

National BILT Meeting Minutes
“Mega-BILT” Trends Discussion

MEETING DATE: Tuesday, February 10, 2026	MEETING TIME: 10:30am-11:30am Eastern	MEETING PLACE: Zoom
RECORDER: Mark Dempsey	RECORDING: Available upon request	PREVIOUS MEETING: Infrastructure vote meetings – November 4 and November 18, 2025

MEMBERS PRESENT

BILT:		
Scott Andersen	Robert Hitchins, Fidelity National Financial	Lynne Reynolds, Milestone Technologies
Stacy Brandenburg, Hye Tech Network and Security Solutions LLC	Dan Huff	Srinivas Sandiri
Laura Chappell, Chappell University/Protocol Analysis Institute	Durga Krishnamoorthy, Cognizant Technology Solutions	Harvendra Singh
Carolyn Corbin, Center for the 21st Century	Ramya Krishna Reddy, QuidelOrtho	Glenn Wintrich
Brian Cunningham, J Strategies	Jack Levis	Kim Yohannan, MongoDB
Darryl Dunnington, DSD Inc.	Jeff Magnuson, SpartanNash, a C&S Company	Teresa Younkin, Mosaic Life Tech, LLC
Achille Ettore, Ettore & Associates Ltd.	Amit Prasad	
NITIC staff: Ann Beheler, Mark Dempsey, Christina Titus, Larry McWherter, Stephanie Schuler, Alie Hernandez, Diane Meza, Andie Bonkowske, Grayson McKeown, Rajiv Malkan, Debbie Hecht, Shane Kirby		

Agenda items	Discussion
NITIC and BILT overview	<p>Larry welcomed the group and provided an overview of the NITIC grant. He explained that today’s meeting will discuss the current state and future trends of the IT industry. Larry further told the BILT members that their anonymized feedback will be widely disseminated by NITIC to educators nationwide. Educators on the call are invited to listen actively; educators can post questions in the chatbox.</p> <p>Ann provided an overview of the BILT (Business and Industry Leadership Teams) model. BILTs are business advisory councils that employ structured, repeatable processes. By putting employers in a co-leadership role, BILTs help align curriculum to workforce needs and build relationships between educators and employers.</p>

