CPP's Academic Senate:

Update on the CEU's Revisioning Project

CalPolyPomona

College of the
Extended University

February 16, 2022

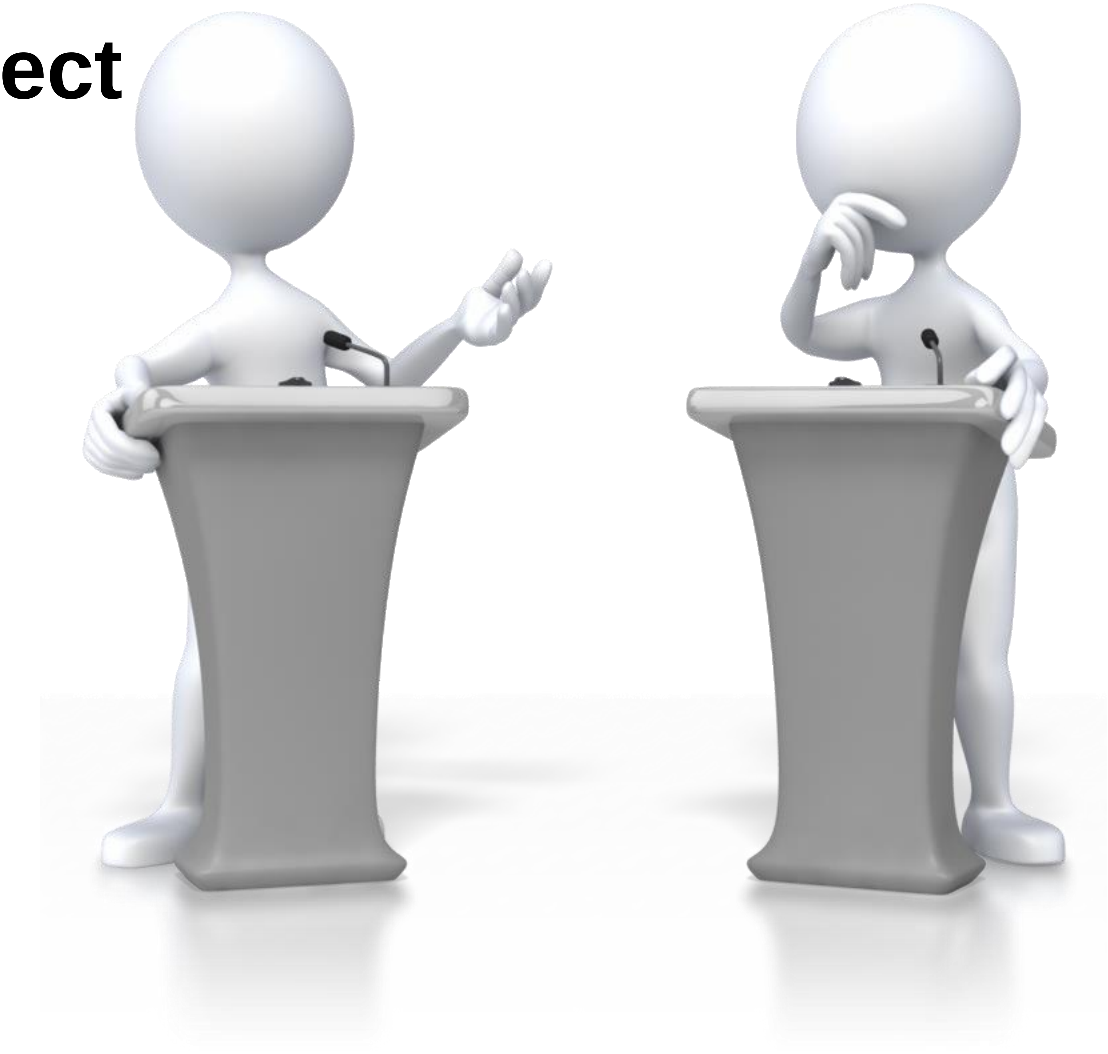
Erik Rolland, Ph.D.

Dean, CBA

Interim Dean, CEU

Agenda

- The CEU Visioning Project
- Name Change Proposal
- Next Steps



Our Goal

How can Cal Poly Pomona leverage its resources to best support the emerging educational needs of the future, and become a true educational partner for the citizens and organizations of California and beyond?

Why the CEU?

