stores that include restaurant offerings for shoppers to enjoy. They also suggested potential additional pathways for **Transportation and Attractions**, and **Country Club Management**.

### Marketing Pathways

**Marketing Communications, Marketing Management, Marketing Research, Merchandising, Professional Sales**

**Marketing** panelists suggested a number of name changes to pathways to better reflect intention such as changing Marketing Communications to Corporate Communications or Investor Communications. They also suggested replacing Merchandising with Branding. Panelists recommended a new pathway called Marketing and Design which would focus on creating packaging and website design.

# Business Ethics/Ethical Leadership

MBA Research and Curriculum Center and the [Daniels Fund](#) have formed a partnership to promote the teaching and learning of business ethics at the high school level. As part of our research to help strengthen our curricula and instructional materials in the business ethics realm, we asked Idaho panelists to talk about dilemmas they have encountered or learned about in their industries.

Panelists related incidents or examples ranging from pay inequality; false sales to meet quotas; inaccurate product representation; harassment in the workplace; use of company equipment for personal reasons; résumé falsification; taking credit for work or ideas generated by others; misuse of property based on zoning laws; bait-and-switch salary tactics in the hiring process; and "pirating" employees from other company locations, divisions, or departments without going through proper channels.

Participants also identified a number of things companies could do to promote ethical behavior such as creating a culture of trust that includes formal channels for reporting suspected ethics violations and leading by example. Groups recognized that many ethical dilemmas were not clear-cut. Having a diverse team of individuals in a workplace discuss issues is very important.

# Ethical Dilemmas in Business Identified by Cluster

## Examples of Ethical Dilemmas in the Business Management Industry

- Divisions in companies "pirating" other divisions for employees
- Companies promising training and coaching to employees but not delivering.
- Bait and switch techniques on salary between job negations and time of hire
- Pharmaceutical companies who knowingly develop drugs to treat chronic conditions versus drugs to cure diseases
- Nepotism
- Good ol' boy syndrome
- Mistakes not reported
- Falsifying receipts for petty cash
- Unauthorized comparison of employee salaries
- Employees drawing unsubstantiated conclusions about finance of company and acting on those conclusions
- Misogyny
- Pack mentality—everyone is doing (this unethical thing) so it must be ok
- Diverting gifts to family and friends rather than business participants for whom they were intended
- Creating mythical accounts to hit targets and goals
- Background checks on customers
- Not telling the "whole story" about a product

## Examples of Ethical Dilemmas in the Finance Industry

- A client asked an employee to sign a document on their behalf. The employee did so and was reprimanded for it
- Transparency and curiosity are sometimes confused. At times a seeming lack of transparency can be an attempt to keep information confidential according to law. Other times, confidentiality laws can be hidden behind in order to be less transparent.
- Lawsuits being filed by lawyers who know companies will settle rather than go to court
- Some companies are building credibility based on ethics. They are letting people go based on ethics violations
- Globalism brings about many challenges in terms of ethics because standards vary so much in different cultures
- Embezzlement involving ATM reconciliations
- Innocent mistake looked like an ethics violation because employee didn't own up to mistake due to embarrassment.
- Some companies are screening for attributes in ethics and honesty prior to employment
- Sales employee was ordering additional items for customers, but not on the company product offerings. So the employee was order and collecting the money and putting it in his/her own pocket.
- Financial aid director at a school was asking for favors to release financial aid funds

## Examples of Ethical Dilemmas in the Hospitality and Tourism Industry

- Personal biases weighing into business decision
- Decisions made based on solely on profit which can negatively affect customers, or in healthcare situations, the delivery of patient care
- Customers distorting the truth (sometimes on social media sites such as Yelp or Trip Advisor) in order to get refunds, discounts, or free products.
- Negotiating deals and contracts unequally based on gender
- Employees not being good stewards of company's resources and justifying behavior based on perceived wealth of owners.
- Self-dealing when negotiating deals or contracts
- Nepotism
- Gender inequality in management level jobs
- Human rights violations in the workplace
- Free gifts offered by companies to entities who are not allowed to accept them. Many of them are accepted anyway.