<p>Trends: Future job roles</p>	<p>Ann posed her first open-ended discussion questions to the BILT group: What do you have planned for future workers? What job roles are you looking for?</p> <p>One employer explained that her company configures and deploys cloud software. Right now, AI is very important. They're using an ITSM called ServiceNow (www.servicenow.com/) and working with clients to deploy ServiceNow tools like NowAssist and AI Control Tower, plus bots and agentic AI to support service desks and IT teams. They're working more and more with AI at the request of their clients to meet their needs. She noted these aren't necessarily tools her own company is using.</p> <p>Another employer noted a "lag" between the identification of new IT roles and the implementation of the technology. Businesses rush forward to pursue AI without always understanding what roles they'll need to support it. It will take time for the business side to catch up.</p> <p>One employer agreed, citing a recent MIT report that stated 95% of AI projects are failing because of the "misalignment between the AI project and the business requirements." (https://fortune.com/2025/08/18/mit-report-95-percent-generative-ai-pilots-at-companies-failing-cfo/) Some technologies will remain the same. For example, there's still going to be a need for radio access engineers. Companies will still need people to figure out where the cable broke. AI can help industry, but companies still need people in the field working with the equipment. Roles will change, especially in management. But during this initial run, many of the "core delivery roles" are going to stay the same, albeit supported with AI.</p> <p>Another employer agreed with the previous comment about AI projects failing because of the dissonance between what the business needs and what the AI folks are doing. He thinks this trend will linger for a while. Businesses need to understand that prompt engineering is going to be a critical skill. You get much better answers and support with detailed, complex prompts. Businesses also need to understand the difference between AI engines. It's like weather forecasting and all of the different weather models that each have unique strengths and weaknesses. Industry will need to develop that same sort of understanding of the strengths and weaknesses of AI tools.</p> <p>Ann offered a recap: the BILT believes fundamental knowledge and core roles will remain the same for now, though they may be more efficient with AI help. She asked what role AI has played in recent tech company layoffs. Is AI going to mean fewer workers?</p> <p>One employer responded – he doesn't think recent layoffs are AI driven. He sees those more about "resizing the organization" than reacting to AI. He does envision an AI "reduction," especially among white collar workers. He predicts in the next two years a 5% reduction, which is on top of layoffs happening now. The example he gave was workers packaging items at Amazon. Over time, they will be replaced by robots and more efficient AI-driven processes.</p> <p>Another employer noted that companies moving slowly and taking time to build capacity and infrastructure will be the ones to gain. He doesn't think workers will be replaced. He thinks the day-to-day work will be shifted. He sees "consolidation in certain areas." Where before they needed four people, now they only need two. Or else the job that was replaced by AI automation creates a new job. He's not sure if this evolution will take years or months. He reiterated the ones doing it "slow and steady" will be the ones gaining traction. The businesses with money, on the other hand, are investing aggressively and may not be as happy right now with the AI return. He noted smaller businesses are sticking with open-source tools like ChatGPT.</p>
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<p>Trends: Teaching entry-level workers</p>	<p>Another employer explained she's been infusing her small business with AI. Her strategy has been to work with a person skilled at using AI and letting that expert guide her, rather than trying to figure it out on her own. She believes this is the best approach to take. She's wondered, as an author, will AI make her redundant? She's learned, however, that she's still very involved in the process, from the first prompts and the final review of the content. She noted also that for AI to function, there needs to be a physical infrastructure. She's found that very few people understand how to assemble a network capable of supporting AI. This employer also briefly mentioned the ongoing need for technicians to support space-based communications, be it learning orbital dynamics or software development.</p> <p>One employer agreed with a previous comment. Workers won't be eliminated, but the numbers will be reduced. And the ones who stay are those who are willing to think outside the box. She's noticed with her clients that in IT infrastructure, there's often one SME who's "working those edge cases" and testing systems before deployment. This is what students need to learn. Beyond prompt engineering skills, AI requires a lot of quality control work. Attention to detail, critical thinking, logic flows – these are skills that are going to be just as important as technical know-how. Ann asked if AI will hit all IT disciplines at the same time or will it impact one more than others? The employer replied that it's hitting all areas. Her clients are starting to understand that AI isn't an IT issue, but an organizational issue. Everyone will have to collaborate and "break down the silos." IT and AI governance is no longer a technical function. It's a "whole enterprise function."</p> <p>Another employer noted that AI is moving beyond chatbots and now being "built directly into everyday business workflows." This has led companies to create new roles focused on managing AI – this includes AI managers, AI product owners, AI output testers, and AI quality control teams. The work is shifting from manually completing tasks to "supervising and improving AI-driven processes." Every day it is evolving and changing. We're not doing it the way we did it six months ago. He believes some companies are laying off workers because AI is helping them to handle repetitive tasks. They don't need as many people. These changes are linked more to how work is done and the expectation of higher productivity rather than purposely replacing people with AI.</p> <p>Another employer agreed with everything that has been said, but also noted that AI is a "gold rush." Everyone is running to it without understanding it. Recent layoffs may be more about resizing the company, but if you look at the sector owned by private equity, many of those layoffs are driven by AI because they don't understand it. Those firms think they can buy a company and replace people and then sell it. That's not going to work. He thinks there remains a global void for digital literacy. To him, the big job opportunities are in AI, big data, networks, and cybersecurity and general digital literacy. For customer service, the "humanistic side of AI" remains very important. You will have a big problem if you can't effectively serve your customers. For now, AI influence in customer service is less than humanistic. Overall, the jobs that NITIC has discussed for the last two years will remain in demand. No matter how fast AI advances, it can't replace all of those jobs.</p> <p>Ann next asked the BILT how we should educate entry-level workers differently. She's particularly concerned about software development – yes, AI can write the program, but the developer still needs to be involved.</p> <p>One employer suggested that for an entry-level programmer, so long as they understand how to leverage the code that AI creates, they'll be okay. He suspects developers who don't understand AI will slowly be moved out of the industry. He's looked at some of the newer</p>
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LLMs and thinks they code a lot better than he did when he started. They're smarter, they use more languages, they're more aware, and they're doing more strategic coding. Troubleshooting is a critical skill, but even if an entry-level person is managing the project there is always a senior person involved. It's the concept of "trust but verify."

One employer agreed engineers need to "think differently now." It's not about just writing a code – students need to learn the entire business workflow. What is the end-to-end scenario? If the AI content is the output, entry-level workers need to understand if the output is correct. And if there's a problem, correct it in the workflow.

Another employer noted many businesses are embedding AI at the very early stage where new hires need to master the AI tools. They'll be busy monitoring AI and making sure the AI decisions are correct and bias-free. This can be tiring, stressful work. AI quality control is of the utmost importance. So, in addition to upskilling everyone to better use AI tools, there's also a need to support critical thinking and emotional intelligence to deal with human fatigue. Most organizations use HITL – "human in the loop" – but he's seeing new patterns like "human out of the loop" or even "human is on the loop." He recommends entry-level workers focus on AI quality control by taking online certifications from AIPC for the AI governance and by staying updated on the latest trends and privacy/bias policies.

