



**Press Clippings  
January 2018  
Web**

**Title:** Before adopting new tech, plan for the learning curve

**Author:** Riia O'Donnell

**Link:** <https://www.hrdive.com/news/before-adopting-new-tech-plan-for-the-learning-curve/513442/>

**Date:** January 2, 2018

While some employees embrace new technology in the workplace, others understandably dread tech upgrades. They've just hit their stride on the old "new" system and someone decides it's time for a change. The "new" new system has more bells and whistles, but the downtime involved in getting up to speed may seem unfeasible.

From project management platforms that streamline workflows to communication tools that keep workers in constant contact, employers are increasingly introducing tech that promises to make work easier. But they're only as good as an employee's ability to use them. This means that when you invest in tech, you also need to invest in more than the initial training.

### **Distractions, distractions**

The first hurdle to learning is time. The normal workday is an obstacle course when it comes to distractions. The average office worker receives [121 emails per day](#); along with answering phone calls, this eats up [a third of their time in the office](#).

With so many demands on employee time, and so many interruptions, it's important to refocus efforts on productivity and learning. Only [38% of workers](#) report they have opportunities for learning and growth at their workplace. To ensure employees can make the most of the tools you provide, they need the time and ability to use them.

### **More than tools**

Providing access to technology and learning tools is only one part of the equation. The one-size-fits-all training module doesn't factor in the way people learn. Some thrive in a classroom setting; others look for hands-on learning; still others prefer [just-in-time](#) access. To maximize learning, employers may need to provide all these options to employees so each learner can use the tools that work best for them.

Paul Rigby, chief experience officer at [Vitalyst](#), says employers need to create a work environment that's not just knowledgeable, but knowledge-*able*.

"To be knowledge-*able*, a workforce should have the ability to move seamlessly from identifying what they need to learn, how they can learn it, where to learn it, when and in which modalities," he told HR Dive. Such employees know how to find the answers

they need to optimize their learning experience, and they own their learning and adapt it to their needs, he said.

And this can't be an afterthought, says Jaime Roca, learning and development practice leader at [CEB](#), now Gartner. As businesses consider investing in new technology or training tools, they need to think about the type of "learning experience" they're providing; "this ultimately can increase the application of training by employees," Roca said. It's more than just buying the newest toy and providing initial training. Employers need to consider how to maximize learning in the long run.

### **Options that optimize learning**

At Vitalyst, they recommend that employers create learning opportunities that are habit-forming. This can involve making training easy to find and use; gamification and [rewards](#) also can increase engagement.

When only a little more than a third of employees believe they have the opportunity to learn in the workplace, it's time for employers to prioritize the experience of learning. Set aside learning time for employees, show workers where they can access additional information, and encourage employees to take new tools for a test drive and report back.

The hands-on aspect is critical, but so is followup, according to Cathy Littlefield, associate professor and faculty chair of the business division at [Peirce College](#).

"Effective training should always be engaging and hands-on, but employees also need the ability to reinforce skills by practicing on their own, after the official training session has concluded," she said. "Learning by doing will never go out of style, regardless of the technology-of-the-week."

To make training relevant and impactful, it's important to remember that employees will have different learning styles. Providing options to learn through as many channels as possible is as necessary as the tool itself.

"The ease with which employees can apply learning to their careers, access learning, and understand learning improves learning application," Roca said — "more than all other characteristics."

**Title:** Burlington Township resident elected to paralegal post

**Author:** Burlington County Times

**Link:** <http://www.burlingtoncountytimes.com/news/20180111/burlington-township-resident-elected-to-paralegal-post>

**Date:** January 11, 2018

Rebecca Reedy, of Burlington Township, has been elected to the position of director of Region IV for 2017-18 by the National Federation of Paralegal Associations.

The elections were held at the organization's annual convention in New Orleans in October.

Reedy works for the New Jersey Department of Child Protection and Permanency as a litigation paralegal specializing in family law. Before that, she worked in areas such as personal injury, medical and legal malpractice.

Reedy has been a member of the South Jersey Paralegal Association since 2005, serving as president in 2012-13 and 2013-14. She also is a member of the New Jersey State Bar Association and its Paralegal Committee, and the Burlington County Bar Association.

