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 services team.

“As a business owner that has used American Job Centers to fulfill my workforce needs; successful business outreach and engagement programs must strive to build collaborative regional business services teams that coordinate and standardize employer engagement. Programs and solutions that Business U provides are an example of the approach necessary to maximize successful business engagement outcomes.”

Walter Larkins, President
CDR Benefits & Insurance Services LLC
Long Beach, CA
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Reengineering Business Services

Why Business U?

With the new Workforce Innovation and Opportunity Act focusing on the development of regional teams and business engagement metrics, CWA announces the rollout of Business U learning events – the first state to roll out this national program. Business U’s capacity-building 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 workforce, education and economic development stakeholders.

Business U’s learning events are aligned to maximize business engagement. Each event has been instructionally designed with a heavy focus on the application of “real-world” solutions to the daily challenges that are encountered by employer-facing staff. Participants in the training sessions are actively engaged in the learning experience thereby providing them with immediate value and relevance to their job.

Business U’s approach to training is problem-centered as opposed to content-oriented with feedback and support mechanisms built into each learning event to ensure that performance outcomes are measurable and sustainable.
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. Business Services Boot Camp
2. Building Effective Operational Processes for a Market Responsive Business Services Team
3. Expanding Business Services through Regional Partners
4. Designing a Business Services Strategic Communications Plan and Scorecard
5. Engaging Business Using Consultative Selling
6. Improving Market Position Using Technology and Social
7. Business Services Intensive
8. Regional Leadership for Business Services
Business Services Boot Camp
Maximizing Business Engagement Overview

Delivered in a one-day (8-hour), onsite format. This learning event trains participants in Business U’s market responsive, customer-centric framework needed to reengineer your employer/business services team, and includes training materials and a toolkit.

Topics include:

- Establishing the Right Data Sets for Business 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 services team.
- Create a list of key data points needed for business services outreach.
- Apply a communication platform formula by developing key “message points” to engage businesses.
- Differentiate the main differences between a “solutions” and a “show and tell” selling approach.
- Examine 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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Building Effective Operational Processes for a Market Responsive Business Services Team

Delivered in a one-day (8-hour), onsite format. In this session, Business U’s Master Black Belt in Lean Six Sigma works hands-on with participants to identify and map “current state” processes, and improve the efficiencies of the business services team that lead to 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 minimum required operational processes for a successful business services team.

• Use a process map to detail the current state processes of the business services team.

• Learn the skills necessary to improve the efficiencies and effectiveness of current state processes.

• Develop new process that are lean and efficient to reduce redundancy and duplication.

Includes:

• An Implementation Webinar with Live Chat Coaching to ensure all training materials are fully understood and implemented.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Expanding Business Services through Regional Partners

Delivered in a one-day (8-hour), onsite format. 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 elements required in a market-responsive regional business services portfolio.
- Map regional assets and services to effectively broaden a business services 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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Designing a Business Services Strategic Communications Plan and Scorecard

Delivered in a one-day (8-hour), onsite format. 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 services 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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Engaging Business Using Consultative Selling

Delivered in a one-day (8-hour), onsite format. An effective business services 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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Improving Market Position Using Technology and Social Media

Delivered in a one-day (8-hour), onsite format. 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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Business Services Intensive Training
Reengineering your Business Services Team

Delivered in a five-day, 40 hour onsite format. This learning event starts with an in-depth evaluation of the organization’s current leadership culture and employer/business services 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 Services 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 services team.

Includes:
This package includes 45 days of Live Chat Coaching to ensure all training materials are fully understood and implemented:

45 Day Coaching for effective execution and sustainability

We’ve all sat through training only to go back to our desks and say “now what”? After trainees successfully complete the Business Services Intensive Training, they are provided with a step-by-step implementation plan. Graduates of the Intensive training program have immediate access to Business U’s executive facilitators and subject matter experts to review the progress of the plan and to address any questions from the training through Live Chat Coaching.

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. The results are evaluated to help identify the misalignments of the organization’s internal culture and areas of learning opportunity.
Maximizing Business Engagement

- Current state of how the organization engages the employer/business community
- Success measures and indicators for employer/business engagement
- Disconnects within the organization in serving employers/businesses or engaging them as a partner
- Alignment of the organizational mission with strategic objectives in engaging the business community

The Leadership Evaluation focuses on:

- Operational structure of employer/business services teams
- Potential areas of duplication
- Current services offered to employers/businesses
- Outreach tactics utilized
- Current performance measures
- Technology used for customer relationship management
- Key challenges and areas of opportunities

The Business Services Team Evaluation focuses on:

Business U provides an analysis and report of the two surveys and delivers recommendations to the organization via two webinars.

