The Workforce Innovation and Opportunity Act (WIOA) emphasizes specific changes to systematically focus workforce investment system stakeholders on the needs of business and industry and to measure success in these areas. Let Business U help you create a high performing regional business engagement team.

“If you want me to engage with you in your services or partner with you in your sector strategies, then please understand my business model before you pick up the phone to call me. One of the biggest mistakes of workforce, education or economic development business services teams is not understanding the necessary processes for building a long-term relationship with a business. Business U’s learning events are based on thoughtful curriculum that is validated by business and industry with clear measurable outcomes. I’d highly recommend this innovative methodology for those that want to engage businesses with their work or services.”

Phil Blair, Chief Officer, Manpower San Diego
Author of JobWon!
Why Business U?
Timely solutions for WIOA ............................................. 3

Learning Events Overview
Flexible Options .............................................................. 4

Boot Camp
Maximizing Business Engagement Overview ..................... 5

Lean Operations
Building Effective Operational Processes for a Market
Responsive Business Engagement Team ........................... 6

Regional Business Services Networks
Expanding Business Services through Regional Partners ........ 7

Strategic Communications Plan & Scorecard
Designing a Business Engagement Strategic
Communications Plan and Scorecard ................................ 8

Outreach & Engagement
Engaging Business Using Consultative Selling ................... 9

B2B Strategies
Improving Market Position Using Technology
and Social Media .......................................................... 10

Regional Leadership for Business Engagement
Successful Execution for Regional Networks ..................... 11

Intensive Training
Reengineering your Business Engagement Team ................. 12

Market Responsive Readiness Assessment
Pinpointing Challenges & Opportunities ........................... 13

B2B Engage: CRM Tool
Manage, Measure & Monitor Business Engagement ........... 15

Business U Certified Trainer
Train the Trainer ............................................................ 16

Skills Attainment
Results of Business U ..................................................... 17

Pricing & Funding Procurement
Customized Options ....................................................... 17

Resources and Tools
White Papers and Research ............................................ 18

IACET Accreditation
What it Is -- Why it Matters ............................................. 19

Meet Business U
Board of Advisors .......................................................... 20
Why Business U?
Timely solutions for WIOA

With the Workforce Innovation and Opportunity Act focusing on the development of regional teams and business engagement metrics, CWA announces the rollout of Business U – the first state to roll out this national program. Business U’s professional development programs are dedicated to helping workforce, education, and economic development organizations engage businesses with their important missions, and work more effectively both individually and collaboratively to attract, retain and grow businesses regionally.

Business U is the Continuing Education and Training Division of Full Capacity Marketing (FCM), a national consulting firm that has developed nationally-recognized regional models among three vertical markets including workforce, education and economic development stakeholders.

FCM leverages its private sector background to help these verticals understand the culture of private sector companies in order to be successful in making C-level connections and expanding business engagement as a partner (in sector strategies), as a customer (with business services), and as a funder (through social investment strategies).

Business U accomplishes this by building the capacity of business/employer-facing teams through our Market Responsive Readiness Assessment; Onsite Boot Camp Training and Learning Events; Train-the-Trainer models; Business U eUniversity for graduates; and cost-effective CRM tool to automate work in four key areas including 1) sector strategy management, 2) workflows among those that interface with businesses; 3) sector and business engagement metrics and reports; and 4) outreach campaigns and communications to business and industry.
Learning Events Overview
Flexible Options

All Learning Events can be delivered to an individual organization or to regional teams in education, workforce, and economic development.

1. Boot Camp
2. Lean Operations
3. Expanding Business Services through Regional Partners
4. Strategic Communications Plan & Scorecard
5. Engaging Business Using Consultative Selling
6. Improving Market Position Using Technology and Social Media
7. Intensive Reengineering your Business Engagement Team
8. Regional Leadership for Business Services
Boot Camp
Maximizing Business Engagement Overview

Delivered in a one-day (8-hour), onsite format followed by seven (7) hours of coaching in our eUniversity. This learning event trains participants in Business U’s market responsive, customer-centric framework needed to reengineer your employer/business engagement team, and includes training materials and toolkit, plus an Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.