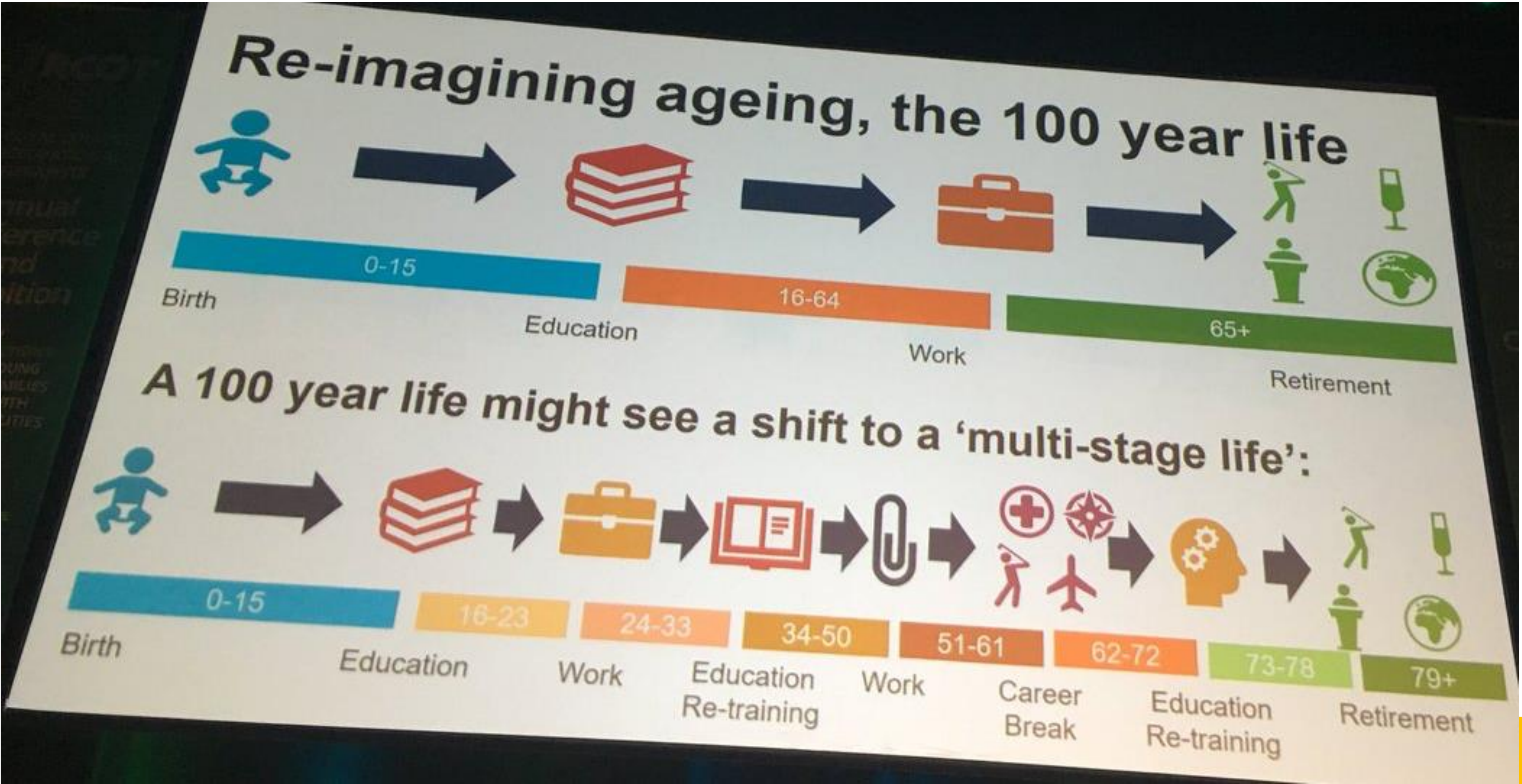
- CEU is CPP’s Professional and Continuing Education (PaCE) college, and it brings the resources of CPP to the local community, region, nation and international audiences.
- Self-support degree and certificate programs, courses, professional development, and personal enrichment opportunities are offered in modalities and convenient schedules/places typically not supported by state funds.
- Student populations include traditional and high school students, working professionals, veterans, military and students in remote locations, students re-entering the workforce or university, international students and those who just love to learn.
- CEU/PaCE helps prepare students along the lifelong learning continuum, from academic preparation and English-language- learner programs to professional and advanced training to leisure learning.

Why is this an opportunity?

To enable CPP and its colleges to serve audiences (alumni, community, outside organizations, international students, …) that we are not reaching through our regular college degree programs.

Thus, we set out to develop an inclusive, shared vision and a focused strategic action plan

The New Reality



Re-imagining ageing, the 100 year life

0-15
16-64
65+

Birth
Education
Work
Retirement

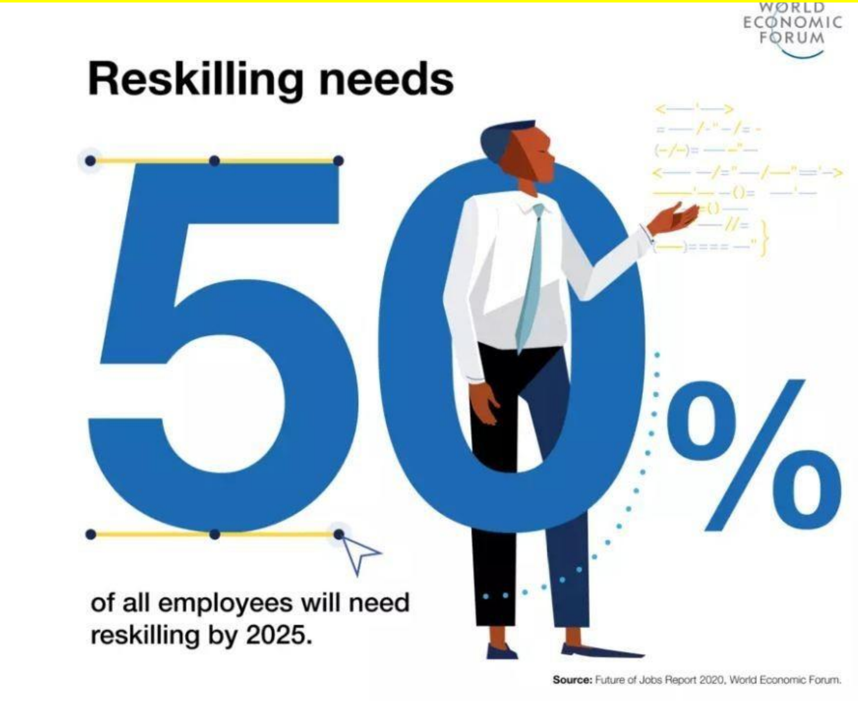
A 100 year life might see a shift to a 'multi-stage life':

