

Tips for Managing Large Consortiums

June 16, 2016

Michael Lesiecki - Good day everyone here we are at the beginning of today's webinar titled Managing and Leading Large Consortium. I'm your host Mike Lesiecki, I work at the Maricopa Community College's here in Phoenix Arizona this webinar is brought to you by the Centers Collaborative for Technical Assistance. I'll tell you a little bit more about them in just a moment we gratefully acknowledge our support from the National Science Foundation. Today many of you are familiar with the use of this interface called GoToWebinar it's easy to use if you look towards the right you'll see under your attendee pane you'll see all the people that are currently logged into this webinar feel free to send them a message if you like if you know them and I'd like to encourage you to use the question window if you look on your right you can expand that question pane that allow you to ask questions or share your own observations with today's presenters.

Webinar Details

Michael Lesiecki - Let me tell you a little bit more about today's webinar as I mentioned the webinar is being recorded and you will be sent a recording link.

The CCTA is Led By

Michael Lesiecki - What is the CCTA thing? Well it's first of all it's led by five national centers you can see their logos and their descriptions there, my centers the one at the bottom the Networks Resource Center at the Maricopa Community College's. Thank you for joining today.

CCTA Purpose

Michael Lesiecki - The purpose of the CCTA is really responded to requests from the Department of Labor to the National Science Foundation they asked us if we could share technical assistance with the Department of Labor TAACCCT grantees, now beyond the TAACCCT program itself in the National Science program many of us online are here just to find out more about large managing large consortia. We deliver webinars, there's a convenings that we'll talk about a little bit later in this broadcast.

Poll: Your Affiliation

Michael Lesiecki - I like to start today with a poll, now I haven't launched the poll yet but when it comes up I'd like to ask you if you're involved with an NSF grant, a TAACCCT grant, both or neither. Let's see if I can launch the poll, well I should be able to do it. Okay here we go. So if you use your screen just checking those boxes you are either involved with an NSF grant, involved with a TAACCCT grant, both of them or neither and then hit the submit button. Ok good information is coming on the polls thank you. You obviously know the answer to this question, so I'll give you just another moment and then we'll take a look at the results. I'll do a little count down, so please click those radio buttons five four three two one. There's the results of the poll, you can see a large number of us are involved with TAACCCT grants and some with both, someone neither that's great there's a whole spectrum of people today at the webinar. That's good I'm going to close that poll.

Poll: How many people are listening with you?

Michael Lesiecki - One more question many of us use this opportunity to gather with our colleagues and launch these webinars, so I'm going to turn on this poll now and ask you to say how many people are listening with you is it just yourself that's number one or are there two, three or more. So here comes the poll, it's open also go ahead and respond, quite a few people of course are responding with just

themselves, has quite a few have are listening with two or a colleague that's a good way of doing these polls we do that here with our own organization will gather in our conference room and pull up the webinar itself. Ok so just go ahead and finish I'm just about to close this poll now, all right thank you I'm closing the poll, let's take a look at the results. So the majority of us are single listeners, that's good but quite a few people who have two people listening with them well thanks that helps us determine our audience.

Today's Presenters

Michael Lesiecki - Back to the webinar it's now my pleasure to introduce our presenters let me start with Ann Beheler, she's the principal investigator of the National Center for Convergence Technology Ann please tell us a little bit more about yourself and then introduce your panelists please.

Ann Beheler - Thank you Mike, I think you'll learn a little bit more about what I've been up to lately as we go along but before we do that I would like to introduce Marianne Krismer, Marianne is now retired although she's doing consulting work but along the way she was the lead for one of the two multi-state consortia consortiums for the TAACCCT round one program and so she has lots of experience in leading a multi-state large consortium and then John Sands is having trouble getting in.

John Sands – I'm actually on.

Ann Beheler - Oh you're there great thanks John. John is now with us we were having a few technical difficulties that's what happens when you're doing something live and we've learned to live with that anyway I'm going to ask John to go on mute for a while and we have a time when we will go to him and ask for his response. John was involved in our large TAACCCT consortium and he also does work nationally as the P.I. for the Center for Systems Security and Information Assurance so he is somebody you want to know, next slide.

Setting the Context

Ann Beheler – Ok, as Mike said consortia do consist of more colleges and they're awarded more funds and usually because they proposed to have a larger impact than any single institution could possibly do and what I have just most recently been doing is leading to large consortium one is the National Convergence Technology Center which is the National Science Foundation grant and that was built on the regional National Science Foundation grant before that and if you're wondering what convergence technology is it's actually networking infrastructure plus communications, in other words at that time when we started it was the integration of voice data, video and image all over a single network. And then the other consortium is the National Information Security and Geospatial Technologies Department of Labor consortium which was around one TAACCCT grant, next slide.

National CTC Partners

Ann Beheler - And we can go through this rather quickly the in these are the partners the main partners in the National CTC grant and, next slide.