Topics include:

- Establishing the Right Data Sets for Business Engagement & Services
- Branding & Packaging
- Consultative Selling Processes
- Using Technology for B2B Outreach

Outcomes:

Upon the completion of this learning event, participants will be able to:

- Identify the components of a market responsive business engagement team.
- Create a list of key data points needed for business engagement outreach.
- Apply a communication platform formula by developing three key “message points” to engage businesses.
- Differentiate the three main differences between a “solutions” and a “show and tell” selling approach.
- Examine five technology strategies that are best used for engaging business as a customer or partner.

Includes:

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
Lean Operations
Building Effective Operational Processes for a Market Responsive Business Engagement Team

Delivered in a one-day (8-hour), onsite format followed by seven (7) hours of coaching in our eUniversity. In this session, Business U’s Master Black Belt in Lean Six Sigma works hands on with the Leadership and Business Engagement teams to map current state processes of the operational structure and then fine-tunes them to avoid duplication and redundancy. The end result is an operational structure that is responsive to the market needs of business and industry.

Outcomes:

Upon the completion of this learning event, participants will be able to:

- Identify the key elements needed to implement an effective continuous process improvement plan.
- Design a process map that includes the required elements in a high performing market responsive business engagement team.
- Produce a SIPOC chart to create the correct internal processes for a market responsive business engagement team.

Includes:

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
Regional Business Services Networks
Expanding Business Services through Regional Partners

Delivered in a one-day (8-hour), onsite format, followed by seven (7) hours of coaching in our eUniversity. Building credibility and long-term relationships to engage new business customers requires the ability to fulfill an immediate and pressing need. This learning event trains participants to design an expanded business services portfolio that builds on the regional assets of economic development, education and workforce service offerings, and deliver it through a needs assessment that pinpoints key challenges.

Outcomes:

Upon the completion of this learning event, participants will be able to:

- Describe the three elements required in a market-responsive regional business engagement portfolio.
- Map regional assets and services to effectively broaden a business engagement portfolio.
- Design a needs assessment with the required elements for relationship building in the business community.

Includes:

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
Strategic Communications Plan & Scorecard
Designing a Business Engagement Strategic Communications Plan and Scorecard

Delivered in a one-day (8-hour), onsite format followed by seven (7) hours of coaching in our eUniversity. Effectively engaging business and building a brand that attracts new ones requires the development of a strategic communications plan (SCP) that delivers tailored messaging that speaks the language of business and industry. This learning event provides a systematic process for developing a SCP using an outcomes-based template for designing strategies and internal processes that prepare organizations for a variety of communication scenarios that most will face at some point.

Outcomes:

Upon the completion of this learning event, participants will be able to:

- Identify essential communication tools to engage businesses successfully.
- Apply a communication platform formula by developing key "message points" to engage businesses.
- Develop a comprehensive outreach plan that contains five key parts: market segment, communication medium, communication message, frequency of communication, and in-process metrics.
- Produce a business engagement scorecard that measures the impact of the strategic communications plan.
- Explain the appropriate result-measures that monitor the four areas of market position: brand awareness, brand comprehension, brand equity, and market penetration.

Includes:

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
Outreach & Engagement
Engaging Business Using Consultative Selling

Delivered in a one-day (8-hour), onsite format followed by seven (7) hours of coaching in our eUniversity. An effective business engagement approach contains five steps to fully engage a business or employer prospect as a customer or partner. This learning event helps participants build systems that accomplish all five:

1. **Prospecting**: identifying potential new customers and partners;
2. **Outreach**: using one-to-many and one-to-one strategies to build awareness and interest in services;
3. **Consultation**: delivering a needs assessment to uncover critical areas of concerns;
4. **Solutions Selling**: matching appropriate solutions that address the prospect’s immediate critical areas of concern;
5. **Engagement**: closing the prospect as a customer or partner.

**Outcomes:**

Upon the completion of this learning event, participants will be able to:

- Demonstrate the five-step approach to engage an employer as a customer or partner effectively.
- Differentiate the main differences between a “solutions” and a “show and tell” selling approach.
- Diagram selling techniques to the appropriate business solution.
- Compile a “lead” list to prospect confidently.

