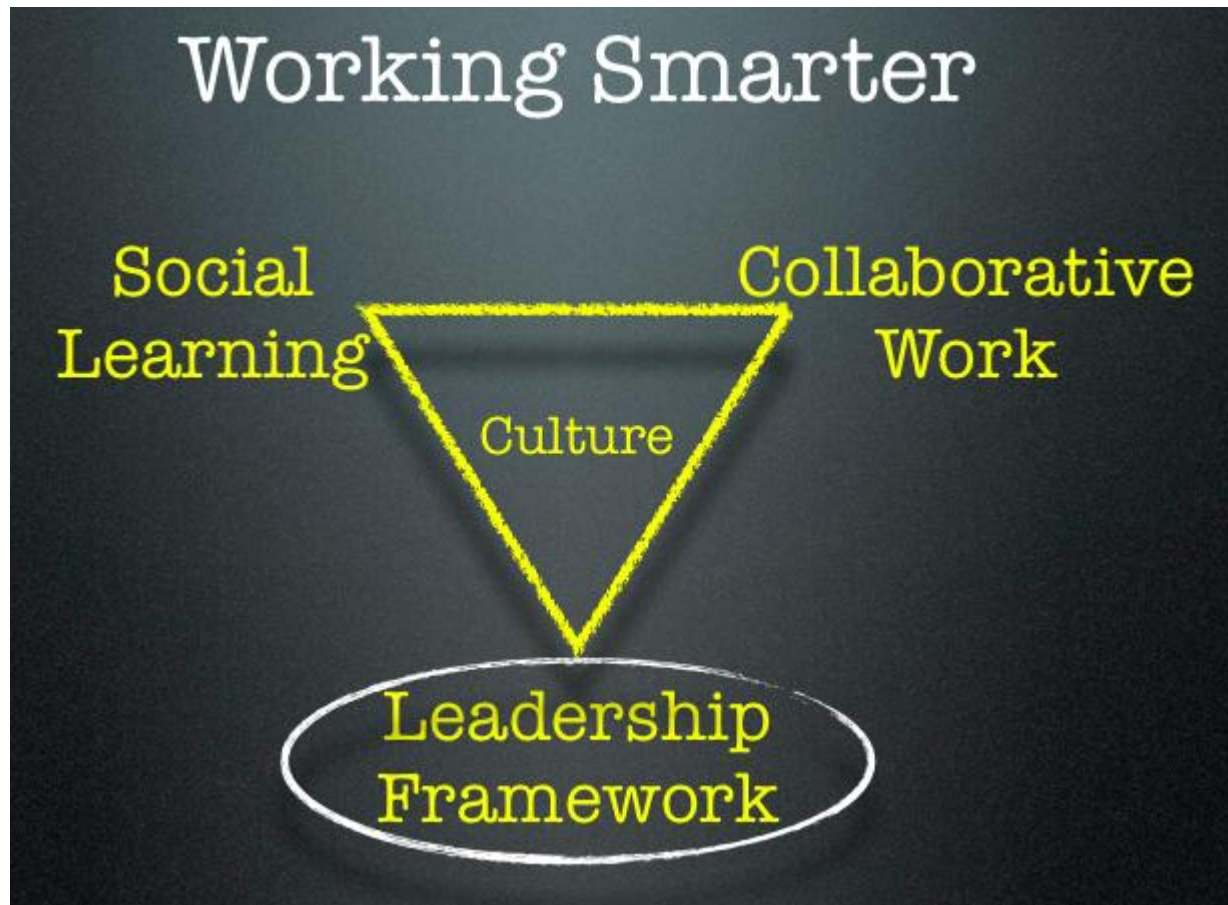


Continuing and Professional Education

**Exploring Continuing and Entrepreneurial
Higher Education Organizational Design for 2020**

June 2012



The Challenge

- Higher education within the U.S. is characterized by a **richness**, a **diversity**, and an **egalitarian** spirit that is unmatched anywhere else in the world.
- But now the U.S. is passing through a period of significant change with respect to its **economic security**, **demographic profile**, and **competitive position** on the global stage – and long range plans in higher education must be developed in light of these forces.

What is our business, really?

Continuing and non-traditional education and services

Professional education

Community outreach education

Market-responsiveness

Revenue generation

Ideas generation

“Tip of the spear:” innovation incubation and development

Entrepreneurial activities across campus and in the community



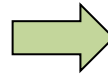
Sure, all of them. But how do you staff for that? And moving forward? For which responsibility do you:

- Hire full time
- Engage contractors
- Partner
- Outsource
- Remove
- Rely on legacy institutional services

Continuing and non-traditional education
Professional education
Community outreach education
Market-responsiveness
Revenue generation
Ideas generation
“Tip of the spear”
Entrepreneurial activities

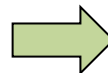
Organizational Design of CPE Units Today Are Indicative of Institutional Strategies and Priorities

Autonomous College of CE



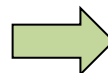
- One-stop shop for non-traditional audiences and offerings.
- Revenue-generating.
- Now concerned with how to “relate” best with parent institution.

College of CE in Partnership with Academic Units



- Academically decentralized; administratively centralized
- Self-support or some surplus, possibly through “fee for service” to academic units
- Hidden work of content sourcing and idea development via CE unit

Entrepreneurial Unit for Non-Traditional Education & Services



- May be a cost center or self-support
- Strategy-generating
- Innovates programs; embeds program management within academic units and central services

How does the organizational design for this kind of unit work best now? And given what you anticipate?

Autonomous College of CE

- One-stop shop for non-traditional audiences and offerings.
- Revenue-generating.
- Now concerned with how to “relate” best with parent institution.

... versus this type of CE Operation...

**College of CE in Partnership with
Academic Units**

- Academically decentralized; administratively centralized
- Self-support or some surplus, possibly through “fee for service” to academic units
- Hidden work of content sourcing and idea development via CE unit

... or this type of unit, given all the implications for 2020 it suggests?

Entrepreneurial Unit for Non-Traditional Education & Services

- Strategy-generating
- May be a cost center or self-support
- Innovates programs; embeds program management within academic units and central services

Meeting The Challenge

- What do we think our core competencies will be in the next two years versus in 2020?
- What kind of talent do we need now to get us to 2020 according to our projections?
- What kind of environments/capital/technology do we need to move forward?
- What kind of case do we need to build with our senior leaders to adjust our organizational structure internally, recruit the right talent, and adjust our organizational structure in relation to the university/college and our communities/stakeholders/general public as a whole?
- What processes, programs, systems can we imagine to start bringing our current talent base up to speed to better advance our vision for 2020? What do we currently do for professional development for our instructors and staff, and what more could we be doing? At the CE unit level? At the university level?