Re-engineering the Operations and Executing the Organizational Strategy Based on 4P’s in Redesigning Continuing Education Organizations

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What I’m going to cover today...

• Three stories from
  • The University of Kansas - Past
  • University of Delaware – Immediate Past
  • University of Wisconsin-Madison – Present and Future

• Use of Quality Program in these stories
• The simple formula of 4Ps
• Want to hear from you!
University of Kansas Continuing Education 2011
Lawrence, KS, USA
Uncertain Times - 2011

Event: Distance Learning unit separated

Effect: Largest source of Net Revenue lost

Strategic approach:

• Reevaluate long-term vision
• Build values within communities
• Focus on re-achieving financial self-sufficiency
Searching a Solution: Self-Assessment

Reference: http://www.cpd-bqip.org
Continuing Professional Development
Benchmarking and Quality Improvement Model

Continuing Professional Development
Benchmarking and Quality Improvement Model
The Four Ps

Processes

People

Partnerships

Programs
PEOPLE

• What is the best utilization of each employee?
• What strengths, knowledge, skills and ability each employee has? How can we use those?

  • Redistribute employees to the appropriate department/work.
  • Utilize their potentials.
PARTNERSHIPS

• What partnerships – internal and external – we need to develop?

• Departments partnerships
• International partnerships
Streamlining PROCESSES - 2012
Results

1. International Programs
   - 23.2% increase in revenue
2. Chancellor’s Report

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Division of Professional and Continuing Studies
Functional Units and Budget Models

CONTINUING STUDIES

ACCESS (Nontraditional students advising, registration support)

Professional Development and Organizational Learning

Continuing Studies Information and Noncredit Registration

Online Instructional Design Services and Course Development

Online Compliance (University Support)

Financial, IT, Human Resources and Administration

Marketing and Communication

Dover Osher Lifelong Learning

Lewes and Ocean View Osher Lifelong Learning

OSHER LIFELONG LEARNING INSTITUTES

Wilmington Osher Lifelong Learning
Our Beliefs

- **PEOPLE**
- **PARTNERSHIPS**
- **PROCESSES**
- **PLACES**

PROGRAMS and SERVICES
Impactful Educational Opportunities

- **Learners**
- **Communities and Organizations**
- **University**

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UD PCS CS Issues

1. Paper and Excel-based processes
2. No systematic partnership development
3. People are stuck in their positions; no development
4. No international efforts to align with the University strategy
Paper and Excel-based processes

12 months

- Needs Assessment
- Ask Colleagues
- RFP Design
- Vendor Selection
- Project Management
- Full Implementation
In 2015, University of Delaware’s Professional & Continuing Studies had an impact on **14,945 students** through **credit courses**, **noncredit professional development** certificates, courses, workshops and conferences and **Osher Lifelong Learning** programs.

**Credit**
- **8,502 served**
- **6,194 served Online Courses**
  Credit courses offered in a flexible, web-based format

**Noncredit**
- **2,740 served**
- **1,248 served Professional Development Courses**
  Offering a variety of ways to build credentials and move careers ahead

**Osher Lifelong Learning**
- **3,690 served**
- **132 served Governor’s School**
  Bringing together academically and artistically talented Delaware high school students

**770 served Organizational Learning Solutions**
Bringing UD’s expertise to the workplace

**590 served Conferences**
Helping professionals further their education in their specific fields
Silo-ed; no group competency identified

Grouped based on type of products or services

KSA defined

Re-classified 7 employees and promoted, regrouped
INTERNATIONAL: Leveraged IACEE Connections
Metropolia and UD partnered in Erasmus+ Mobility Programme

Leveraging professional society relationship

A Helsinki-Finland based University and a Newark-Delaware-USA based University
UD PCS CS Successes

1. Processes
2. Partnerships
3. People
4. International Collaborations

New Programs
Summer Term Roles

Academic and Curricular Partnerships

- BUS
- CALS
- EDU
- SOHE
- ENGR
- LAW
- IES
- L&S
- SMPH
- NURS

Infrastructure and Policy Partnerships

- APIR
- Advising
- Intl. Div.
- MBO
- Housing
- EI
- Admissions
- OSFA

External Relations and Foundation Partnerships

Course Design

- ONLINE INSTRUCTIONAL COURSE DESIGN
  - DCS Online Course Development
  - UW Madison Summer Online Course Development Group
  - DoIT Academic Technology
  - L&S Learning Support Services
  - Other Schools/Colleges Online Development Units

Marketing

- MARKETING
  - DCS Integrated Marketing Communications
  - University Communications
  - University Marketing
  - School/College Marketing Units
The Four Pillars of Our Work Are in Four Interdependent Quadrants.

Find similarities?

- Research, Information, Data, Reports
- Program Management and Operation
- Marketing and Communication
- Program Innovation and Development
Summer Term Strategic Goals

1. Create transformative and meaningful learning experience for Summer Term students.

2. Develop the high performing Summer Term team members for programmatic, enrollment and financial success, and for their professional and career growth.

3. Develop and maintain symbiotic partnerships with schools, colleges, department, student life and administrative units, in partnership with summer deans, for creating future programs and infrastructural excellence.

4. Develop streamlined, systematic processes for research, program development, program management, operation, communication, data gathering and analysis, information dissemination, budget management, and event management.
The Four Ps

**People**
People must be developed, their career growth must be fostered and they should be given all the resources to be productive and flourish at work.

**Processes**
Streamlined processes should be developed to help create systems that support productivity and efficiency.

**Partnerships**
Excellent campus and external partners help in progress of good work; their support is valuable to our growth.

**Programs**
Transformative and meaningful summer educational programs prepare students for life and help them finish their degrees early to enter workforce.

Leads to increase in enrollment and revenue: Key Performance Results (10% in each)
Continuing Professional Development
Benchmarking and Quality Improvement Model

People  Partnerships  Processes  Programs

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QUESTIONS?

Thank You!

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