**Includes:**

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
B2B Strategies
Improving Market Position Using Technology and Social Media

Delivered in a one-day (8-hour), onsite format followed by seven (7) hours of coaching in our eUniversity. This learning event provides strategies for delivering tailored messaging using the latest B2B (business-to-business) strategies and technology including social media platforms, eMarketing, third-party credibility, customer-relationship management tools, effective websites and microsites, and targeted campaigns.

Outcomes:

Upon the completion of this learning event, participants will be able to:

- Examine social media strategies that are best used for engaging business as a customer or partner.
- Develop a social media plan that includes elements to monitor its effectiveness.
- Identify essential website elements needed to attract businesses to the site.
- Create a list of the ten critical components of an effective customer-relationship management tool.
- Understand how to deploy and monitor a B2B outreach campaign.

Includes:

- An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.
Regional Leadership for Business Engagement
Successful Execution for Regional Networks

Delivered in a one-day (8-hour), onsite format, followed by seven (7) hours of coaching in our eUniversity. To develop an effective market responsive network of partners that align with a common vision in serving business and industry, regional leadership must create a collective narrative, build consensus, institutionalize innovation, and lead systematic change to meet the needs of business and industry and to support economic growth. This learning event is targeted for an organization’s leadership team, its board members and executive staff, and provides data-driven tools and strategies to maximize business engagement within regional public and private sector partnerships.

Outcomes:

Upon the completion of this learning event, participants will be able to:

• Identify regional strategies that enhance communication, coordination, and the collaborative alignment of education, workforce, and economic development.

• Find common ground among education, workforce, and economic development missions and central goals to establish collective initiatives to prevent the splintering of collaborative efforts.

• Coordinate a systematic regional approach to maximize sustainable business engagement.

• Implement systematic change to increase the capacity and coordination of regional partners to engage the business community.

• Lead efforts to engage a diverse range of businesses to develop effective linkages with regional partners that support economic growth of a region.

• Identify regional venture philanthropies to accelerate the growth and spread of the regional agenda.

• Use performance accountability data to measure collective impact on business services initiatives.
Intensive Training
Reengineering your Business Engagement Team

Delivered in a five-day (8 hours a day/40 hours), onsite format followed by 20 hours of coaching in our eUniversity. This learning event starts with an in-depth evaluation of the organization’s current leadership culture and employer/business engagement team operations that informs Business U’s subject matter experts to tailor the 40-hour onsite learning event to an organization’s specific needs. The evaluations will be analyzed and results are provided in two separate webinar briefings to review the details and recommendations—one for the Leadership/Executive team, and one for the Employer/Business Engagement team. The 40-hour onsite training and technical assistance format is designed to align leadership’s vision for business services, and reengineer your employer/business engagement team.

Includes:

- This package includes the Leadership and Business Services Analysis & Report (two separate webinar briefings to review the details and recommendations of the Leadership and Business Services Team assessments)
- This package includes 20 days of Live Chat Coaching to ensure all training materials are fully understood and implemented.
- This package includes the following Learning Events in their entirety:
  - Building Effective Operational Processes for a Market Responsive Business Engagement Team
  - Expanding Business Services through Regional Partners
  - Designing a Strategic Communications Plan and Scorecard
  - Engaging Business Using Consultative Selling
  - Improving Market Position Using Technology and Social Media
A market responsive business engagement team is one that is able to respond to regional market needs with a portfolio of offerings for businesses that is relevant in all business cycles—downsizing, stable, and growth—within an environment of continuous process improvement. The results maximize engagement of businesses as a partner (in sector strategies), as a customer (with business services), and as a funder (through social investment strategies).

Business U’s Market Responsive Readiness Assessment provides a baseline score of the cultural and organizational readiness of an organization that supports a market responsive business engagement team. It evaluates the current state of both the culture and leadership, along with operations to determine how close the organization is to an ideal state.

SEE NEXT PAGE FOR SCORE CARD »

Contact us now to get started on your Market Responsive Assessment and Business Engagement Plan to successfully implement the necessary Learning Events for an effective Business Engagement Team.
The organization has created an environment among staff and partners that supports a market responsive business engagement team.

Cultural Readiness Score

The organization demonstrates a high level of strategic readiness but may not have the operational tools or staff expertise in place to respond to and engage business and industry.

Operational Readiness Score

The organization has staff, technology, and resources in place to enable a market responsive business engagement team.