The National Information, Security & Geospatial Technologies Consortium Map

Ann Beheler - These are the partners that were in the round one TAACCCT grant of almost 20 million dollars as you can see where coast to coast north and south, next slide.

Untitled Slide

Ann Beheler - Now why did we why did I lead both of these at the same time well first of all they had overlapping disciplinary we're going to talk about that in just a minute but what happened is when we decided to go after the round one TAACCCT grant we built it on the work of four current and one previous National Science Foundation Center and our Center was one of them. Our National Science Foundation Center actually has eight main partners that you've now seen their logos and we're in six states and we have an addition over 50 affiliate colleges that we call members of the Convergence College Network and so what we do is work as a group collaboratively and improve IT education across the entire nation. Now interestingly enough the National Convergence Technology Center used and uses a sub-award mechanism and a sub-award mechanism is very important when it comes to having the partners all perform and do what they said they were going to do. By comparison it was \$4.4 million and the other one I just told you was almost \$20 million seven partners in six states in that particular case all the partners were co- grantees and total participants in that one a little over 6,000 direct participants and by way of comparison they're not all direct participants, but the students in the recent poll that we did the number of students that have been affected by just the training we've done over the last five years with respect to the National Convergence Technology Center exceeded 70,000 almost seventy five thousand students, next slide.

Overlapping Discipline Areas – Prime Opportunity for Leveraging

Ann Beheler - As I said these have overlapping areas the NISGTC the DOL grant actually had four foci networking, cybersecurity, programming and geospatial technologies and the National CTC was the first area there the networking area. Ok so Marianne would you tell us about the H2P consortium?

Marianne Krismer – Sure, next slide please.

Health Professions Pathways Consortium (H2P)

Marianne Krismer - Ok so first of all I'm honored to talk with you today managing these large consortium is very very challenge but also an opportunity so hopefully we'll be able to give you a few words of wisdom and feel free to contact us anytime. The Health Professions Pathways Consortium actually was round one consortium with nine community colleges in five states. We were \$19.6 million dollar round one and we were focused on improving the health care actually transforming the health care pathway in order to increase the number of individuals that could enter into the healthcare workforce. That was a very highly collaborative consortium with tremendous involvement with the workforce partners. We had over 6,500 participants and over 200 employer related partners and we had national and regional partners and we are currently continuing our scaling and most recently with a white house announced to help health way initiatives and slide please.

H2P Partner Map

Marianne Krismer -The next slide actually just shows you who are community colleges are and where they're located. So we're really kind of in the center of the United States and we represent a very small community colleges such as a Pine Technical College in Minnesota, Texarkana in Texas and Ashland Community College in Kentucky as well as large urban community colleges the largest of course the City College of Chicago we also had El Centro in Texas and Cincinnati and Louisville and what worked well with this consortium and it was conceived at its inception was to have large community colleges in urban sectors and then smaller rural sectors working together and learning from one another. So as we applied the strategy it was interesting to see how they had to be adapted based upon where the community college was located what region it was located in, next slide.

Challenge/Opportunity: The Lead College is Responsible for Everything but may or may not Have Real Control

Marianne Krismer -Ok Ann I think that you're going to take over here.

Ann Beheler - Yes very glad to do so. Yes we had all sorts of different size of the college's too and one of our missions that I should have said this in setting the context was that we had leads in various areas and all of us were dependent on others. For example we created the new networking curriculum John's College Moraine Valley Community College created the new cybersecurity curriculum and we were all adapting and adopting each other's curriculum that's something that was not necessarily the case in all the consortium of round one some were not quite as integrally linked and we were or as the H2P consortium. Ok now let's get down to the issues we both Marianne and I look at this every challenge has an opportunity if I look back retrospectively at the TAACCCT grant I have to say it was very very valuable to all of us it was not without its challenges along the way and that's one of the things we're going to talk about now both about that and the National Science Foundation National Center. The lead college however you do it the lead college is responsible for everything but may or may not have real control, next slide.

Memoranda of Understanding

Ann Beheler - If you'll recall the National Science Foundation grant our national NSF grant is using the sub-award mechanism and under the sub-award mechanism we have contracts actually memoranda of understanding with each of our partners and if the partner does not perform for some reason or they lose the key personnel to do the work that they said they were going to do we are able to readjust the funds. In our TAACCCT grant however we were all co-grantees and I know it varies by program officer but we each of the partners had their budget from start to finish regardless and I know that's not always the case but regardless whether it is a sub-award mechanism or a co-grantee mechanism the lead is still responsible and it's very important to have a memoranda of understanding with each of the partners in advance getting them to say exactly what they're going to do and as a matter of fact we did this at least a little bit more informally before we actually put the proposal in. We had the college's agree with what they were what they were going to do and what kind of monies they were going to get. We did love though learn that because we were in six states that getting these memoranda signed was quite difficult because there were different state rules, different college rules and it was very time consuming it took between six and nine months before we were able to get all of the memoranda signed, each one truly ended up being a one-off exercise, next slide.