0-15
16-23
24-33
34-50
51-61
62-72
73-78
79+

Birth
Education
Work
Education Re-training
Work
Career Break
Education Re-training
Retirement

© E

The Opportunity

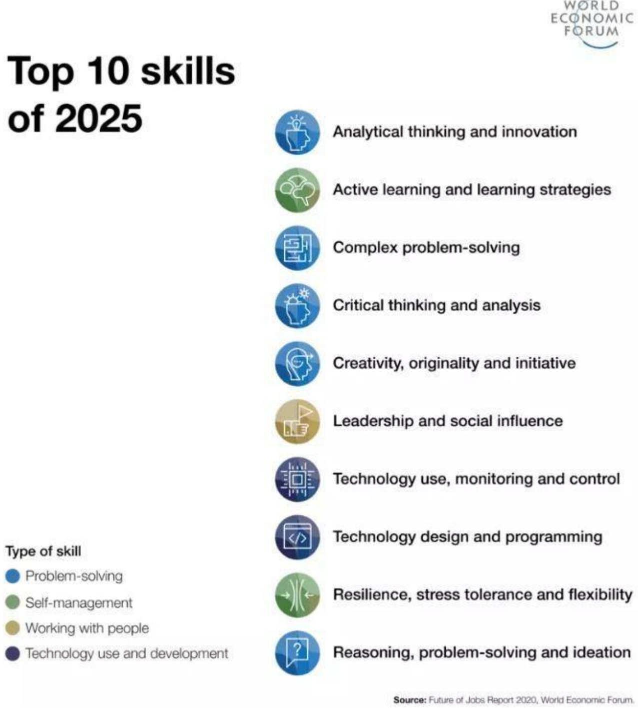


Reskilling needs

of all employees will need reskilling by 2025.

Source: Future of Jobs Report 2020, World Economic Forum.

The Skills

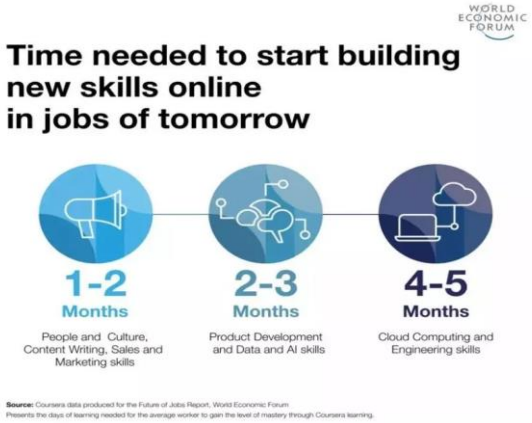


Top 10 skills of 2025

- Analytical thinking and innovation
- Active learning and learning strategies
- Complex problem-solving
- Critical thinking and analysis
- Creativity, originality and initiative
- Leadership and social influence
- Technology use, monitoring and control
- Technology design and programming
- Resilience, stress tolerance and flexibility
- Reasoning, problem-solving and ideation

Type of skill
- ● Problem-solving
- ● Self-management
- ● Working with people
- ● Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum.



Time needed to start building new skills online in jobs of tomorrow

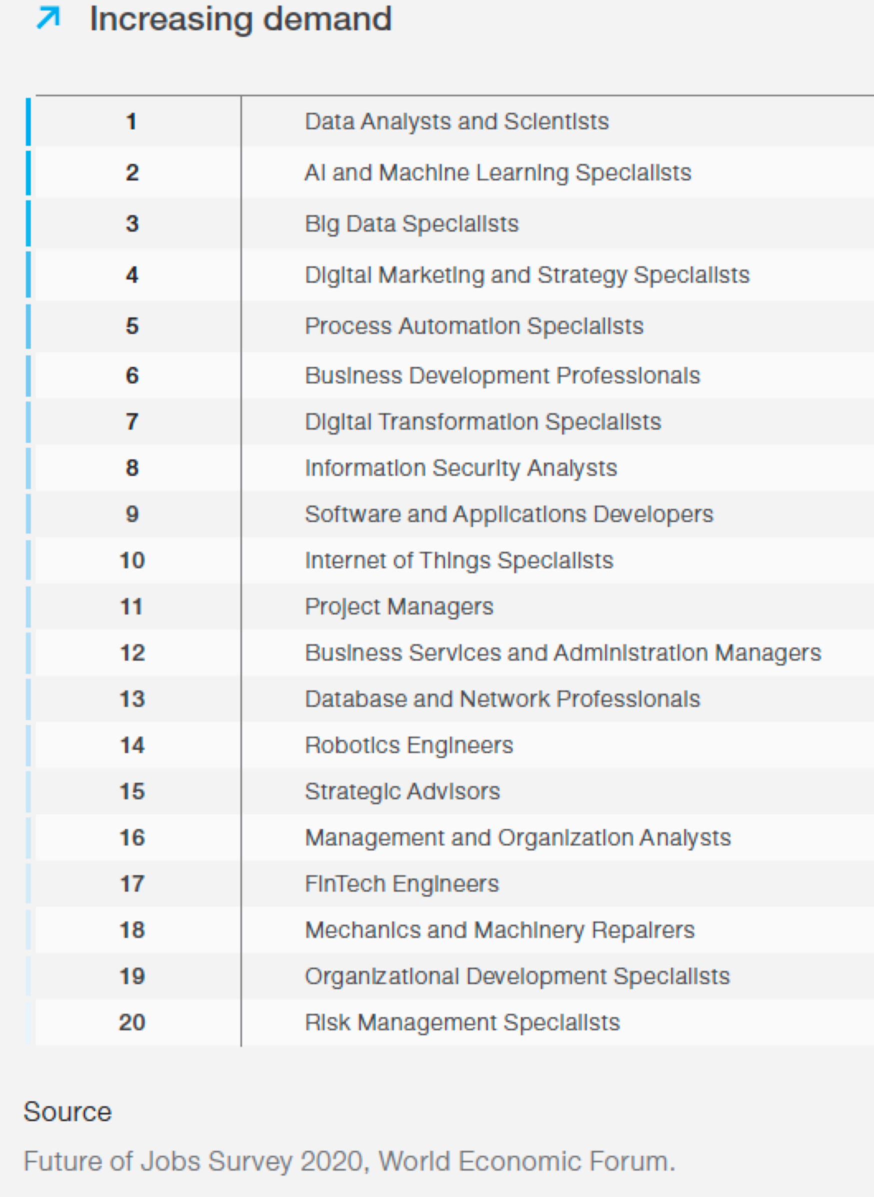
1-2 Months
People and Culture, Content Writing, Sales and Marketing skills