- Hotel concierge's and front desk staff knowingly working with the human trafficking industry to provide them with low-visibility rooms
- Employees working later (less supervised shifts) easily accessing tips, credit card numbers, etc.
- Employees giving event tickets out to family members rather than the customers for which they are intended
- Use of gifts to influence decisions
- Free trips and gifts used to influence venue choices
- Potential new employees promising that if hired they will help lure other employees from previous employers
- Customers posting unflattering pictures of employees on social media sites (example given of an employee using tobacco)
- Companies not dealing with customer complaints until they are made public on social media
- Companies refusing to do business with other companies or people based on moral or religious concerns
- Companies using a tagline, but not really following through with that ethos internally.
- Companies not promoting professional development of employees because of concerns that they will leave for better jobs

## Examples of Ethical Dilemmas in the Marketing Industry

- Companies not being transparent after data breaches
- Lack of action taken against those who have harassed others in the company
- Different dress codes applied based on gender
- Companies not supplying gender neutral bathrooms
- Company information being stolen off laptops from home
- Issues around full-disclosure with social media posts if the posting works for the company
- Insider trading
- Companies refusing to do business with other companies or people based on moral or religious concerns
- Lack of transparency with fee-based models
- Promotional gifts given to companies not shared with staff—kept for executives and their families
- Commissions withheld permanently based on late payments from customers
- Bait and switch
- Managers taking credit for ideas put forth by employees

- Under-paying employees
- Inappropriate physical activity with customers

## What Can Employers do to Help Promote Ethical Behavior in the Workplace?

- Create a culture that brings ethics forward and allows for more trust
- Foster an environment that creates employee authority to take action or report ethical issues
- Create a feeling of obligation among employees to "say something if they see something"
- One company's employees all work together to decide ethical guidelines.
- Companies are being more mindful of not making offices totally private, i.e. glass doors, no blinds, etc.
- Have a diverse group of people discussing ethics within your company so that varying perspectives can be considered
- Training on ethics is helpful for employees, but really tackling the ethical implications of every day work situations as a team is really even more effective
- Companies can lead by example
- Companies can work harder to remove temptation from employees by putting policies and procedures in place that allow for checks and balances

# Credentials and Certifications

Credentials and certifications play a large role in some industries. MBA Research asked Idaho panelists to share information about which credentials are important in their industries. Numerous technology-based certifications were mentioned in addition to industry specific certifications. We also asked panelists if credentials were necessary for success in their industries. Here is a summary of how they responded:

- The Business Management, and Hospitality and Tourism Management panels were divided as to whether certifications are necessary in their industries.
- The Marketing panel was unanimous in indicating that certifications are not necessary in their industry.
- The majority of the Finance panelists indicated that certifications are important in their industry. However, many of the identified certifications cannot be obtained without a baccalaureate degree and work experience.

## Credential/Certification Feedback by Cluster

### Business Management

- 33.3% indicated that certifications/credentials were necessary in their field.
- 58.3% indicated that certifications/credentials were NOT necessary in their field.
- 41.7% indicated that they expected employees to earn credentials/certifications within 1-2 years after hire or prior to advancement to the next level of employment.
- 58.3% reported that their organizations formally supported employees obtaining credentials/certifications.

The following credentials and certifications were listed as being important in the Business Management industry:

- Beer Judge Certification Program (BJCP)
- Certified Employee Benefit Specialist (CEBS)
- Certified Payroll Professional (CPP)
- Certified Public Accountant (CPA)
- Certified Specialist of Wine (CSW)
- Cicerone Certification
- Commercial Driver's License (CDL)
- Heating, Ventilating, Air Conditioning Certification (HVAC)
- Licensed Home Nursing Administrator (LHNA)
- Licensed Occupational Therapy Assistant (OTA)
- Licensed Physical Therapist (PT)

- Licensed Practical Nurse (LPNP)
- Licensed Speech Language Pathologist (SLP)
- Professional in Human Resources (PHR)
- Project Management Professional (PMP)
- Registered Nurse (RN)
- Senior Professional in Human Resources Certification (SPHR)
- Society for Human Resources Management Certifications (SHRM)

## Finance

- 80% indicated that certifications/credentials were necessary in their field.
- 91.7% indicated that their organization offer some level of support for their employees to obtain credentials/certifications during their employment.
- 46.7% indicated that while credentials/certifications were important in their field, they give preference to job performance – suggesting that certifications do not guarantee that an employee will succeed.