MOU Requirements

Ann Beheler - Now what needs to be in the MOU it has to have a statement of work, what is the partner going to do, a timeline needs to go with that statement of work, the budget of course and you can make adjustments to the budget but that depends on who the granting agency happens to be, it may be easy it may be hard but I'll just refer you to whoever the granting agency happens to be. And in the MOU there must be a designation for how the programmatic reports are going to be submitted and how the financial reports are going to be submitted as well as the dates by which they must be submitted and there must be contact information programmatic and financially for the lead and the consortium partner and you have to keep it up to date if personnel change, next slide.

Other Start-up Challenges

Ann Beheler - Other challenges as I said the funding opportunity, the statement of funding opportunity, that grant agreement whatever must be understood in great detail and I have to say that our contract for the DOL grant was I think I want to say something like 75 or 80 pages and each time I read it, it was a

new event because I learned something more. On National Science Foundation it's a little bit less involved but there are guidelines rules that are associated with it anyway so you must be aware of what the rules are for the particular grant agents granting agency that you're working with. It's also important to set up the evaluation protocols from the very beginning so that the partners know exactly what they're going to be evaluated upon and they need to agree to that. And it's also important to start creating the grant policies and procedures from the very beginning if not even before you're awarded. Marianne would you like to add something to that?

Marianne Krismer - Sure I concur with everything you said I will also say that and that memorandum of understanding it truly will take six to nine months in order to be executed when you have multiple states and multiple organizations involved so don't be frustrated by that you just need to in the interim you're utilizing the SGA and the grant itself. Everybody has an idea of what they need to be doing for you it's like you don't do anything until that is executed but you do need to facilitate that as quickly as possible. One of the start of challenges I would also say is that I think there's a little bit of shock initially with what everybody has agreed to, and you often will even have changes in personnel between the time that the grant was under development and it was received so you really have to spend time with the stakeholders going over what they agreed to and getting them to understand and that will help to facilitate then also the MOU because if somebody new gets the MOU that wasn't in on the development they may put a monkey wrench in your ability to get that executed so important right up front is to review with the stakeholders what it is they agreed to do. Next slide.

Challenge/Opportunity: Regular Communication With All Consortium Leads is Required But is Not Enough

Marianne Krismer - Ann, do you have anything else you want to add?

Ann Beheler – No, I was just going to say next slide and let you take it off on the next topic.

Marianne Krismer – Ok, very important topic as always whenever you have large groups of individuals because miscommunication can really derail you so the importance of regular open communication and using multiple sources cannot be stressed enough, next slide please.

Communication

Marianne Krismer - Ok so communication first of all you have to conceive and to agree upfront is to how you going to communicate there has to be some type of an electronic type of communication and we use Basecamp I think Ann you did also, is that correct?

Ann Beheler – Yea we did.

Marianne Krismer - Which is great because you can share files it can be a regular communications coming through the email so we found that Basecamp and setting that up right away was inexpensive and then it's easy to use communication venue. You can also direct it for particular sectors such as communities of practice to people if you want, we did develop communities of practice that met independently and then came together on a regular basis to report. So they could sector that out that was very helpful. Communication needs to happen also face to face, that's how the relationships develop and then they can continue on electronically we had a regular monthly consortium calls and then regular weekly calls with various communities of practice in various sectors that were leading the project. It's very important than in addition to that the project be keep an eye on the communication with each of your co-grantees, so if you have a particular college it's not responding or they're not

responding appropriately or they're having issues pick up the phone talk to folks you know spend that extra time and so sometimes we were three four five times a week talking to a project manager trying to help them through a particular process so you really need to pay attention to that. Frequently use webinars, teleconferences and our annual face-to-face meetings and ultimately had special meetings related to evaluation, sustainability, data that we and core curriculum which was huge for our particular grant we established national core curriculum for healthcare so we had a two conferences directed just towards that. So those are very important, you have anything to share then Ann?

Ann Beheler - Sure uh we have a few more slides, a comment that I would make here is it's very important if you have a consortium where people or various colleges are going to depend on the work of other colleges that progress be shared publicly and often and that if there are compliance issues that need to be addressed which of course there were in the round one TAACCCT grant especially, we needed to have that happen and we actually met weekly every other week it was just the project leads and then the off week we have the project leads and also it was open basically a town hall type situation for anybody working on the project please do not necessarily depend on your project leads to always communicate clearly with everyone on the project, maybe people are on vacation I don't know what the reasons are maybe they're getting a thousand emails a day but it's very important that these meetings be open to others as well so, next slide.

Communication

Ann Beheler - Marianne you want to start?

