



AT SOUTHERN NEW HAMPSHIRE UNIVERSITY

# BRIDGE THE SKILLS GAP WITH COMPETENCY-BASED EDUCATION

06.10.15

# Today's agenda



**Learn how  
competency-based  
education fills  
labor market needs  
and addresses the  
skills gap**



**Find out how  
Anthem uses CBE  
as a talent  
development  
solution**



**Hear about a  
groundbreaking  
announcement  
from Anthem**



# Opening a door of opportunity



## Meet Starrann

**Administrative assistant  
at Anthem Blue Cross  
Blue Shield**

**Single mother of two boys**

**Associate's degree graduate**

**Corporate Communications  
Specialist**



# The war for talent is heating up

**65%**

of job openings will require at least some postsecondary education by 2020 <sup>1</sup>

**5.5%**

Is the lowest unemployment rate since mid-2008 <sup>2</sup>

**71%**

of employers prefer developing existing employees into management roles versus hiring but report they lack promotable skills. <sup>3</sup>

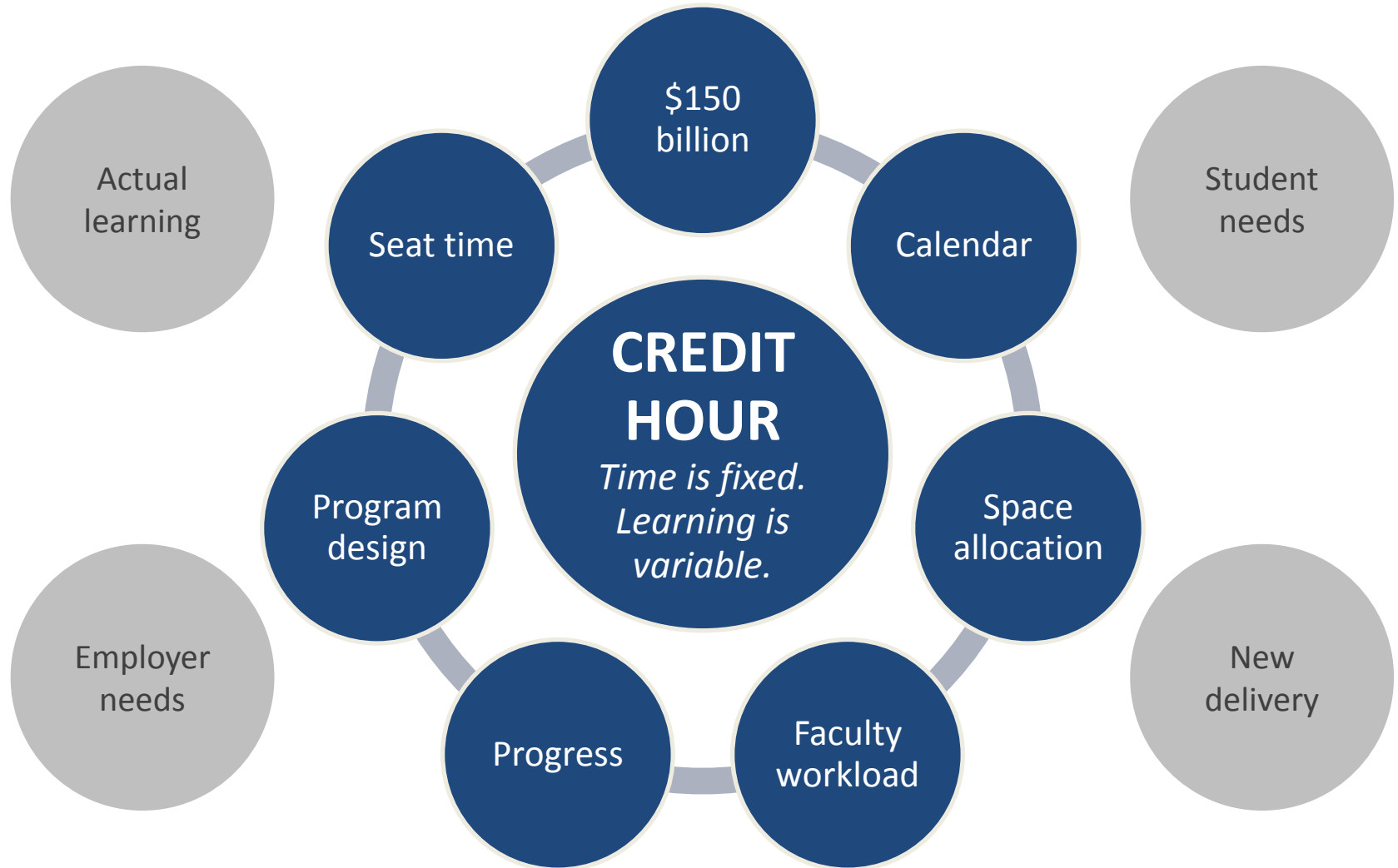
<sup>1</sup> [cew.georgetown.edu/recovery2020](http://cew.georgetown.edu/recovery2020)

<sup>2</sup> <http://data.bls.gov/timeseries/LNS14000000>

<sup>3</sup> [collegeforamerica.org/WorkforceStrategiesSurvey](http://collegeforamerica.org/WorkforceStrategiesSurvey)



# The credit hour approach



# The way forward: Competency-based education



★  
**Focuses on the demonstration of articulated skills knowledge and abilities**



★  
**Defines learning but makes time flexible**



★  
**Is not based on credit hours or seat time**  
(though may “translate” to credit hours for administrative convenience or necessity)



# CBE: The College for America model



An accredited, nonprofit college built to help employers develop and promote talent through competency-based higher education