Webinar One: Leadership/Executive Team Briefing
Results of the analysis and recommendations for reengineering business services delivery will be provided, so that the Executive Leadership Team/Board understands what changes need to occur to fully support the Employer/Business Services team in their mission of engaging the business community.

Webinar Two: Business Services Briefing
Results of the analysis and recommendations for reengineering business services delivery will be provided, along with Business U’s market responsive, customer-centric framework and its applications.
The Intensive package includes the following Learning Events in their entirety:

- **Building Effective Operational Processes for a Market Responsive Business Services Team**
- **Expanding Business Services through Regional Partners**
- **Designing a Business Services Strategic Communications Plan and Scorecard**
- **Engaging Business Using Consultative Selling**
- **Improving Market Position Using Technology and Social Media**

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
Regional Leadership for Business Services

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.

This class requires a minimum of 25 people. To broker training through CWA and get on the interest list for our upcoming Fall 2014 schedule, contact Nick at nloretdemola@calworkforce.org or (916) 325-1610.
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.
Results of Business U’s Business Services Models

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 & Payment Options

To broker training through CWA or to develop a customized training program for your organization, contact: Nick at nloretdemola@calworkforce.org or (916) 325-1610.

Resources and Tools

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

- Business U eMagazine – Why Regional Collaborations Work
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. 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.

**Why B2B Engage is the Best Solution**

**Experience and proven models**

Our models have been successful because Business U not only understands the regulations and challenges of the public sector, but we have decades of private sector experience in understanding what makes businesses tick, succeed and fail. You need a partner that has a full understanding of private sector business models in order to be successful with maximizing business engagement. Government sector consulting firms only have one side of this formula which is why many of their models may look great on the surface but in the end are costly and not sustainable.

To be successful at business engagement, you have to think like a business and run your business services operations like one. This is why our Business U solutions offer the continuum of services to help you run your organization like a business. From our objective team assessments, leadership and line staff professional development, operational plans, and clear outcomes and metrics, you’ll find no better tool to manage, monitor and measure business engagement than B2B Engage.

**Our Competitors’ Challenges**

**Because adding applications add to your costs**

To have successful business engagement in workforce, education and economic development, there are necessary day-to-day tasks including: prospecting, contact management, needs assessment, fulfilling customer needs, managing workflows and marketing/outreach. Unfortunately many CRM systems require you to purchase and integrate additional applications in order to take advantage of a fully functioning marketing/outreach system with automation capabilities. More often than not however, these “best of breed” marketing/outreach applications are both expensive and unnecessarily complex. Even worse, the integration into your existing CRM system is a mere afterthought.

Don’t be fooled by consulting and technology companies that want to sell you complex, expensive technology with “bells and whistles” that don’t meet your needs. When you choose B2B Engage, you get a fully integrated system powered by an easy to use website-optimized visual workflow engine which keeps your costs streamlined.
Benefits of B2B Engage
Advocates that believe in quality data

Business U has been an advocate for years for workforce, education and economic development missions. We’ve designed national campaigns in support of your important missions targeting funders, and building the capacity of stakeholders daily through publications and tools that we fund to help those in workforce, education and economic development.

We leverage the nationwide data from B2B Engage for developing funder reports that demonstrate impact and relevancy, and influence policies that support your mission. Become part of the B2B Engage network to manage data and position your important mission.

- Engage business & industry in high growth sector work at the strategic level.
- Engage businesses as a customer with a portfolio of value-added services.
- Create regional service networks with workforce, economic development and education partners.
- Add new initiatives and programs that you want the business services team to promote as part of their outreach efforts.
- Coordinate workflows among individual organizations and across a regional network of workforce, economic development and education partners.
- Identify the needs of business and industry to match appropriate solutions for engagement.
- Allows for fee-based activity management if desired.
- Import existing contact lists easily.
- Manage business contacts for high growth sector work objectives.
- Manage business contacts as a customer of your organization.
- Identify when business expectations are not being met to respond immediately and conduct recovery work.
- Manage workflows automatically without multiple databases and antiquated systems.
- Conduct B2B (business-to-business) outreach with a host of integrated tools that make it easy to build relationships.
- Conduct eMail and eMarketing campaigns and customized newsletters on topics that interest your business customers and partners.
- Acquire new leads through automated integrated forms on your website.
- Track leads coming to your website with automatic alerts whenever a contact visits your web page.
- Collaboration and team building through social intranet containing team calendar, document upload and social and activity feeds.
- Instant chat and discussion threads among team members with ability to upload documents or videos.
- Measure results through our customized Business Engagement Reports.
- Create customized high growth sector reports to obtain real-time data on the needs of business & industry.
• State Agencies can obtain collective data to measure Statewide Business Engagement and high growth sector objectives.
• Filtered maps to examine where customers are clustered within a region.
• Accessible on mobile for field work with business & industry.