From the chatbox: "We shouldn't underestimate the need for good governance, risk, compliance, security and privacy management becomes more important related to new AI solutions - compliance with international standards, etc. So senior workers who understand that landscape is critical as well."

One employer talked about a trend where employers think business analysts can write code (i.e. vibe coding), but they often don't have software background, especially when it comes to including security elements and assessing risks and threats. Some companies mistakenly believe they don't need software developers anymore. Students need to understand all of these pieces, including security implications and the need to harden the software. Students need to understand the outputs. While current layoffs may not be AI-driven, there will be some layoffs soon that are. His belief is that AI is increasing at such a rate that a lot of entry-level jobs will be "pushed out the way" which will make it harder to educate students. He suggests students continue learning business processes, software architecture, security protocols. AI can write the code, but companies will still need people to evaluate it.

Another employer noted that AI can't replace all infrastructure jobs and it won't be able to understand big data and cyber networks. He joked that ultimately, if AI begins to create problems, we can just unplug it. AI needs power and data and server farms. Those skills are not going away. The whole point of "entry-level skills" is to help students prepare for the next step of their career. As the system changes, so too will the definition of entry-level skills.

One employer agreed. The "AI revolution" is coming and it will change jobs. But it will "move the floor up" for what it means to be entry-level.

From the chatbox: "Possible Training Areas: AI Literacy (Fundamentals); AI in Workflows; Ethical, Legal, Responsible AI Use; Security in AI Development; AI-assisted Cybersecurity Prompt engineering (CRAFT Framework?); AI Assistance (Building AI Modes); AI-assisted Software Development."

From the chatbox: "I believe entry roles such as AI trainer or data annotators are something on the rise across job platforms. Why this is easier is because the hiring managers are looking

<p>Trends: Incumbent workers</p> <p>Trends: maturity gap</p>	<p>for strong reasoning, critical thinking, and fundamentals of AI skills (prompting, context engineering) for passing through the competition. How can colleges empower the students is by partnering with companies or upskilling platforms like (Intel or Skillsoft) to provide those AI-guided learning platforms which speeds up the apprenticeship/internship experience of months to days with immersive learning.”</p> <p>Another employer suggested that while everyone says AI is booming, in fact, the adoption rate is still relatively flat and steady. The big change – when adoption rates go from 5% to 20% - will come only after companies start to develop business models that use AI to gain profits. A lot of AI projects right now are struggling because they’re applying AI to old business models. Nothing new has been developed yet. He further noted that the most important thing he’s seen for entry-level workers, whether a programmer or an analyst or an IT engineer, is the ability to successfully use prompt engineering. It takes practice.</p> <p>Ann next asked about upskilling incumbent workers. She’s working with a community college in which 40% of the students are 35 and older.</p> <p>One employer suggested graduates need a real-world project that showcases their skill. In addition, they need to “speak in frameworks rather than hard skills.” For those looking to upskill, workers need to be able to translate their current skills into AI skills. It can be a challenge to get past HR screening tools, but once you’re in the room, you must be able to draw a line between what you’re doing now and what the company needs you to do regarding AI. Students cannot just graduate with a degree anymore. Graduates need to talk to hiring managers in a way that translates their skills into something effective and efficient. When Ann agreed that communication skills are important, this same employer noted that new hires need to talk across the organization, not just within the IT silo.</p> <p>Ann next asked about “maturity gaps” among recent entry-level hires. Does that affect their performance? Does that affect their ability to keep the job?</p> <p>One employer noted his junior employees are “blindly following” the AI code and providing non-optimized versions, which creates big problems later. He’s worried that skills are fading and workers aren’t staying current with their learning. He’s also concerned about a reliance on monitoring dashboards where AI is making the decisions and everything is automated.</p> <p>From the chatbox: “Data quality should not be overlooked.”</p>
<p>Conclusion</p>	<p>Mark announced the next two meetings – March 24 to vote and discuss data management entry-level job skills and April 28 to again discuss IT trends.</p> <p>Larry thanked everyone for attending and participating. When he posed again the question about how to best prepare students for the workforce, Ann mentioned the value of student projects to demonstrate skill.</p> <p>One employer suggested students across several courses and disciplines work together on a single project. Another employer agreed – he has experience working on these kinds of projects and has seen firsthand the huge benefits to students. One other employer noted that this is what happens in his company – teams from different departments collaborate on a project.</p>
<p>Next Meeting: Tuesday, March 24 (10:30am-12:00pm Central/11:30am-1:00pm Eastern) – job skills vote and discussion on data management</p>	