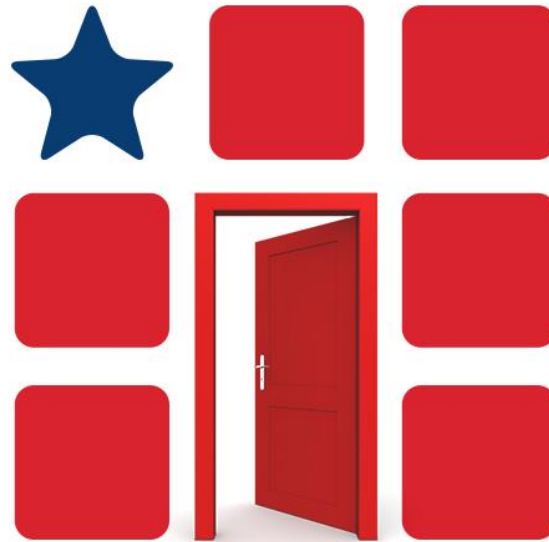
**Applicable in  
the workplace**

**Flexible**

**Low cost**



# Partnering with employers for workforce development



**Build talent and leadership**

**Help employees develop promotable skills**

**Promote engagement and loyalty**







# CBE in action

Anthem<sup>®</sup>



# Taking care of our employees means more than a good salary and health benefits

## Annual survey

Anthem associates value learning & development and career advancement opportunities

## 2013 pilot with College for America

Test the competency-based model and flexible online program

## Results

9

Anthem associate's  
degree graduates

41

Students currently  
in the program from  
the pilot



# Competencies connect curriculum to the Anthem workplace



**Apply skills in real-world, project-based learning, not traditional classes**



**Advance based on what they already know and can do, not based on “credit hours”**



**Move faster through areas they already know (and take extra time where needed)**

*“Going through CFA, I have been able to bring many of the practices taught to my current role. I think having a degree only makes me a stronger candidate and employee of Anthem.”*

***Stephanie Malley***

***15+ year associate, earned associate’s degree in less than a year***

*“The opportunity to work at my own pace, still work my full time job, and not have to sit in classes with kids 20 years younger than me was unbelievable. I jumped in with both feet and completed my associate’s degree in less than a year.”*

***Michelle Coppola***

***7+ year associate, promoted after receiving her degree***



# ★ Anthem success stories



*“Through CFA I still have the requirement of exploring traditional school topics such as math, writing, social responsibility, and economics. However, the courses are not geared toward memorization but towards understanding and application into real world scenarios. As a result of my experience with CfA, I think differently, I research more, and most importantly, I have confidence in my learning abilities. My journey with CfA has made me more confident, showed me I have a great deal of transferable knowledge and encouraged me to spread my wings and continue growing!”*

**Darby Conley**

**16+ year associate, earned associate’s degree in less than a year**



*“I graduated in January 2014 with my associate’s degree. In March of 2014, I was offered a promotion to a new position as a Corporate Communications Specialist. In October of 2014, I began the Bachelor’s program!”*

**Starrann Freitas**

**4+ year associate, earned associate’s degree in less than a year**





# Beyond the pilot: Understanding the Anthem associate base

**33%**

of associates reported  
having an associate's  
degree or higher

**53%**

of associates  
responding to a 2014  
survey identified as  
working parents

**92%**

of our 51,000+  
associates are  
eligible for education  
assistance

**14%**

of associates  
responding to a 2014  
survey identified as  
single working parents

**77%**

of our workforce  
are women



# Identifying skills and talent needs

Our business environment is evolving and consumer expectations have changed



**70% of Anthem's future growth will come from consumer choice segments**





# Investing in our associates is investing in the future of our company

**Providing an opportunity to obtain a college education  
*and...***

**Preparing our associates to meet the challenges of a new  
consumer centric business environment**

## **College for America competency-based model supports our talent development needs**

Negotiate with others to resolve conflicts and settle disputes

Speak effectively in order to persuade or motivate

Plan and organize work, including setting and meeting deadlines

Locate, evaluate, and integrate information from multiple sources



# ★ Anthem and CfA together completely remove the cost barrier

## Cost of College for America



**\$2,500**

All-inclusive tuition from  
a nonprofit, accredited  
university.

**Anthem**<sup>®</sup>

**100% Covered**

Eligible full-time Anthem  
employees receive education  
assistance of \$5,000 annually.  
Part-time eligible associates  
receive \$2,500 annually.

**No out-of-pocket cost  
for tuition**







# Enterprisewide announcement: CfA program open to all Anthem associates

**On June 2, Anthem announced the CfA program  
is available to all associates.**

According to CfA, as of June 8<sup>th</sup>:

**11,000+**

Visits to the CfA  
webpage for  
Anthem associates

**4,000+**

Anthem associates  
expressed interest  
in the program

**900+**

Anthem associates  
submitted  
applications

**1,600+**

Anthem associates  
registered for CfA  
info sessions





# 51,000 more people now have access to a no-cost college degree

“Our partnership with College for America has proven successful for our associates who participated in the pilot program in New Hampshire and we want to build on that success by providing opportunities for education, development and career advancement to all our associates.”

—Jose Tomas, Chief Human Resources Officer at Anthem, Inc.



# Questions?

**Thank you!**

**Bring College for America to your employees:  
[collegeforamerica.org/Partner](http://collegeforamerica.org/Partner)**



**Julian L. Alssid**  
Chief Workforce Strategist  
College for America  
at Southern New Hampshire University

**Aimee Skinner**  
Director of Professional Development  
Anthem