More Reasons to get B2B Engage
Do you really need more?

• No yearly contracts
• Month-to-month low fees
• No complex licensing contracts
• Cost-effective ramp up
• Short execution times
• Training and technical support
• Customized options and integration with current workforce systems available

MEET OUR ADVISORY BOARD

The Innovators Behind Business U
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
As a recognized educational leader with more than two decades of experience, Dr. Bosworth is responsible for aligning Business U’s educational curriculum with demonstrated outcomes that are accredited, sustainable and meet state licensing and national certification standards. Dr. Bosworth earned her doctorate degree from UCLA in educational leadership. She has vast experience designing curriculum for universities, community colleges, and private postsecondary schools, and specializes in developing training programs that are market-driven to meet today’s changing workforce development needs. Dr. Bosworth has held an Adult Education Credential by the State of California’s Commission on Teacher Credentialing and a designated School Director Certificate of Authorization by the Department of Consumer Affairs, Bureau for Private Postsecondary and Vocational Education.

Web:
www.professionalcareereducation.org

Publication:
Coaching Online Students to Persist

Action Research:
Leadership
Workforce Training and Development
Online Learning & Retention
Adult Learning Theory
Phil Blair is one of San Diego’s most visible and respected business leaders. Since 1977, he along with 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.

As an active member of the San Diego Community, Phil currently serves on the board of directors of: San Diego Regional Chamber of Commerce; the San Diego Convention Center (Board Member); Downtown San Diego Partnership (Executive Committee); LEAD San Diego (Chair); CONNECT (Board Member); the Economic Development Corporation (Board Chair, Executive Committee); and the San Diego Downtown Rotary Club.

Web:
www.manpower.com

Publication:
Job Won!
Ron Painter is the Chief Executive Officer of the National Association of Workforce Boards, assuming his role in July of 2009. 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, WIBs, 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. Mr. Painter holds an undergraduate degree in Political Science from Grove City College in Pennsylvania and a Master’s in Public Administration and advanced graduate coursework from the University of Pittsburgh’s Graduate School of Public & International Affairs, where he served as Adjunct Faculty.

Web:
www.nawb.org
www.JustAddOne.net
www.WorkforceinvestmentWorks.com
Cheryl Carrier is the executive director of Ford Next Generation Learning (Ford NGL), the signature education program of Ford Motor Company Fund and Community Services. Cheryl leads the team responsible for developing and managing the innovative Ford NGL 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.

Cheryl recently started Sequoia Learning LLC and will be using her expertise to help companies organize and align their resources to develop a talent development pipeline using the high school academy model as the foundation. Cheryl serves on the boards of the National Career Technical Education Foundation, the National Career Academy Coalition; and is a member of the Ford STEM Advisory Council.

Web:
https://fordngl.com/cheryl-carrier-1
Dr. Alma Salazar is Vice President of Education and Workforce Development for the Los Angeles Area Chamber of Commerce. She 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. Kenneth E. Poole is CEO of the Center for Regional Economic Competitiveness (CREC) and Executive Director, Council for Community and Economic Research (C2ER). 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
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
CCSCE is a private research organization founded in 1969 to provide an independent assessment of economic and demographic trends in California. Steve is currently starting a one-year data analysis and strategy development project to improve the career pathway prospects for low and moderate income workers in the Bay Area. During the three past years, Steve has participated in several workforce related projects including the Regional Innovation Grant project for the Silicon Valley workforce boards; work with on the ICT sector in Silicon Valley and a labor market analysis for the Contra Costa and Alameda Workforce Boards. His interests also include the conditions for economic competitiveness in California and the impact of immigration on the state economy. Stephen Levy has degrees in economics from MIT and Stanford University.

Web:
www.ccsce.com

Publications:
The Contributions of Immigrants and Their Children to the American Workforce and Jobs of the Future

Workforce Challenges and Generational Connections

Economic and Workforce Implications in the Age of iPads, Android Apps, and the Social Web
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