2-3 Months
Product Development and Data and AI skills

4-5 Months
Cloud Computing and Engineering skills

Source: Coursera data produced for the Future of Jobs Report, World Economic Forum
Presents the days of learning needed for the average worker to gain the level of mastery through Coursera learning.

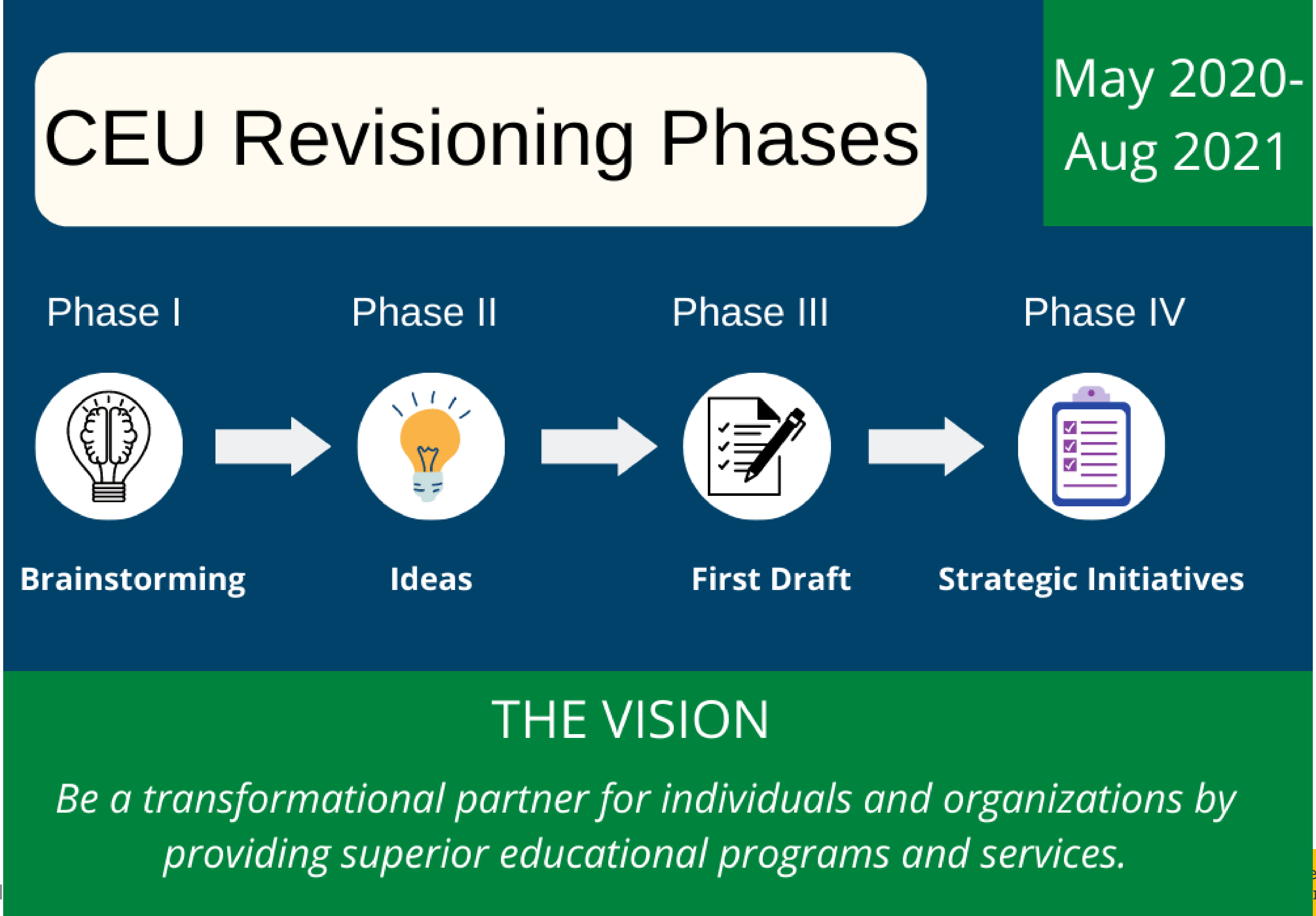
The Jobs



↗ Increasing demand

1	Data Analysts and Scientists
2	AI and Machine Learning Specialists
3	Big Data Specialists
4	Digital Marketing and Strategy Specialists
5	Process Automation Specialists
6	Business Development Professionals
7	Digital Transformation Specialists
8	Information Security Analysts
9	Software and Applications Developers
10	Internet of Things Specialists
11	Project Managers
12	Business Services and Administration Managers
13	Database and Network Professionals
14	Robotics Engineers
15	Strategic Advisors
16	Management and Organization Analysts
17	FinTech Engineers
18	Mechanics and Machinery Repairers
19	Organizational Development Specialists
20	Risk Management Specialists

Source
Future of Jobs Survey 2020, World Economic Forum.