Marianne Krismer - Yeah I'll go ahead and start with this. The importance of branding your program both internally and externally and this is internally to your stakeholders you have to determine you know what your elevator speech is going to be together and then certainly we had a National Advisory Council of national organization that were working with us and they too were affirming and helping us brand and get the word out so you know the importance cannot be emphasized enough of getting their buy in and having everybody truly speaking from the same hymnal. And then finalizing the program operations procedures manual we actually had a lot of operations and procedures that we were collecting and it really wasn't until we had our site visits from DOL that we put it together in the manual. We then had this available on base camp for anybody to utilize and it was extremely important because if it is inevitable we did have some performance issues with one or two of our co-grantees and then having in writing and you know our operations procedures etc. and along with the MOU which really helpful in getting our programs for improvement established and then the accountability related to that in which the we set up a system where the co-grantee that was having performance issues would report on a monthly basis and then certainly a quarterly basis we would summarize that so that seemed to help and because DOL really does it at least where I had a policy that we would not give money back or redirect money so when they were underperforming we had to make sure an spend extra time to make sure that they would be coming up to speed and these particular mechanism communication really did help, next slide.

Meetings Must Be Documented

Marianne Krismer - Ok meeting again the documentation is extremely important because every once in a while you'll have someone that maybe or a organization that is saying that maybe you didn't communicate or they didn't know and so being able to have these records, be able to share, to be able to indicate yes indeed you did agree to this or this was established was very helpful and then we did again all of our minutes, all of our recordings, everything was put into Basecamp by the time we were

finished we had a huge, huge set of files that we that really chronicled all the work of our four years which was very helpful.

Ann Beheler - Same here.

Marianne Krismer – Ok, next slide.

Communication with Key External Partners

Marianne Krismer - Alright so Ann I think you have this one right?

Ann Beheler - Well I can start, we had a business and industry leadership team for each of the four strands and I won't go into details about what that entails but we do have a best practice on the CCTA website and if you want to know more about that you can contact me, we also work just like you did with several CBO's and with the workforce system and I will say that some of the workforce system groups work better than others and then in our state contacting the individual TAA coordinators was a bit problematic also because they were actually so busy so why don't you finish this one up and then..

Marianne Krismer –Sure.

Ann Beheler – I'll take the next slide.

Marianne Krismer -I wanted to, this is an area that I do feel that H2P consortium did very well we actually within our grant did identify confronted partners upfront. For example we had NAWB, National Association of Workforce Board and they've really helped us Levon Painter the CEO and his group really helped us with our regional workforce board and getting the buy in which we were able to have a national conference for community colleges and the workforce board to talk about how we can work more effectively together. And that was in 2014 a day meeting before their annual meeting in Washington DC so that was helpful. We also had NA2 which is a National Association that is associated with community health care and they are and continued to be post funding, a very important partner we were able to establish a communication vehicle through them will utilized their website to get information out to all of our members and also in scaling that they have been extremely important even have adopted our communities of practice with this national organization and continue the work of H2P beyond the life of the grant. Another partner that's been extremely important is adopted a lot of our innovation is the Health Professions Network. So we took these three very, very important organizations internationally known and each of them firmly have adopted the work that we have done and have continued the scaling work without them we really couldn't have done it. Ok should we go to the next slide? And Ann you're going to introduce the next conflict.

Challenge/Opportunity: Consortium Partners Sometimes do not Deliver on Commitments in a Timely Manner

Ann Beheler - Yes we're running a couple of minutes behind at least on our timetable so I'm not going to say a whole lot here but it is a challenge when some of the partners don't deliver on their commitments either properly or in a timely manner and next slide.

Approaches to Promote Performance

Ann Beheler - I won't say a whole lot about this but it's very important to meet with the consortium partner administration the president's name was on our proposal interestingly enough we had probably over half of the president's change during the time frame of our grant however we took the time to

make them aware of what was involved and make sure that we actually went over the SOW with them. They have so much to take care of that we found in many cases that the Presidents and the VPs had not taken the time necessarily to read all the details. Also I'm going to leave dashboards to Marianne but the project plans going over them in monthly status meeting as I said we do them every two weeks and I also can at least with the project leads and I cannot understate the importance of having actual site visits to the college's by the lead we did that twice during the grant and we met with the project team at the college's as well as the Deans and the VP's and faculty and the President in almost all cases and that was very very important. And again document, document, document we documented everything. Would you like to talk about more of that Marianne very briefly?

Marianne Krismer -Yes very briefly, we also did two site visits during the life of the grant they were two day site visits. We also did engage the administration as well as the community and their workforce in these visits and we have a very extensive document we had been prepared prior to us coming that helped us and helped direct that visit so all that is available on the SkillsCommons.org website so you can access that by just clicking on H2P and you'll see over a hundred different their articles etc. that address some of these issues that might be helpful. We did use a dashboard we had a quarterly dashboard that was available to all the three colleges with what the consortium was doing as a whole related to its goals. We did meet ninety-eight percent of our mete or exceed ninety percent of our goals which was exceptional and we were able to in the end to pull out certainly the individual community colleges so if there was a popular a red light, yellow light, green light type concept that we were measuring on a quarterly basis. The next...