Reedy has an associate degree in business administration from Burlington County College (now Rowan College of Burlington County) and a bachelor's degree in paralegal studies from Peirce College. She currently serves on the advisory committees for the paralegal studies programs with Peirce College and Brookdale Community College.

The region directors are the main liaison between member associations and other members of the board.

The nonprofit National Federation of Paralegal Associations represents more than 8,000 paralegals and is headquartered in Oakbrook Terrace, Illinois. It promotes a global presence for the paralegal profession and leadership in the legal community.

**Title:** Meet the 2018 'Year Up' graduates

**Author:** Clara Lefton

**Link:** <https://www.bizjournals.com/philadelphia/news/2018/01/12/meet-the-2018-year-up-graduates.html>

**Date:** January 12, 2018

[Peirce College](#) will be celebrating the graduation on Jan. 17 of its largest class of students from Year Up, a national program to help urban young people gain job skills that is supported by [Comcast](#), Aramark, [Wells Fargo](#), Lincoln Financial Group, the University of Pennsylvania and many other local companies and organizations.

Year Up Greater Philadelphia launched in 2013 on Peirce's campus. Year Up Greater Philadelphia offers an intensive, one-year program for college students, ages 18 to 24, combining professional coaching, hands-on skill development, and internships at some of America's top companies. As college students, the Year Up participants have access to the library, tutoring resources, and other services offered by the college, in addition to other services offered by Year Up. As students work toward completing a degree at Peirce, Year Up Greater Philadelphia provides them with professional development and work experience, preparing graduates to launch a meaningful career.

The graduation will take place from 6 p.m. to 7 p.m. at the Suzanne Roberts Theater and will include Citizens Bank's President [Dan Fitzpatrick](#)

**Title:** Is Philadelphia a pharma play for Amazon?

**Author:** Natalie Kostelni

**Link:** <https://www.bizjournals.com/philadelphia/news/2018/01/18/amzn-amazon-hq2-philly-pharma-play.html>

**Date:** January 18, 2018

An analysis of Amazon's list of 20 metropolitan areas it's focusing on for its second headquarters has site location consultants and other experts trying to determine how the online retail giant could benefit from a particular location and whether any city might already be in the lead.

[Charles Dhanaraj](#), a professor of strategy and international business at [Temple University](#), approached the list with an eye toward Amazon's growth and areas in which it wants to expand. Amazon isn't a company raking in much profit with its current business model and that has prompted it to delve into other lines of business such as buying [Whole Foods Markets](#) last year.

"After the purchase of Whole Foods, the next one they are pushing into is the pharmaceutical side and my bet is on Philadelphia," Dhanaraj said. "I think Philadelphia has a chance."

Amazon has reportedly been flirting with entering into the pharmaceutical distribution and wholesale pharmacy business, and it's had preliminary talks with drug manufacturers about potential partnerships.

The Philadelphia area, a corridor stretching from northern Delaware up to Princeton, has a strong presence of pharmaceutical companies, a trained workforce in that industry as well as college graduates entering that sector. Those reasons, among others, make the region a compelling location for the e-commerce company as it seeks to embark on its next phase of growth – especially if that is focused on the pharmaceutical industry and distribution.

Other cities that made the list also have a concentration of pharmaceutical companies, such as North Jersey and, to that end, Newark made the cut.

"It's trying to double every two or three years and that means the real need is how do you get talent," Dhanaraj said. "Talent is driving the show."

Uva Coles, a vice president of institutional advancement and strategic partnerships at [Peirce College](#), also believes one of the main reasons Philadelphia made the list is because of its abundance of labor and diversity of talent.

“When we zoom the lens out, Amazon will have opportunities that are across the board,” she said. “They will need accounting, finance, customer service and when we consider talent from those positions, that is Philadelphia.”

There are some surprises and dark horses on the list, said Bert Sperling of Sperling’s Best Places, based in Portland, Ore. Sperling is a researcher and demographic expert on US. cities.