CEU Revisioning Phases

May 2020-
Aug 2021

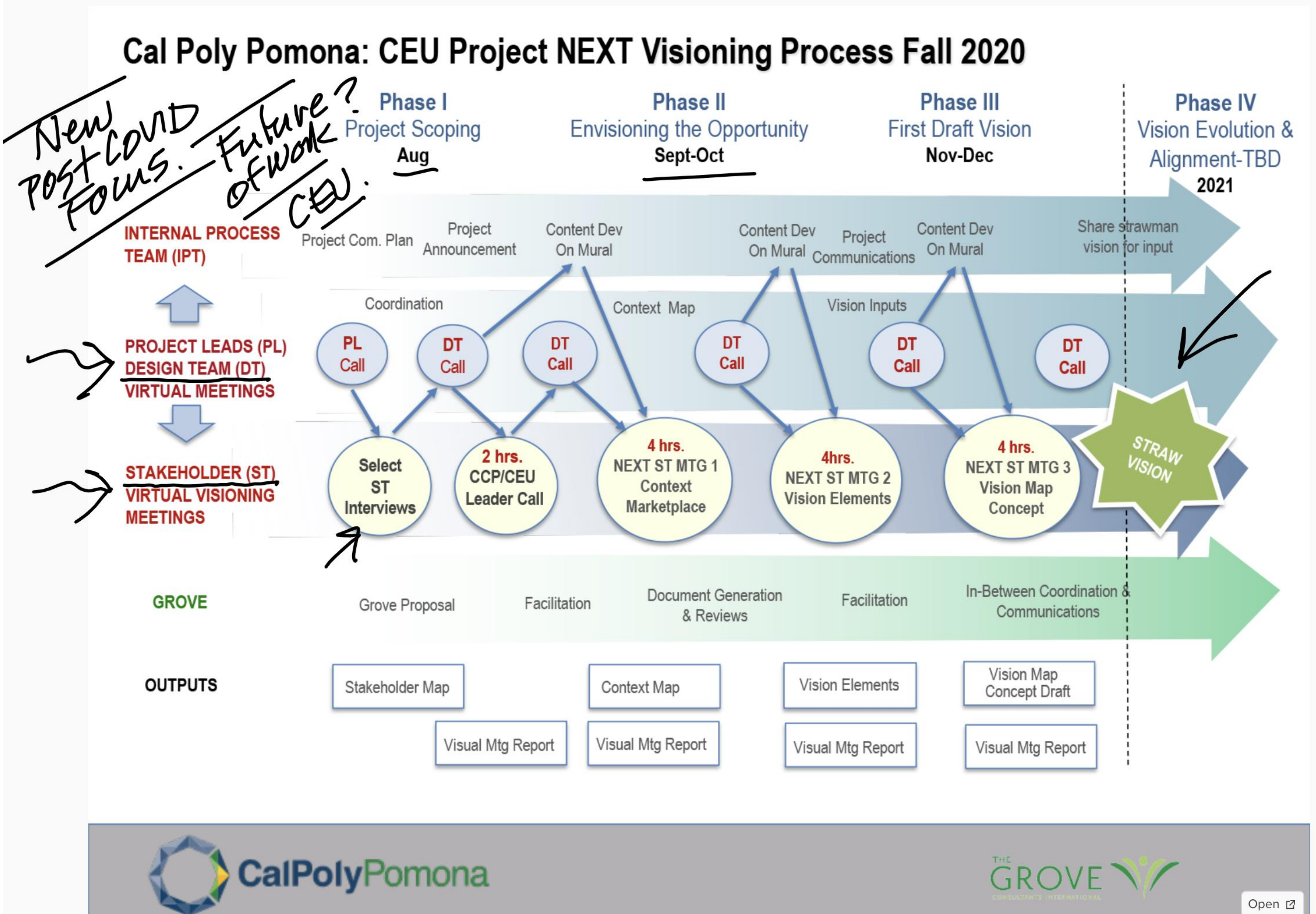
Phase I → Phase II → Phase III → Phase IV

Brainstorming → **Ideas** → **First Draft** → **Strategic Initiatives**

THE VISION

Be a transformational partner for individuals and organizations by providing superior educational programs and services.

The Process?



Cal Poly Pomona: CEU Project NEXT Visioning Process Fall 2020

New post COVID Focus. Future of work? CEU.

