2021

INDUSTRY FORUMS REPORT

About SMU Global, Online & Continuing Education

SMU's Office of Global, Online & Continuing Education oversees and advances the university's online and continuing education portfolio. Our mission is to deliver innovative learning experiences that boost careers and transform lives. The office includes SMU Global & Online (GO) and SMU Continuing & Professional Education (CAPE).

Forums

In spring 2021, over 250 Industry leaders were invited to participate in one of three forums hosted by the Office of Global, Online & Continuing Education. Each forum focused on the COVID-19 pandemic and its impact on business. More than 90 professionals participated in these discussions, representing corporations and organizations at the forefront of aviation, banking, real estate, transportation, information technology, healthcare and other fields.

In each forum a moderator encouraged unfiltered discussion and participants responded with an unfettered exchange of ideas. In the course of the conversations, they identified skills gaps in their own organizations, industries and across sectors; participants then deliberated what educational experiences might help to bridge those shortfalls and better prepare for future needs.

Forum Participants

- ASKTech, Inc.
- AT&T
- Bank of America
- Bell and Howell
- Caesars Entertainment Corporation
- Camelot Strategic Marketing & Media
- Capital One
- Churchill Terry
- City of Dallas
- CoEvolution
- Collins Aerospace
- Cornerstone Home Loans
- Cranky Concierge
- Davidson Learning Company (DLC) / Esports Trade Association
- DTC Global
- E2Open, Inc.
- Fairway Independent Mortgage Corporation
- Forcepoint
- GM Financial
- HighGround Trading LLC
- IBM
- Integrated Holistic Services
- Korn Ferry
- McAfee
- PepsiCo
- PICKUP
- Reed Family Enterprises
- SetConnect, Inc.
- ShearShare
- Starrlo Enterprises, LLC
- Teradata
- The Customer Lab
- TOTT
- TOYOTA
- Triton Networks
- University of North Texas at Dallas
- Verizon
- VisionPoint
- Vizient, Inc.

Identifying Skills Gaps

"From Survive to Thrive: The Future of Work in a Post-pandemic World," Deloitte Consulting, December 2020

After each forum, participant comments were categorized by one of three themes derived from Deloitte's "From survive to thrive: The future of work in a post-pandemic world." The three themes are: Work, Workforce, and Workplace. Each theme then breaks down into multiple areas, listed below.

WORK: THE WHAT

Deloitte associates three areas with Work:
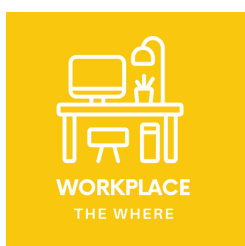**Activities, Outcomes of Work and Value of Work**

WORKFORCE: THE WHO

Deloitte associates four areas with the Workforce:
Skills, Human Capabilities, Jobs and Talent Operations

WORKPLACE: THE WHERE

Deloitte associates five areas with the Workplace:
Technology, Geography, Collaboration, Culture and Physical Design

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WORK: The What

"End-to-end customer experience supersedes everything. Amazon has set the bar for all of us."

Discussion related to Work represented 30% of total feedback. The following table identifies the top three Work sub-categories, along with example participant comments for each. A forum participant provided the above quote.

Sub-Category	Comments
User Experience	• Start by understanding what people want. • Learn how others learn. • Assess the user's knowledge level.
Digital Storytelling	• Improve skills to visualize data. • Storytelling is the biggest gap with analysts. • Translate and present in ambiguous spaces.
Productivity	• If it's the same every time, I can automate you. • Over-scheduling is a real problem. • Growth and comfort do not co-exist.

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WORKFORCE: The Who

"I can teach you a lot of things, but I cannot teach you how to be nimble."

Most comments gathered in the forums (51%) aligned with Workforce topics. The following table identifies the top three Workforce sub-categories, along with example participant comments for each. A forum participant provided the above quote.

Sub-Category	Comments
Continuous learning	• Need to be a jack-of-all-trades. • Looking for people that embrace growth. • Master the ability to teach yourself.
Data skills	• Data is everyone's job now. • Turn noisy data into value. • Establish clear data governance.
Soft skills	• Too many lack interpersonal skills. • Need to be able to read the room. • Get ego out of the discussion.