The following credentials and certifications were listed as being important in the Finance industry:

- Bachelor's Degree (BA/BS)
- Casualty Actuarial Society Certification (CAS)
- Certified Ethical Hacker (CEH)
- Certified Investment Management Analyst (CIMA)
- Certified Management Accountant (CMA)
- Certified Public Accountant (CPA)
- Certified Risk Manager (CRM)
- Chartered Financial Analyst (CFA)
- Master's in Business Administration (MBA)
- Nationwide Multistate Licensing System & Registry Credentials (NMLS)
- QuickBooks Certification
- Society of Actuaries Certification (SOA)
- Western Credit Union Management Certification (WCMS)

## Hospitality & Tourism Management

- 44% indicated that certifications/credentials were necessary in their field.
- 56% indicated that certifications/credentials were NOT necessary in their field.
- 22% indicated that they expected employees to earn their credentials/certifications before employment
- 55% indicated that they expected employees to earn credentials/certifications within 1-2 years after hire or prior to advancement to the next level of employment.
- 100% reported that their organizations formally supported employees obtaining credentials/certifications.

When asked about the nature of the support their organizations offered to employees obtaining credentials, these were the responses:

- Pay for ongoing training to either obtain or maintain certification
- We will pay for certification - can do it during work hours if reasonable
- We pay for and/or provide extra benefits for having completed
- Both cost and times spent testing is reimbursable

The following credentials and certifications were listed as being important in the Hospitality and Tourism Administration industry:

- American Hotel and Lodging Educational Institute (AHLEI)
- Certified Executive Chef (CEC)
- Certified Food and Beverage Executive (CFBE)
- Certified Fraud Examiner (CFE)
- Certified Hotel Administrator (CHA)
- Certified Hospitality Housekeeping Executive (CHHE)
- Certified Human Resources Executive (CHRE)
- Certified Legal Manager (CLM)
- Certified Meeting Professional (CMP)
- Certified Public Accountant (CPA)
- Fork lift/Scissor lift
- Microsoft Office Specialist (MOS)
- Project Management Professional (PMP)
- ProStart
- ServSafe/Tips

Futuring Panels and Business Coalition for Education

## Marketing

- 100% indicated that certifications/credentials were NOT necessary in their field.
- 0% indicated that certifications/credentials were necessary in their field.
- 40% indicated that they expected employees to earn credentials/certifications prior to advancement to the next level of employment.
- 80% reported that their organizations formally supported employees obtaining credentials/certifications.

When asked about the nature of the support their organizations offered to employees obtaining credentials, these were the responses:

- Tuition reimbursement for job-related education
- Financial support for licensing required for the job
- Financial - Paid by company.  Recommended for employment
- Not required but supported and paid for through our employee development program
- Certification not necessary, but separates candidates to make them more desirable/hirable
- Professional Development to add service for our clients

The following credentials and certifications were listed as being important in the Marketing industry:

- Adobe
- Accreditation in Public Relations (APR)
- Association of International Product Marketing & Management Certification (AIPMM)
- Certified Product Manager (CPM)
- Certified Product Marketing Manager (CPMM)
- Credit Union National Association Certificate – Management
- Credit Union National Association Certificate – Marketing
- Degree in related field
- Facebook Blueprint
- Google Adwords Certifications
- MOZ Academy Certificate
- Project Management Professional Certification (PMP)
- Salesforce Certificate
- SCRUM Certification

# Business Engagement

Developing partners in business and industry is one of the most important benefits of the business engagement process. Two of MBA Research's primary forms of business engagement are futuring panels and the MBA Research National Business Coalition for Education. The business engagement process helps us inform and validate national and state standards, and allows opportunities for educators to develop relationships with business partners that can greatly benefit students' studying business administration. Ultimately, business engagement can be a tool utilized to strengthen the workforce.

## Futuring Panel Participants

More than 60 individuals from business and industry in Idaho attended one of the four futuring panels. Most of the participants indicated they were interested in continuing to learn more about CTE and stay connected to Business Management, Finance, Hospitality and Tourism, and Marketing education in Idaho. We would like to thank the following participants:

| | | |
|---|---|---|
| Shannon | Allen | HayMax Hotels |
| Ann | Allyn | Micron Storage Business Unit |
| Jackie | Anderson | Hewlett-Packard |
| Scott | Bass | Brightspark Consulting |
| Dustin | Begovich | Idaho Studio |
| Chris | Behrens | CB Consulting and Design |
| Kyle | Bellnap | Northwest Bank |
| Wesley | Biutanaseva | Hyatt Place Boise/Downtown |
| Larissa | Bunker | Damsel in Distress |
| Chris | Burnett | H6 Partners |
| Don | Bush | Kount, Inc. |
| Jonathan | Cardella | Ventive |
| Todd | Christiansen | CapEd Credit Union |
| John | Cunningham | Block 22, LLC |
| Pat | Duncan | Calyx Weaver & Associates |
| Greg | Edgar | Van Engelen & Edgar CPAs & Co. |
| Kelly | Ellis | United States Networking Group |
| Erik | Ernstrom | Big Dog Sales and Marketing |
| Carmen | Ewing | Thrivent Financial |
| Nick | Fugal | Clarity Credit Union |
| Joe | Garber | MIcro Focus |
| Rod | Gould | InfoMotion Design and Consulting |
| Lori | Gull | Idaho Central Credit Union |
| Lynette | Hall | LSH Coaching |
| Jacob | Hall | Plant Therapy Inc. |