Phase I
Project Scoping
Aug

Phase II
Envisioning the Opportunity
Sept-Oct

Phase III
First Draft Vision
Nov-Dec

Phase IV
Vision Evolution & Alignment-TBD
2021

INTERNAL PROCESS TEAM (IPT): Project Com. Plan; Project Announcement; Content Dev On Mural; Content Dev On Mural; Project Communications; Content Dev On Mural; Share strawman vision for input

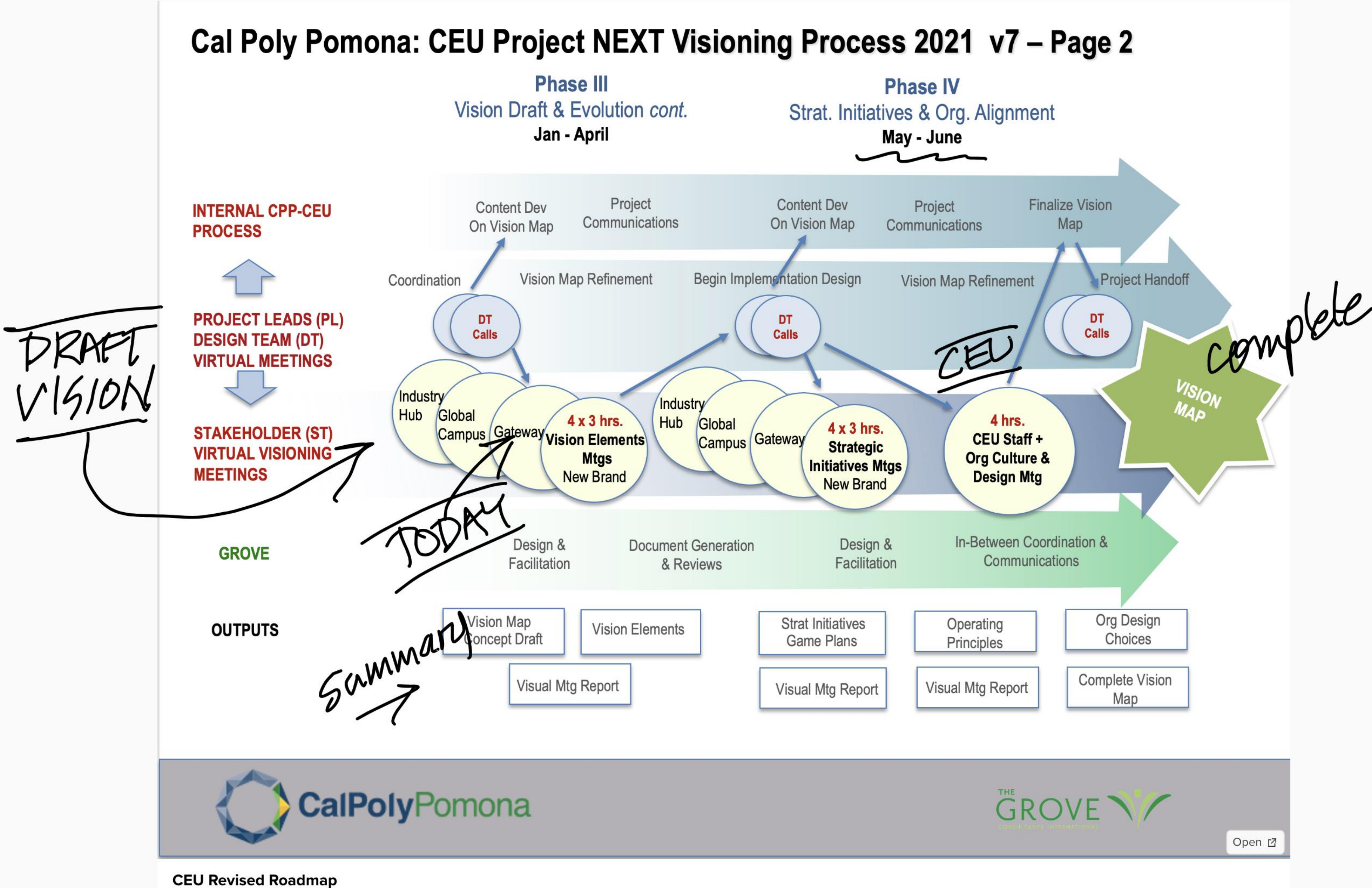
PROJECT LEADS (PL) DESIGN TEAM (DT) VIRTUAL MEETINGS: Coordination; Context Map; Vision Inputs; PL Call; DT Call; DT Call; DT Call; DT Call; DT Call

STAKEHOLDER (ST) VIRTUAL VISIONING MEETINGS: Select ST Interviews; 2 hrs. CCP/CEU Leader Call; 4 hrs. NEXT ST MTG 1 Context Marketplace; 4hrs. NEXT ST MTG 2 Vision Elements; 4 hrs. NEXT ST MTG 3 Vision Map Concept; STRAW VISION

GROVE: Grove Proposal; Facilitation; Document Generation & Reviews; Facilitation; In-Between Coordination & Communications

OUTPUTS: Stakeholder Map; Visual Mtg Report; Context Map; Visual Mtg Report; Vision Elements; Visual Mtg Report; Vision Map Concept Draft; Visual Mtg Report

The Process (2)



Cal Poly Pomona: CEU Project NEXT Visioning Process 2021 v7 – Page 2

Phase III
Vision Draft & Evolution *cont.*
Jan - April

Phase IV
Strat. Initiatives & Org. Alignment
May - June

INTERNAL CPP-CEU PROCESS

Content Dev On Vision Map
Project Communications
Content Dev On Vision Map
Project Communications
Finalize Vision Map

PROJECT LEADS (PL) DESIGN TEAM (DT) VIRTUAL MEETINGS

Coordination
Vision Map Refinement
Begin Implementation Design
Vision Map Refinement
Project Handoff