Comments

Ann Beheler - Ok John would you like to respond to this as being part of the NISGTC grant and anything else you'd like to add about what worked or what you would advise to people.

John Sands - I think on ours I think there were somewhat unique things that I think we're very useful and it is when Ann found the partners to this, like she said she took leads in each of the different areas and I think that gave each of our other teams a real head start in our case we were starting new programs but now we were talking with people that you know they were national leads in some of these areas in like a good example was GIS. So that allowed us to ramp up our program much faster than if we did not have that leadership, that someone that brought that level of experience to the table.

Michael Lesiecki - John excuse me John could you speak a little bit more into the mic your coming in a little faint thank you?

John Sands – Is this a little better?

Michael Lesiecki – Yes that's better, thank you.

John Sands - And I think the other thing that I would mention is potentially selecting champions and I mean champions at every level so Ann talks a lot about our business advisory groups BILTS but a part of it is that they were really champions and then be champions again that lead each program so you know consortiums only work if you have you know a group of champions at different locations so I think selecting the right partners and making sure that they really bring something to the table that's going to help one another is critically important. And then I would just you know all the things that were mentioned here as far as communications I think that was critical. I'm glad to hear from both that one of the things I think helped everyone was making sure everyone was up to date on progress because in

some cases we reached out help one another in areas where you know one school might have been lagging and then the school might have been ahead Ann might reach out and say could you step up and help this institution because were having an issue with this particular thing. And I think that's why consortiums are preferable in many cases because you have that flexibility and you have that ability to network and help one another on reaching your goals.

Ann Beheler - Thank you John. Mike, could you ask just one question at this point we can maybe get back on track?

Michael Lesiecki - I will Ann, in these large consortiums how much autonomy do you have when do you need to ask for permission for something and when do you just go ahead and do it is there some rule about that?

Ann Beheler -It various by the funding agency and I think that's a discussion that we could spend an entire webinar on frankly, it depends, budget changes on DOL, we had to go back to the source to get them changed within reason and then on National Science Foundation they're a little bit easier to do but I think that various so much I'm not sure we can say a whole lot about that in the general sense Mike.

Michael Lesiecki - So the answer is it various.

Ann Beheler –Yeah, I think it is.

Michael Lesiecki – Ok, let me just make one more comment Ann, John your audio levels still a little bit low so before you come on again let's see if we can't pick it up a little bit go ahead Ann.

Ann Beheler - Ok Marianne, would you like to talk about the next challenge and opportunity and could we go to the next couple of slides sorry we didn't advance for questions.

Challenge/Opportunity: Sustainability Cannot be an Afterthought

Ann Beheler – Marianne? Uh-oh are you on mute?

Marianne Krismer -No I'm back again.

Ann Beheler – Ok, good.

Marianne Krismer – I also want to make the comment that your FPO needs to be your best friend.

Ann Beheler – Exactly.

Marianne Krismer - If I had a question any question I would contact my FPO and always got great advice and he often became my advocate with national DOL. So just keep that in mind if you have a TAACCCT grant or any DOL grant. Ok I'm ...

Ann Beheler – Same for us too in both NSF and DOL.

Marianne Krismer - Okay very good, a challenge and opportunity sustainability the importance here is that it cannot be an afterthought and hopefully you have the opportunity to consider sustainability as

you are writing your grant because a sustainability model that written into the grant is the strongest sustainability model, next slide please.

Sustainability

Marianne Krismer - Ok now the key to sustainability is that you need to identify pretty, pretty quickly I would say probably midway through the grant have your grantees determine which of these components are going to be really worthy of sustaining or which ones obviously you know this is often experimental this is and so which ones are not working or need to be tweaked or need to be considered not to be sustained into the future. So that's the key exercise that needs to happen probably about mid-point. We had a system where we were constantly reviewing data looking at our transformation looking at what which of our outcomes with trending to be the most positive and then looking at these for scaling and being part of the National TCI movement transformative change initiative was extremely helpful for us because it forced us in an organized manner with having external support to identify those key transformative changes that we wanted to sustain and then looking for opportunities for example we did a commitment with the Clinton Global Initiative which helped us again expand our network and expand opportunities for these particular outcomes that we wanted to sustain and as a result you know we were able then to seek out the partners both internal and external that would help us sustaining our innovation. Then the final point here diversifying your funding sources that you need to obviously all this goes away if you can't figure out how to fund your innovation and in most cases the college's saw the fact that they had students that were being retained, that they we're getting jobs, they were increasing the numbers of students coming into their program and increasing the numbers of pathways which also increase the number of courses and opportunities they actually saw it was a positive thing and were able to find funding to sustain and this would be especially in areas such as personnel when you which are often very difficult to sustain that we were able to get this commitment from colleges and continues on, next slide.