Miami, Nashville, Tenn.; Indianapolis; and Columbus, Ohio, all of which made the list, are long shots because they aren’t in the center of activity and are more isolated than some of the other cities on the list, Sperling said. Five areas on the list are part of the same general metropolitan areas such as Newark and New York, as well as Washington, Northern Virginia and Maryland’s Montgomery County. While Philadelphia would be a solid choice for Amazon, Sperling thinks the D.C. area along with Atlanta are in the lead.

“It’s at the whole seat of our government and, if Amazon is going to continue influencing society, it’s not bad to be near a major power center such as D.C. and New York,” he said, noting Jeff Bezos, CEO of Amazon, owns the Washington Post and recently bought a house in Washington.

Sperling also surmises that Amazon isn’t going to locate within the boundaries of a city but rather its outskirts. That will provide ample room to develop a planned community with smart streets, mixed-use buildings, paths for bicycles, electric and autonomous vehicles, and areas where it can test drone delivery and other technology. Following that reasoning Montgomery County, Maryland, is a favorite, located amid Baltimore, Washington and Virginia with a vast mass transit network. It would accommodate much of what Amazon is seeking in a second headquarters, he said.

Les Cranmer, a site location expert based in the Philadelphia office of [Savills Studley](#), was surprised the list included 20 cities, which seems kind of long. “When you get down to a short list, when you’re rolling up your sleeves, you get down to half a dozen,” he said.

In whittling places down, hard data —labor, costs, demographics — account for between 75 percent and 80 percent of what gets rolled into a decision with the remaining 20 percent being “very subjective,” Cranmer said. A company will take into consideration such things as where it feels it can fit in, be left alone if need be, and even weather for the quality of life for employees.

“Wherever they go, they won’t find all of the labor they need, and so the rest will be done through recruits,” Cranmer said. “My brain says to keep an eye on a European gateway.” That means an East Coast city or maybe Dallas.

Angelos G. Angelou of Angelou Economic in Austin, Texas, has advised companies on site locations, and said cities that made the list are on notice to be prepared to

respond to Amazon to try to make the next cut. Compiling another, more detailed proposal could be the next step.

“You have to put together a proposal that will not only shower Amazon with incentives but truly provide a plan on how you will address all of those needs that are important to Amazon,” he said. “While incentives are important, no amount of incentives will make a bad location a good location.”

While Amazon will select just one metropolitan area for its HQ2, all is not lost for those on the top 20 list that won't be picked, said Jerry Szatan of Szatan Associates, a Chicago site selection firm. When a company such as Amazon learns about a community, it may end up with some of its other operations or facilities down the road.

“It's always nice to be in the game,” Szatan said. “In almost every site selection, if you get to the short list you have won. Only one community will get the headquarters, but you have now created awareness in the company and have shown you have something to offer.”



**Title:** Utilizing Strategic Partnerships for Workforce Development and Community Impact

**Author:** Malik Brown

**Link:** <http://www.socialinnovationsjournal.org/editions/issue-42/75-disruptive-innovations/2727-utilizing-strategic-partnerships-for-workforce-development-and-community-impact>

**Date:** January 23, 2018

Peirce College in Philadelphia has been committed to finding innovative ways to serve non-traditional learners since 1865. Founded to educate returning Civil War veterans and help them find jobs in the business sector, Peirce has continued this legacy throughout its history. Recently, the



College has taken this philosophy to new heights and developed numerous partnerships with organizations throughout the region to directly address community issues, including access to education, digital literacy, financial training, and more. By embracing the idea of partnerships, and focusing our academic lens on how to connect graduates to career pathways, Peirce is developing solutions that will have a positive, sustained impact.

### **Can Colleges and Universities Have Both Roots and Wings?**

At Peirce, we do more than confer degrees. This is both the mantra and the mindset that has guided and shaped our mission for more than 152 years. Despite our long legacy of impact, like other academic institutions, at times we have wrestled and toiled with the fundamental question of whether colleges and universities can have both roots and wings. No matter the venue or audience, this topic continues to provoke and spur healthy debate and mixed reactions. Are there career pathways for both traditional and non-traditional learners? How do we best invest in valuable capital improvement projects while also pouring into critical online learning platforms? Is the goal degree completion or workforce readiness? What role should colleges and universities play in addressing poverty, digital inclusion, and financial literacy? Some of these questions may sound familiar.