DT Calls
DT Calls
DT Calls

STAKEHOLDER (ST) VIRTUAL VISIONING MEETINGS

Industry Hub
Global Campus
Gateway
4 x 3 hrs. Vision Elements Mtgs New Brand

Industry Hub
Global Campus
Gateway
4 x 3 hrs. Strategic Initiatives Mtgs New Brand

4 hrs. CEU Staff + Org Culture & Design Mtg

VISION MAP

GROVE

Design & Facilitation
Document Generation & Reviews
Design & Facilitation
In-Between Coordination & Communications

OUTPUTS

Vision Map Concept Draft
Vision Elements
Visual Mtg Report
Strat Initiatives Game Plans
Visual Mtg Report
Operating Principles
Visual Mtg Report
Org Design Choices
Complete Vision Map

CalPolyPomona

THE GROVE CONSULTANTS INTERNATIONAL

Open

CEU Revised Roadmap

DRAFT VISION

TODAY

Summary

CEU

complete

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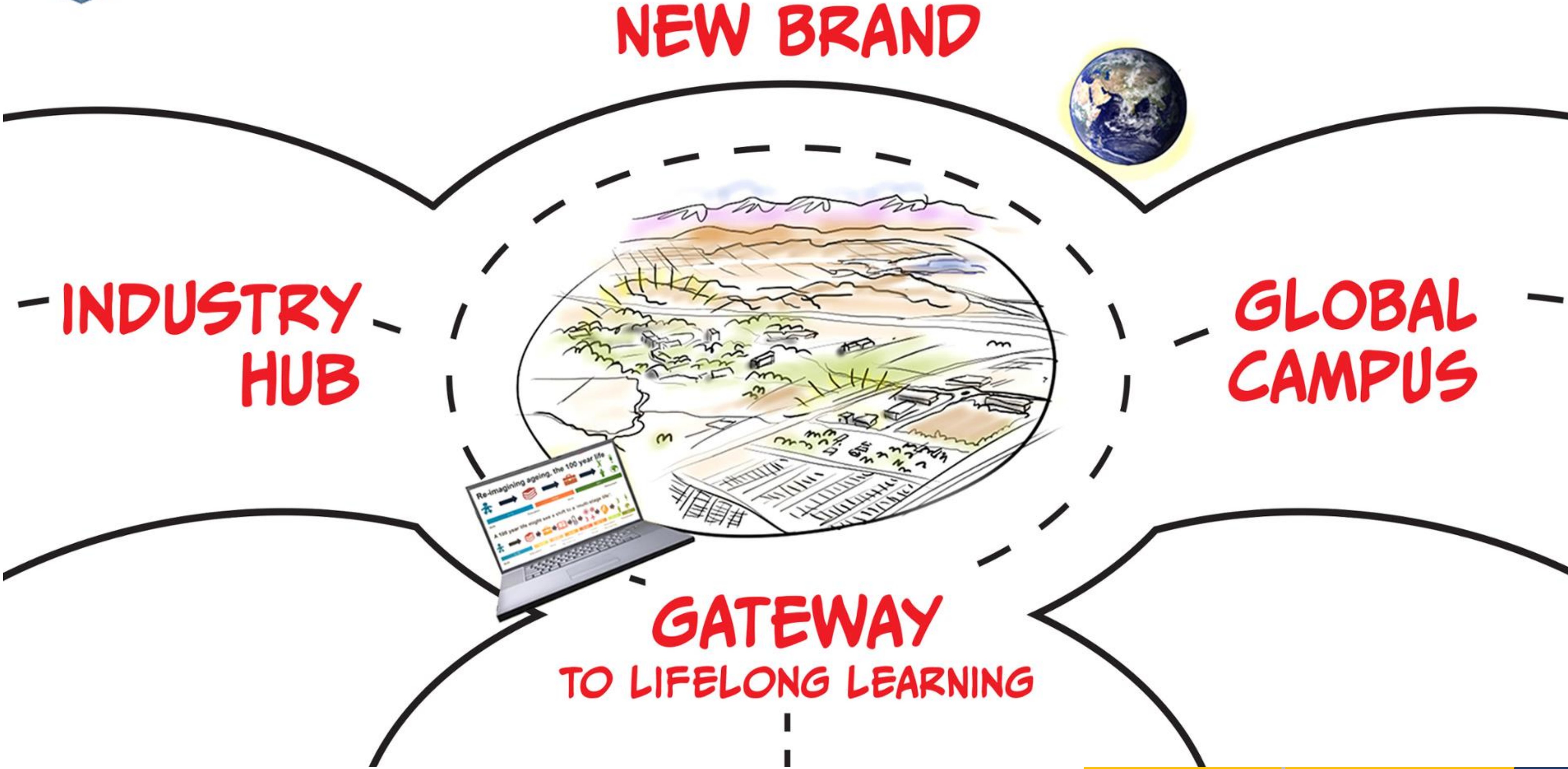
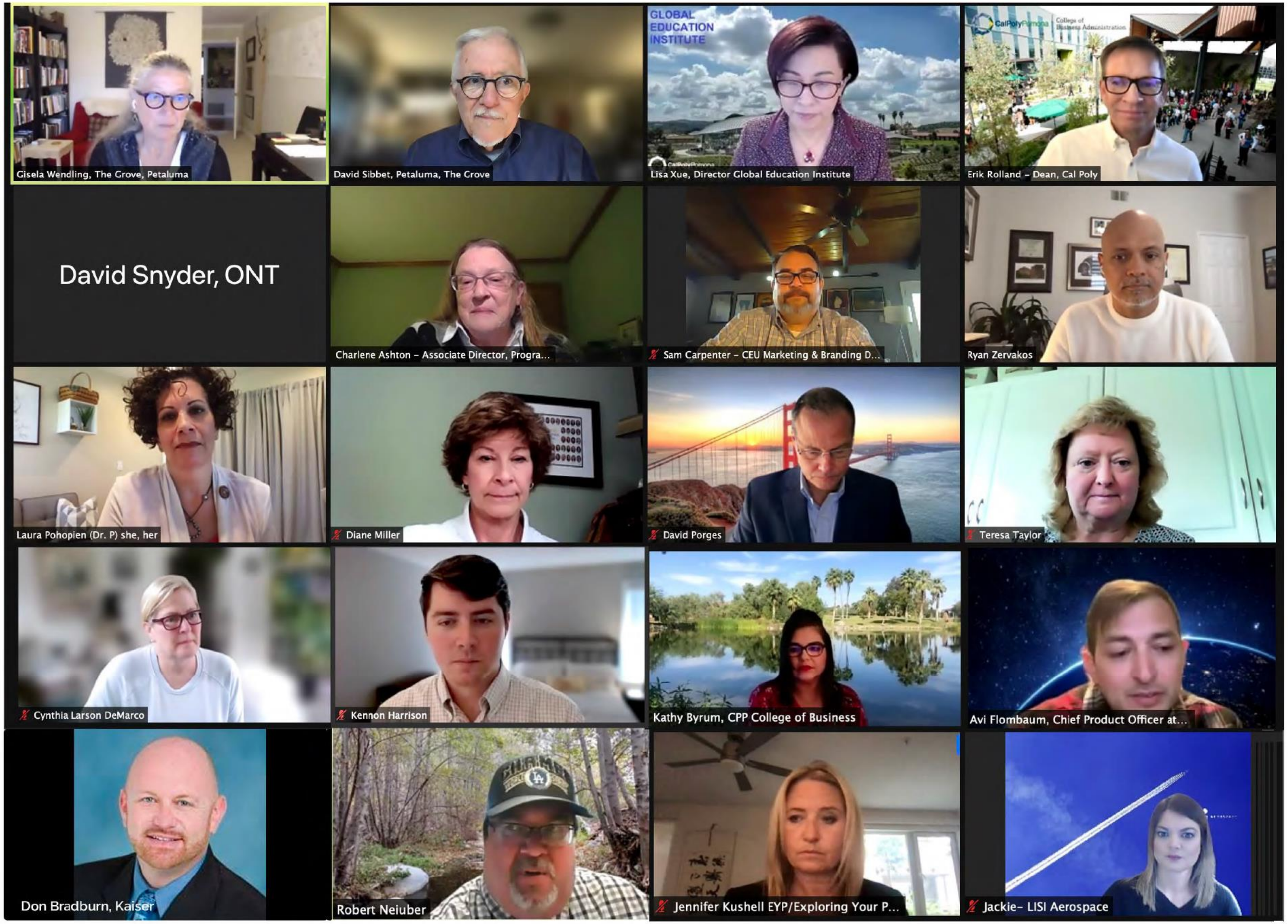
CEU Project NEXT Vision Concept Draft