Challenge/Opportunity: Data Collection and Reporting

Ann Beheler - A couple of comments on that on that I think it's important if you propose something you need to consider collecting data that would support sustainability from the very beginning not waiting to see if something works out and then go back and try to create the data or get the data in an example that we have the career coaches we had career coaches funded by DOL that we had not had before at Collin College and just one tiny thing of data or data point that we were able to do was to figure out that those that use the services of those career coaches are twice as likely to be retained from fall to spring retention is a big deal also to on the picture we doubled at least actually in some case triple the number of degrees and certificates and we also would attribute that to the career coaches and the tutors and I will say that we were able to sustain three career coaches when I really only hoped to get two we were able to sustain three positions based on hard money. So let's move on and I'm going to be really quick about this because we're running out of time, on the data collection and reporting depends on your funding agency when you have to report, quarterly is a really good rule of thumb even if it's not absolutely required, but next slide.

Data Collection and Reporting

Ann Beheler - Some of the issues you have to consider is who owns the data, how are you going to gather the data, we had both programmatic data and financial data together and we had very detailed instructions about how to get the data and how the data was going to be combined. We also have to get working definition of the various terms especially on the performance reporting for DOL. It's important also to have it integrate with the college system we actually were able to download our data directly from our student information system and it worked very well for DOL we had to have UI data so that

was another set of contracts that we had to have in each state in order to get the wage data for the graduates and we also had to have permission for at least in our state from the students to be able to pull their wage data. The data had to be validated, had to be accurate, you didn't want to report something that was wrong or incorrect. And of both H2P and our grant used OCCRL out of the University of Illinois to handle consolidating all of the data and rolling it up for reporting for Department of Labor and I think Marianne has already talked about score cards and if you'd like to you can make some more comments Marianne.

Marianne Krismer - Sure again a lot of helpful information is on skills common related to this UI wage data which is a requirement very, very difficult to do probably easier now because we had to do some background work which was difficult but having again University of Illinois help us with that we were able to do it and the outcome was extremely positive we had high quality data as a result of the UI wage data that we were getting in. And the importance of the working definition I think we have a data dictionary that we developed so everybody is using the same terms in collection of data and collecting the same things and that was extremely important to.

Ann Beheler -You want to go on to the next slide and talk briefly about evaluation and monitoring and that's not a brief subject but we need to make it brief.

Evaluation/Monitoring

Marianne Krismer – We'll make it brief again evaluation and monitoring extremely important and actually I found that this helps to keep us on track and working together with OCCRL which was what they were wonderful and helping us overcome some of our difficult implementation and evaluation issues. So by having that third-party evaluator and then also using subject matter experts in evaluating our products or outcome really gave us that third dimension so to say in making the grant outcome the best that could possibly be and I felt very good about that. Also we felt that DOL did a great job in notes that I will say that they were struggling initially to, either trying to get these grants implemented, trying to focus on the work at hand and what we all needed to just be focusing on that they were very very helpful in providing technical assistance and again through DOL.

Ann Beheler - If you have questions about that please don't hesitate to contact Marianne or me. I'm going to move on through to the next slide.

Challenge/Opportunity: The Lead Celebrates Successes (and Lessons Learned) from Consortium Work, but all Members Contribute

Ann Beheler - And finally there are a lot of really good things that come out of these grants and guess what people don't necessarily know about them unless you publish them so let's look at the next slide here.

Beyond the Metrics

Ann Beheler - We created a 32-page printed booklet and we also have it online called Beyond the Metrics we kept so much very, very detailed data for our Department of Labor grant that we wanted to put a face to the work that we did. We had a lot of information about students, a lot of information about faculty, programs, accomplishments, etc. in this document that we created and distributed broadly. If you are interested in seeing what's in it you can go to www.nisgtc.org and you can find a link to the document there or if you want to contact me by email we even have a few left that we could mail to you, next slide.

Promising Practices

Ann Beheler - Marianne, tell us about what you did.

Marianne Krismer - Well we did a similar thing, we put together a Promising Practices for the consortium so each of the consortia with our assistance identified where their most promising practices were so we have in here data, the challenge, what the solution was, what the outcome results were and we're on each of our eight of our strategies that we were implementing throughout the life the grant and along with you know helpful hints and connections to other activities and websites that we worked with this is again available on skillscommons.org so if you wanted to pull that up you can find this along with our evaluation outcomes which are extensive.

Ann Beheler - Yeah and the same thing here skillscommons.org has all of our online curriculum that we created, copies of all the virtual labs that we created, copies of our procedures, policies, and all of that sort of thing that's actually up on skillscommons.org and if you searched under NISGTC you will find it very readily and oh by the way when you name your grant make sure you name it something you want to say for a long time because National Information Security and Geospatial Technologies Consortium is one large mouthful I'll say that, I like your H2P I think that works really well.