The need for social innovation and community impact cannot be overstated. At this seminal moment, whether we are prepared to fully embrace the changing dynamic of higher education or not, talent shortages, workforce development needs, multigenerational poverty, and social inequities have forced us to be more sober and

intentional about the role of higher education and our impact beyond conferring degrees.

For Peirce, the strategic coordination of education, business, and philanthropy to address big regional challenges is a framework that we champion and promote. Our institution was founded on the guiding principles that education can be used as an instrument to solve both business and community needs. Today, with roots that anchor our fundamental values, we continue to push our own boundaries and imagination to have an even greater impact.

### **Meeting Students Where They Are**

This year, we took a few additional steps toward reimagining how we operate. By taking the time to listen and then recognizing the changing needs of both employers and non-traditional learners, Peirce has continued to “unbundle” our products and services, allowing for greater consumer choice and flexibility. We have done this by introducing unique innovations like Peirce Fit® and competency-based education (CBE) into our academic offerings. The Peirce Fit model allows students to choose week-to-week whether to attend class on campus or complete the work online. This allows our students, who are primarily working adult learners with jobs, families, and community responsibilities, to fit education into their already busy lives. Peirce is the only college in the country to offer this level of flexibility across our entire curriculum.

To take this flexibility even further, with competency-based education students are not confined to the traditional classroom model. Instead, credit is awarded based on the attainment of competencies that directly correlate to positions in specific industries (and to approved, accredited, academic programming). For example, Peirce currently offers a CBE program in Networking, Administration, and Information Security, and the competencies students earn allow them to show employers the hard, technical skills they have mastered for potential jobs, as well as the soft skills that will help in other aspects of the job. Because our students often need to work and care for their families while in college, these flexible options help them find the balance they need to earn a degree that will propel their social and economic mobility forward.

### **Taking a More Holistic Approach**

Peirce College also identified ways to change the traditional college model by thinking about more than just the student. Using a Two Generation approach, we are partnering with organizations across the region to identify solutions that will impact the whole family. Beginning this spring, in partnership with the United Way of Greater Philadelphia and Southern New Jersey, we will launch a customer service training program, completely designed and delivered by Peirce, for lower income/lower skilled workers and job seekers in the non-clinical healthcare field. While providing hard skills employers in the region are looking for, this workforce program will also include

financial literacy, onramps to post-secondary credits, and bridges to family supports that can impact several aspects of the students' lives.

Using the Two Generation approach, Peirce has also developed a unique partnership with Comcast, Inc. and their Internet Essentials program to address digital literacy and inclusion for students. Comcast now offers Peirce students low-cost internet plans, access to affordable computers, and free internet hotspots, as well as digital trainings. Adult learners and their children will be more connected and exposed to the web and the kinds of digital capabilities/tools that are part of most work environments and routine life tasks. By developing strategies that impact multiple generations within a student's familial unit, Peirce is able to play a greater role in community impact in the Greater Philadelphia Region.

### **What's Next?**

*At Peirce, we do more than confer degrees.* This is more than a tagline or mantra. Both at a systems level and through direct service, we are working to adequately prepare adults and families for life and work. And, we are doing our part to make this region attractive and vibrant for households and businesses. Moving forward, we continue to look for other organizations approaching issues in our community with the same innovative, holistic mindset as Peirce College. We believe you can have both roots and wings -- staying true to your mission while helping redefine the future and impact of higher education. Interested in joining us? Let's see how we can make a difference together.

### **Author bio**

Malik Brown is a seasoned leader with a unique portfolio of cross-sector experiences. His work and impact span multiple industries, including business, nonprofit, and higher education. In his current role as the Associate Vice President of Workforce Solutions & Community Impact for Peirce College, Malik is responsible for building workforce development solutions, cultivating strategic partnerships, and driving community impact.

Prior to joining Peirce College, Malik was part of the executive team at Diversified Community Services. He was responsible for the adult and family services division of the organization. Malik partnered with colleges and universities, city and state officials, corporations, and foundations to help working adults and families across the region achieve wellbeing and financial stability.

Over the course of his career, Malik has worked in finance, customer relationship management, and diversity and inclusion. His time with national organizations like Inroads, Accenture, and the United Way has provided him with broad management insights and capabilities -- and relationship capital.