# Idaho Department of Career & Technical Education
## Business Engagement Summary

| | | |
|---|---|---|
| Blake | Hansen | Alturas Capital |
| Jesse | Harris | The College of Idaho |
| Natalie | Hernandez | Commercial  Northwest Property Management |
| Saul | Hernandez | Zions Bank |
| Alisha | Hill Koontz | A10 Capital |
| Alan | Housley | The Mpact Group |
| Marci | Housley | The Mpact Group |
| Lisa | Howell | City of Trees Real Estate |
| Rebecca | Hupp | Boise Airport |
| Pat | Kelly | Your Health Idaho |
| Carrie | Keplinger | Leisure Pass Group |
| David | Kleiss | Hydroblend, Inc. |
| Rich | Klena | Venturist Network |
| Lindsey | Lankford | Duft Waterson |
| Laura | Lantz | Idaho Society of CPA's |
| Christina | Maag | Micron Technology |
| Denisse | Macias | Mimi Tomasa, LLC |
| Ben | McDonald | Benchmark Learning International |
| Janell | McGill | Milligan Events |
| Nicola | McIntosh | Zions Bank |
| Joe | Mikitish | Kerdos |
| Connie | Miller | Icon Credit Union |
| Edward | Moore | DaviesMoore |
| Ethan | Morriss | CapEd Credit Union |
| Tony | Moss | A.W. Moss Company |
| Kristin | Muchow | Meeting Systems, Inc. |
| Angie | Nelson | Mountain America Credit Union |
| Kaylyn | Nichols | Micron Technology |
| Jay | Noller | Decalcomania |
| Dana | Partridge | Catalyst--A Division of Dynamite |
| Kathy | Pidgeon | The Riverside Hotel |
| Patrick | Rice | Boise Centre |
| Nick | Rowley | Idea Distribution, LLC |
| Kevin | Settles | Bardenay Restaurants and Distilleries |
| Larinda | Spencer | Hayden Beverage Company |
| Laurie | Spencer | Spencer Air |
| Brett | Thomason | Progressive Structures International, LLC |
| Molly | Timian | Diversified Mortgage Group |
| Aimee | Tylor | Residence Inn Boise/Downtown |

### Futuring Panels and Business Coalition for Education

| | | |
|---|---|---|
| Deb | VonDeBur | Western Association of Fish and Wildlife Agencies |
| David | Waldo | Waldo Risk Consulting Group |
| Mel | Walker | Optimizon |
| Carrie | Westergard | Boise Convention and Visitors Bureau |
| | | |
| Reid | Wiggins | Washington Federal |
| Anne | Wilde | Cascadia Healthcare |
| John | Williamson | VentureCapital.org |
| Chris | Zoephel | Game Night Live |

## MBA Research National Business Coalition for Education

Idaho Career & Technical Education and MBA Research hosted an informational Coalition meeting on April 30, 2018 in Boise to explore the possibility of establishing an Idaho Affiliate of MBA Research's National Coalition effort. The purpose of the Coalition is to strengthen the workforce pipeline through the promotion of Business Management, Marketing, Hospitality and Tourism Management, and Finance education in the CTE arena. Coalitions are made up of leaders from associations, foundations, and chambers of commerce in a state.

Associations and chambers represented at the informational Idaho Coalition meeting were:

- Idaho Association of Commerce and Industry
- Idaho Business for Education
- Idaho Chamber Alliance
- Idaho Health Care Association
- Idaho Lodging and Restaurant Association
- Idaho Retailers Association
- Idaho State Pharmacy Association
- Idaho Society for Human Resource Management
- Independent Insurance Agents and Brokers of Idaho
- National Federation of Independent Businesses (NFIB)—Idaho
- North West Credit Union Association

The group agreed to further explore the need for the Coalition in Idaho. There was a consensus that there are other initiatives to support education and workforce development in Idaho, but none has a focus on Business Management, Marketing, Hospitality and Tourism Management, and Finance education in Career and Technical Education.