Marianne Krismer –Yes I will also say that we put together ten very high fidelity modules within Tena craft on health care these are all modules that are competency based teaching skill sets in basic curriculum and that's all available for free if so you let the word be known and it's on skills common.

Ann Beheler - Right ours is free to we actually have a hundred courses out there in the IT arena and they're probably already needing to be updated but at least it would be a starting point you wouldn't be starting from blank , next slide.

Comments

Ann Beheler - John comments, you lived it. John are you there?

Michael Lesiecki - John you wanna come off mute he is on mute right now. Ann, there he is.

John Sands – Is my audio any better?

Michael Lesiecki – Now you're in, John you're still a little weak so speak up for us.

Ann Beheler – Use your teacher voice.

John Sands – Alright, yeah I mean a couple points that I'd like to touch on and one of them would be sustainability several of the products that we produce as part of this is grant, I think you're going to have long-term sustainability so we did things like we created a infrastructure a national infrastructure of virtual systems and it's basically what enabled us to do is to have each school had the same exact teaching and learning environment and then we were able to you know build content on top of that learning environment I think investments like that and I think you know forward thinking ideas for consortiums like that really have long-term impact on students in IT and specifically in cyber security you know we teach knowledge of skills typically found in most other types of career areas but in security especially you know the ability for students to build abilities and knowledge skills and abilities the building part of it is really critical and for us to be able to build these complex virtual environments and then have students be able to actually experience different types of attacks, different types of tools they

can use to defend off those attacks or in case of others which BTIS practical examples of applying some of these technologies and problems that you might run into that's why I think you know these large consortiums really work and I think they end up with products that have long-term sustainability. I know our environment we're using it in many more areas than we ever expected use it initially we're part of the consortium so you know components like that I think are very useful and it's one of the reasons why consortiums are real valuable when you put in for grants like these.

Ann Beheler – Totally agree and our students really like it because they can complete their labs anytime anyplace as long as they have internet access at least that's for the most part. Almost all of them uh all the lab almost all the lab that we created in all four strand can be done that way. So Mike, do we have questions, next slide.

Questions

Michael Lesiecki -We do Ann at harkened back to you talked about managing sub- awards back a little bit earlier in the presentation have you ever had to fire a sub-awardee, I'll start with you Ann or maybe cancel a sub-award contract, Ann did you ever have to do that was it hard?

Ann Beheler – Of course it's hard but, yes I've done it ultimately the partners become your friends...

Michael Lesiecki – Yes

Ann Beheler - And it becomes very difficult when a friend cannot perform for one reason or another but as lead we have the responsibility and with a sub-award mechanism we certainly have the responsibility for making sure that we get performance as indicated for the money that has come from the funding agency. So yes I have not done it lightly, I've done it probably only one time and it yes it's painful it's very painful it's not something you want to do lightly but that's why you have an MoU, that's why you have quarterly and annual reporting and if it doesn't happen I mean we all get delayed but if it ultimately if the work does not get done then its requirement however in the co-grantee situation the lead had to inter-convene and had to try to provide the technical assistance and prop up the group that may not be performing. Marianne you want to make a couple comments?

Marianne Krismer – Yea, I do want to make it comment, we actually were 10 when we started and ended at nine so and it is much more difficult with a co-grantee situation because truly you cannot fire or just you cannot X out a grantee with the Department of Labor we found that it had to be something that was managed very, very delicately, we utilize our FPO, had a consultant working with us trying to get the co-grantee to come into compliance spent a lot of time with that and then agreed mutually agreed that it wasn't going to happen but it had to be that they truly had to withdrawal. I can't did not have the power to withdraw them from the grant so and then added complication was once they did withdraw their money didn't just get redistributed we had to go through a an official process in which we had to literally we redo our grant and the financials and come up naturally came up with our additional deliverable to create the 10 modules something that would benefit all the grantees we couldn't just redistribute the money or even utilize the money without the approval of DOL.

Michael Lesiecki - You know Marianne, Ann and John, I made a mistake in this area by waiting too long and hoping it would get better, I think your approach of you know keeping on top of this quarterly and just being proactive boy did I learn my lesson because it didn't get better and ultimately it had we had to break up you're breaking up was hard to do right so anyhow that was my own little experience there.

Ann Beheler – Now I have to say,

Michael Lesiecki – Yeah go ahead.

Ann Beheler – You asked if I had ever terminated a sub-award and I have but I have to say Mike, that I probably still let it go on a little bit too long because we that's just kind of human nature I won't say we did it immediately but it was easier to do because we had signed, sealed and delivered the MOU, we had quarterly reports, we had annual reports, we knew what the performance actually was and we did made the choice based on that.