Score Scale

0 - 25: The organization needs substantial planning with its leadership and board to define the vision for becoming a market responsive organization.

26 - 50: The organization has some focus on becoming market responsive but needs better connection between its overall strategies and its operational structures.

51 – 74: The organization has taken significant steps in becoming market responsive but should carefully examine gaps that may exist between its organizational culture and its operational structures.

75 – 100: The organization has achieved strong alignment of its cultural and operational responsiveness in engaging business and industry and is considered to be market responsive.
Business U’s CRM (customer relationship management) Technology, B2B Engage is a cost-effective, cloud-based customized tool developed specifically for workforce, economic development and education stakeholders. B2B Engage automates work in four key areas including 1) sector strategy management, 2) workflows among those that interface with businesses; 3) sector and business engagement metrics and reports; and 4) outreach campaigns and communications to business and industry. Because we’ve spent years in the field with these stakeholders building successful models in engaging business and industry, we’ve designed the technology with both you in mind as well as the business customer.
Business U’s Certified Trainer program has been designed to benefit individuals who are tasked with delivering training to employer-facing staff within workforce, education, and economic development organizations. This professional program moves beyond pedagogy to andragogy in business services staff training an approach that bridges the gap between passive knowledge and active field application for successful execution.

This results in our certified trainers acquiring the necessary skills to facilitate Business U’s learning events. This is a high impact course delivered onsite that links outcomes to continuous improvement, a process that is critical for sustainability and maximizing staff potential.

Developing a training program for your employees can take months in preparation not to mention the high cost in design and implementation. Certified Business U trainers are fully supported by live coaching, a learning management system, and the necessary facilitation resources to deliver learning events that are measurable and sustainable.

Contact Dr. Christine Bosworth for more information at christine@business-u.net
Skills Attainment
Results of Business U

It’s time for a new approach to help organizations maximize business engagement and that approach entails a regional effort by workforce, education and economic development organizations. Successful regional strategies call for a new brand of leadership to engage businesses and industry. There has to be expertise in both public and private sectors in order to be successful with maximizing business engagement.

Results of our Business Services models across the country include the following:

• Organizational alignment between the Leadership/Executive team and Business/Employer Services team, to support each other in meeting operational objectives of engaging the business community.

• Aligned internal teams that attract and serve business/employer customers cohesively & work collaboratively to exceed their expectations.

• Streamlined operational and outreach processes eliminating duplication & maximizing staff time & results.

• Ability to measure the impact of the business/employer services team in the community and monitor important indicators for success.

• Successful execution and engagement of employers/businesses via operational protocols, customer relationship management strategies and communication toolkits.

Pricing & Funding Procurement

Pricing for the Business U packages is based on the number of participants in each session. A minimum of five participants is required with the optimal class size at 20.

For Boot Camp and one-day learning events, prices range from $19.83/learner/hour to $92.67/learner/hour based on class size, and includes seven additional hours of coaching at Business U’s eUniversity with our subject matter experts.

For Business Services Intensive, prices range from $20.79/learner/hour to $86.50/learner/hour based on class size, and includes a full assessment, report and two webinar briefings plus 20 hours of coaching at Business U’s eUniversity with our subject matter experts.

Business U can be a partner in identifying financial resources to help organizations fund Business U Learning Events. Contact Dr. Christine Bosworth to customize a package for your organization or regional teams at christine@business-u.net or 310-800-3353.
Resources and Tools

Download free tools and white papers at www.business-u.net

- Business U eMagazine – Why Regional Collaborations Work
IACET Accreditation

Any organization can host a learning event. But in the world of high quality continuing education and training, it takes true commitment to go through a rigorous accreditation process to meet international standards that have been fully vetted and proven. Business U has that commitment, and as a Prospective Authorized Provider (AP) of the International Association for Continuing Education and Training (IACET), we want our training participants to get the maximum return on investment.

IACET stands for “best in class,” and is the organization that created the original Continuing Education Unit (CEU). IACET uses the ANSI/IACET Standard for Continuing Education and Training, which is based on in-depth research on the learning process and includes a nationwide network of experts to help companies, associations, government agencies and other continuing education and training providers develop a framework for continuous improvement and a superior learning experience.