Malik is a passionate advocate and champion of social and economic mobility for non-traditional learners. To make a difference and give voice to important social issues, Malik also serves on several nonprofit boards, including ACHIEVEability, the Energy Coordinating Agency, Settlement Music School, and the Business Center for Entrepreneurship and Social Enterprise.

Malik attended Clark University in Worcester, MA where he earned both his BA and MBA. Malik has been married to his wife Ayana for 12 years and has two little girls (Aleena and Myka). He resides in the West Oak Lane section of Philadelphia. Above all else, Malik is most proud of his relationship with his children.

**Title:** CEOs walk a fine line with friendships at work

**Author:** Karen Talley

**Link:** <https://www.fierceceo.com/human-capital/ceos-walk-a-fine-line-friendships-at-work>

**Date:** January 24, 2018

Working closely together for long periods of time is bound to make friendships develop, and this can be especially sticky for a CEO. There is usually a line, but it can be blurred, and the question becomes should CEOs be friends with their co-workers.

The answer depends, said Wendi Weiner, Esq. “There needs to be a separation because otherwise it can put your authority as CEO in an uncompromising position. However, there are professional work friendships that can develop where the respect and boundaries are not crossed.”

For the friendship to work, Weiner said, “there would need to be a very open line of communication and a specific understanding that you don't bring the friendship into the boardroom—meaning you can't leverage the friendship when times get tough in the office.”

“Being friends with your employees is a good path to take in my opinion,” said Jenna Oltersdorf, CEO of Snackbox, a marketing agency. “It creates trust and transparency. I enjoy my people tremendously. And, since we're in a service industry, the more I get to know my employees, the better I can match them with their clients and accounts. It's a win-win for all.”

The company has “worked hard to build a personable culture,” Oltersdorf said. “We think of our team as family more so than employees. But as you can imagine, treating your team like family lends itself to being more involved in their day-to-day lives.”

The reality is “one size does not fit all,” said Cathy M. Littlefield, Ed.D., associate professor at Peirce College. “CEOs are encouraged to get to know their employees for fear of being distant, yet discouraged from socializing with employees for fear of being perceived as playing favorites and losing authority.”

Another “often unspoken variable is that in life, we pick our friends and those with whom we socialize,” Littlefield said. “However, in the workplace, a CEO who decides to pick and choose with whom to socialize will likely be seen as unfair and showing favoritism when the stakes are high.”

For that reason, “the CEO is best positioned when she is knowledgeable about what an employee values outside work, but does not socialize beyond an occasional mingle after hours,” Littlefield said. “Most importantly, the CEO must maintain the utmost of professionalism, regardless of the setting.”

In the world of social media, “a simple photograph can easily be taken out of context and jeopardize professional authority—at the current organization as well as future organizations,” Littlefield said. “Ultimately, yes, a CEO can be friends with staff; friendlier than acquaintances but more distant than peers.”

CEOs should be friendly, but not friends, with staff, said Ethan Rasiel, CEO of Lightspeed.

Being “friends” has many risks, Rasiel said. “It creates a conflict of interest. How do you fairly do a performance review or evaluate salary for a personal friend?”

There is also the possibility of favoritism and jealousy from other colleagues, and the friends you make may not be genuine—they might only want to be friends with you to curry favor, Rasiel said.

At the same time, he said, “If you are a CEO spending time outside of work with other employees of the same gender, it could create the perception of a boys' club or girls' club. And if you are spending time with employees of the opposite sex, it might appear inappropriate. Why risk it? Find your friends elsewhere.”

However, being friendly with staff is a whole other matter, Rasiel said.

- Have lunch with staffers, but in groups, not individually.
- Even have staffers over to your place for dinner, but again, always in groups.
- Do a “MBWA” (managing by walking around), but don’t loiter too long at any one person’s desk. Be sure to treat everyone the same.

**Title:** Recalculating For Small Business

**Author:** Jeff King & Cathy Littlefield

**Link:** <https://www.mixcloud.com/amfm247podcastarchive/recalculating-for-small-business-jeff-king-cathy-littlefield/>

**Date:** January 2018

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Jeff King Cathy Littlefield