Marianne Krismer - Yes we knew within nine months that this co-grantee was not going to be able to deliver but yet it still took us a year and a half to complete the process.

Ann Beheler - Wow and we couldn't.

Michael Lesiecki - We're good we're good for timing let me ask one thing let me turn back to John ok John now you got the perspective you're the sub awardee now to this consortium you have any troubles any problems dealing with the Prime John or did it all work perfectly?

Ann Beheler - Actually John was not a sub-awardee.

Michael Lesiecki – Oh I thought he was.

Ann Beheler – Not with respects to DOL Moraine Valley was a co-grantee.

Michael Lesiecki – Oh.

Ann Beheler – And I have to say Moraine Valley performed stellarly.

Michael Lesiecki - And they still liked you at the end?

Ann Beheler - I don't know about.

John Sands – Yea we still liked her.

Michael Lesiecki – Ok, ok

Ann Beheler – It's hard, I will say that the lead has to push, push, push, push, push.

Michael Lesiecki – Sure.

John Sands – I think Ann would bring it back and our evaluators would bringing back you know it's really about the students and in the service area so you know with that in mind I mean it makes the decisions a little easier because you know that's what this money is for ultimate that what these programs are for I mean it's a tough personal decision but that's what your balancing.

Michael Lesiecki - You know what Ann in the interest of time we've got a couple of announcements as we close out on this webinar will turn back to you presenters in just two minutes for some closing comments let me go forward just a moment.

Join Us – All Webinars 3 pm Eastern

Michael Lesiecki - Attendees this is part of a webinar series right all of our webinars go off at three pm eastern and coming up in August it's amazing how soon August will be here Internships and Apprenticeships boy those are getting to be critical today giving our students some sense of work experiences as they go and seek employment is just a huge amount of value so that's coming up and just go ahead to arecenters.org/CCTA and log in to them.

Join us in Pittsburgh, PA

Michael Lesiecki - Now in Pittsburgh a little bit later this summer just next month in July is the High Impact Technology Exchange Conference at that conference we have a special convening.

Register for HI-TEC and the DOL and NSF Workforce Convening

Michael Lesiecki - For DOL and NSF grantees you can see all the details here basically the registration is at the conference website it's free is on Friday July twenty ninth and it's just in the morning that should give you enough time to get back home from Pittsburgh as we go forward there's a little bit more time to register again it's free click on that grant you get some more direct experience of talking with your colleagues good way to share best practices at that event so that's part of the CCTA program.

Contacts

Michael - You know our three presenters today I've worked with them for a number of years and they're really willing to help if you contact Ann at her Collin address there, Marianne at her Gmail or John at Moraine Valley you can see there are things there they're going to get back to they like to do these things so thank you again for that particular information. As we get near the end of this webinar as you exit today a survey will automatically pop up on your screen, we would appreciate it very much if you clicked on that survey just a couple of questions and then help us that helps us get better. As we wrap up today I'm just got a final couple of closing comments Ann you said you weren't quite sure why in the world you did both of these grants at the same time but let me ask you this would you do your TAACCCT grant again? Would you do it again?

Ann Beheler - I think given what we got out of the TAACCCT grant and the NSF grant I did lead both of these grants simultaneously and both full-time jobs I worked incredible numbers of hour 70 or 80 hours a week for four years for the most part which is kind of insanity however I did it because I worked with the partners to get them to agree to do the TAACCCT grant, the NSF grant was still ongoing and was a foundational pillar for the grant as with the CASSIA grant and so forth and I just could not see how it could work with having somebody else actually lead one of the two grants so I did it I'm happy I did it in retrospect I happen to know that on many days I probably might have answered you differently Mike. But very beneficial for students, we affected a lot of people in a lot of positive ways and I agree with John that it's going to have ongoing impact.

Michael Lesiecki - Marianne will give you the last words today about 20 seconds left in the broadcast in would you do it again and tell us what you think?

Marianne Krismer - I absolutely would do it again, it really gave us a forum at a very very critical period and healthcare where changes were occurring and we were able to come up with some tremendous

outcome that now are continuing on and being sustained and scaled so yes absolutely. Was it difficult? Absolutely. My advice to you is plan well but be extremely adaptable.

Michael Lesiecki – I like it.

Ann Beheler – That's for sure.

Michael Lesiecki - Thank you. I want to thank our colleagues John Sands, Marianne Krismer and Ann Beheler, today for their insights I learned a lot myself just listening to some of the things you've gone through. As my final closing comment I'll mention that Ann suggested that we when you think of a name for your consortium you don't use a complicated acronym, I wonder why she thought that coming from the Trade Adjustment Assistance Community College and Training (laughing) that's my funny concluding comment today. Thanks everyone for joining again this webinar is being recorded and we'll send out links goodbye. Goodbye Marianne and John and Ann. We'll see you folks bye.