The American National Standard Institute (ANSI) recognizes the IACET Standard as the American National Standard for Continuing Education and Training. The ANSI/IACET 1-2013 Standard requires a systems approach to continuing education and that each of the standard categories, listed above, be controlled within Business U’s management structure as an integral part of operating an accredited continuing education and training department or program.
MEET OUR ADVISORY BOARD
The Innovators Behind Business U

BusinessU
Maximizing Business Engagement

CWA
California Workforce Association
Brokered Training
Business U learning events are led by Full Capacity Marketing (FCM) President/CEO, Celina Shands Gradijan, a former American Marketing Association Marketer of the Year and a two-time Women Who Mean Business finalist. Celina holds a B.S in Business and Marketing and has more than 25 years experience as a consultant and facilitator. Her private sector experience lends itself to building systematic approaches in the nonprofit and government sectors, finding creative solutions to shrinking budgets, and aligning staff around organizational objectives and values. Celina is a sought-after keynote speaker and trainer at national and state workforce, education and economic development conferences.

Celina leads a national consulting firm that specializes in aligning an organization’s business processes with its brand strategy. This unique approach combines private sector quality improvement processes such as Lean Six Sigma, Malcolm Baldrige, Total Quality Management, and change management with branding, marketing and communications strategies that result in streamlined operations, improved community awareness, strategic partnerships, and funding for government, nonprofit and community-based organizations. The end result has garnered her customers millions of dollars in additional funding, and put FCM on the radar screen as a communications expert among federal, state and local organizations.

Web:
Full Capacity Marketing, Inc.

Publications:
Social Entrepreneurship: New Business Models for Workforce Boards
National Economic Impact Scorecard Initiative
Workforce Website Benchmark Study
A recognized business and educational leader, Dr. Bosworth is involved in every aspect of Business U’s operations, and is responsible for the co-development and delivery of training programs including aligning curriculum with demonstrated outcomes that meet accreditation standards, designing and managing Business U’s eUniversity with the latest advances in instructional design and technology, delivering keynotes at workforce, education and economic development conferences, creating sustainable partnerships with organizations that support the mission of Business U, and ensuring that Business U itself undergoes a continuous improvement process.

Dr. Bosworth has worked for large organizations in various industries; and is known for her entrepreneurial spirit successfully launching starts-ups in education, retail, and hospitality. She is a relationship-building champion and a community advocate; her work as a Commissioner on the Los Angeles County Workforce Investment Board keeps her current about labor market, workforce development and economic intelligence on a state and national level.

Dr. Bosworth has a master’s degree specializing in adult education, and earned her doctorate degree from UCLA in educational leadership.

Web:
www.professionalcareereducation.org

Publication:
Coaching Online Students to Persist

Action Research:
Leadership
Workforce Training and Development
Online Learning & Retention
Adult Learning Theory
As a Business U Board of Advisor, Phil’s role is to ensure that the Business U curriculum aligns with business’ expectations, especially building and maintaining relationships with C-level executives. Since 1977, Phil Blair and his professional partner Mel Katz, have built Manpower of San Diego into the largest Manpower franchise in the U.S. with annual revenues exceeding $125 million. Manpower provides quality employment opportunities for thousands of San Diegans. Their training programs range from community work ready to veterans’ programs preparing them to enter the civilian workplace. Phil is an oft-quoted employment commentator, appearing in local and national business media, and is a professional speaker on employment and workforce trends and issues, as well as a career coach. He has just finished his first book Job Won! which is a complete guide to finding and managing a successful career in today’s economy.

Web:
www.manpower.com

Publication:
Job Won!

Phil Blair
Chief Officer
Manpower San Diego
As a Business U Board of Advisor, Ron ensures that workforce boards have access to Business U’s learning events and technology from a national perspective to move them to a next level of performance in regional business engagement as outlined in WIOA. Prior to his role at NAWB, Ron was the founding CEO of the Three Rivers Workforce Investment Board in Pittsburgh, where under his leadership the organization focused on producing labor market research, working with public educators on improved student career information, supporting community leaders in the development of regional benchmarks, and establishing the Regional Workforce Collaborative whose membership includes community colleges, workforce investment boards, employers, labor, and economic development professionals. Before joining the Three Rivers Workforce Board, he worked in Washington, DC, first on loan to the U.S. Department of Labor for the Enterprise Project, and then for the National Alliance of Business. Ron and his team at NAWB have been integral into getting the new WIOA authorized.