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WORKPLACE: The Where
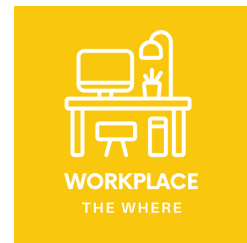
"Work-life integration has never been more of the workplace culture than it is now."

Workplace received the fewest comments at 19%. The following table identifies the top three Workplace sub-categories, along with example participant comments for each. A forum participant provided the above quote.

Sub-Category	Comments
Data silos	• Intentionally break down silos. • Siloed thinking needs to be removed. • Create a data lake model.
Agile mindset	• Support failing fast and moving on. • Agile needs to be part of the culture. • Learn lessons quickly.
Technology adoption	• Collaboration tools have really flourished. • We are moving to augmented or virtual spaces. • Cybersecurity mindset across the company.

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Educational Experiences

The input gleaned from forum participants will inform program development in SMU's Office of Global, Online & Continuing Education, and our staff will use feedback about skills gaps and opportunities to expand current offerings and to develop new courses. We believe that collaboration with Industry partners to develop educational experiences will ensure today's employees are prepared for the future of work.

Digital Transformation

- **Maintaining a Humanistic View in a Technological World**
- **Project-based AI**
- **IT for a Remote Workforce**
- **Mobilizing a Dynamic Workforce**

Data Science

- **Citizen Data Science**
- Data Visualization and Storytelling
- MS in Data Science
- **Data-Driven Decision Making**

User Experience

- MA in Design and Innovation
- User Experience
- **Workplace Design for Everyone**
- **B2C is the New B2B**

Soft Skills

- **Building Trust in Your Audience**
- **Having Brave Conversations**
- **Leadership Skills for Everyone**
- **Succeeding in a Hyper-Collaborative Workforce**

Programs listed in black are existing SMU programs. Programs in red were proposed by Forum participants.

Preparing Your Employees for the Future of Work

Organizations need a diverse set of tools, skills and human capital to adapt and succeed in a rapidly changing, and often uncertain world. We will collaborate with you to create cutting-edge and cost-effective content and programs - including professional development, research partnerships, networking and recruiting opportunities, and more.

No matter the requirements, our goal is to enhance the effectiveness of your organization, so you can rise to any challenge and empower your team to be leaders today and in the future.

Tailored Programs & Practical Knowledge

- Brand Strategy
- Business Analytics
- Cloud Integration
- Customer Experience
- Cybersecurity
- Data Literacy
- Data Science
- Data Visualization & Storytelling
- Digital and Mobile Marketing
- Diversity, Equity and Inclusion
- High Performance Computing
- Leadership Skills
- Project Management
- Soft Skills Development

Corporate Opportunities Available

- Group discounts on existing open enrollment program offerings for employees
- Customized programming for your industry or organization
- Network and recruiting opportunities
- Research partnerships

Ready to take the first step?

Please fill out this form.
Or contact Terry Teague for more information.

Further Reading

1. Erica Volini et al., "From survive to thrive: The future of work in a post-pandemic world," Deloitte Consulting, December 2020
2. Chip Cutter and Kathryn Dill, "Remote Work Is the New Signing Bonus," Wall Street Journal, June 26, 2021
3. Peter Evans-Greenwood et al, "Reconstructing the workplace," Deloitte Australia Centre for the Edge, July 12, 2021
4. Erica Volini, "The worker-employer relationship disrupted," 2021 Deloitte Global Human Capital Trends Special Report, July 21, 2021
5. Erica Volini et al., "Leading the shift from survive to thrive," 2021 Deloitte Global Human Capital Trends
6. CNN, "The Golden Age For Workers," CNN Business, October 12, 2021

Thank you to all the 2021 Industry Forum participants.

We also acknowledge the following SMU administrators and staff for their contributions: Dr. Peter Moore (Provost's Office), Jessica Burham (MADI), Tim Angell (Development and External Affairs) and Dr. Michael Robertson, Terry Teague and Brenda Park (Office of Global, Online & Continuing Education).

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