I. **Source –** American Society for Training & Development (ASTD) 2012 "Bridging the Skills Gap" 4th report since 2003.

II. **Credibility of Source –** This report is a compilation of statistical surveys done over the previous 9 years and part of an ongoing series of reports. The sources and data are credible.

III. **Summary of Content and Conclusions -** The top missing expectations that interviewed executives expressed were executive presence and capability and management skills. Fully 54% of the execs expected Leadership/executive-level skills. Manager/Supervisory skills were next at 48%. The article argued these are teachable skills but these expectations seem too high for a college hire. Further down the rankings were specific technical gaps relate to more narrow industry needs.

IV. **Relevance to the Department of ECE -** While some students do exhibit these qualities there are two primary reasons, both related to innate qualities of the student rather than gaps in the curriculum:

   a. They are more mature – older, already experienced in the real world, capable of functioning in the executive levels.

   b. They are exceptional – able to lead a startup team from day one with no need of the experience or maturity.

V. **Recommendations for the Department or the IAB –** None at this time other than to monitor industry representatives for other examples of unrealistic expectations.

VI. **Contact Information**
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The full article can be found at:
https://www.nist.gov/sites/default/files/documents/mep/Bridging-the-Skills-Gap_2012.pdf