Web:
www.nawb.org
www.JustAddOne.net
www.WorkforceinvestmentWorks.com
Cheryl’s role at Business U is to ensure that pipeline strategies are being integrated into regional business services and that the curriculum is successful in building executive level private sector partnerships that are sustainable. Ford NGL is the signature education program of Ford Motor Company Fund and Community Services and Cheryl leads the team responsible for developing and managing the program, which is designed to engage employers, educators, and community leaders in the common goal of preparing today’s high school students for the careers of tomorrow. Through community engagement, Ford NGL provides a proven framework to develop high school academies that are career-themed and provide students with opportunities to engage in relevant, academically rigorous, authentic learning opportunities. Currently, there are 20 communities across the country that are using the Ford NGL framework and are supported by Ford Motor Company Fund. Cheryl works closely with business executives, government/civic leaders, and economic development and workforce development intermediaries to help align education with the skills needed by companies and the local region.

Web:
https://fordngl.com/cheryl-carrier-1
Chambers of Commerce play an integral role in business engagement, and Dr. Salazar works diligently as a Business U Advisor to help our participants understand how to best integrate chambers as part of a regional business engagement team. Dr. Salazar is Vice President of Education and Workforce Development for the Los Angeles Area Chamber of Commerce and oversees the Chamber’s education and workforce development programs and also directs the Chamber’s higher education and workforce development policies. In 2012, Salazar was appointed by Governor Jerry Brown to serve on the California Workforce Investment Board.

Since 2000, Salazar has worked to build business/education partnerships to improve academic achievement and life-long learning for California’s students. Salazar has demonstrated success at convening diverse groups of stakeholders to promote systems-change and strengthen the region’s workforce development system by expanding/enhancing relationships that build pathways to high demand, high growth industries, and sustainable careers. Serving as an intermediary, Salazar looks to create and support effective collaboration among education, business, civic and workforce development leaders to influence policies that strengthen regional education and workforce development systems. Salazar graduated from California State University, Long Beach with a bachelor’s degree in speech communication, a master’s degree in public policy and administration and doctoral degree in Educational Leadership. Salazar was also awarded the prestigious 2012 American Memorial Fellowship by the German Marshall Fund of the United States.

Web:
Los Angeles Chamber of Commerce
Dr. Poole’s role at Business U is to ensure that Business U participants have a deep understanding of how to use data effectively to drive business engagement. Dr. Poole has managed economic development research, analysis, and technical assistance efforts for 25 years. In January 2000, Dr. Poole formed the Center as an independent non-profit affiliated with George Mason University and C2ER. CREC focuses on developing a stronger understanding of how regional economies can compete effectively in the knowledge-based economy. As part of those efforts, Dr. Poole directs a national nonprofit membership organization (C2ER) serving economic and community development researchers in communities, states, academia, and the private sector. In his capacity of Executive Director, Dr. Poole oversees all program development activities of the organization including its research and professional training activities. He also serves as Executive Director for the Labor Market Training Institute and Staff Director for the Association of Public Data Users.

**Web:**
www.creconline.org

**Publications:**
Labor Market Information - Customers and Their Needs
Gurbax’s role as a Business U Advisory Board member is to align workforce and economic development from an operational perspective, and to ensure that both of these verticals understand each other’s domains. As President & CEO of CALED, Gurbax is focused on creating strategic partnerships to promote the value of economic development and create a stronger voice for economic developers at the state level. Gurbax has made many notable contributions during her tenure at CALED. Having raised over one million dollars in grant funding in the last four years, she helped create a strong foundation for CALED so we can continue to provide services and benefits to economic developers across the state. Additionally, she played a key role in many of CALED’s programs, such as negotiating a partnership with CSU Fresno and the California Academy for Economic Development to offer an International Economic Development Council (IEDC) accredited economic development certificate course in California. Gurbax serves on CDFA & IEDC’s Board of Directors Gurbax holds senior positions with CALED, the California Academy for Economic Development, and the California Enterprise Development Authority.

Web:
www.caled.org
www.edacademy.org