NEW BRAND
INDUSTRY HUB
GLOBAL CAMPUS
GATEWAY
TO LIFELONG LEARNING

CEU Project NEXT Industry Hub Vision Meeting 4-16-21


Gisela Wendling, The Grove, Petaluma
David Sibbet, Petaluma, The Grove
GLOBAL EDUCATION INSTITUTE
Lisa Xue, Director Global Education Institute
Erik Rolland – Dean, Cal Poly
David Snyder, ONT
Charlene Ashton – Associate Director, Progra...
Sam Carpenter – CEU Marketing & Branding D...
Ryan Zervakos
Laura Pohopien (Dr. P) she, her
Diane Miller
David Porges
Teresa Taylor
Cynthia Larson DeMarco
Kennon Harrison
Kathy Byrum, CPP College of Business
Avi Flombaum, Chief Product Officer at...
Don Bradburn, Kaiser
Robert Neiuber
Jennifer Kushell EYP/Exploring Your P...
Jackie– LISI Aerospace

CONTEXT MAP

GLOBALIZATION TRENDS

↑ • In large markets internationally there is a tremendous opportunity -- brand, especially California **Brand**. Could go to incredible scale. Not easy--but if you can bring an MBA from CPP to India for $10k could enroll 10,000 within ....INDIA is largest English educ. market in the world. Also pathways for bringing to US--status, work authorization, China, India.

↑ • 150 countries in our campaigns--under Obama massive campaigns. Every industry was reaching out to build reputation of America. You had students all over with international networks. 100s of thousand members in these networks. Doesn't mean they aren't eager just because last 4 years was hard.

↑ Aviation: Trained Pilot shortage. 60-100,000 pilots. Used to rely on military pilots. Experienced--cream of crop.
• Extreme shortage of Airframe & Powerplant mechanics.

ECONOMIC CLIMATE

SKILLS TRENDS

• Greater interest in transferable and fungeable skills--adaptable--apply in different areas.

• Tech skills. Success with people with solid fndn in comms, critical thinking. How to think, react is hard. Coding easier. Hiring differently. Holistic view.

- Leadership dev--to understand the whole person. Lacking communication--business perspective.
- Change management
- Digital fluency + soft skills in digital world.
- Pinked In putting data out for everyone to see--tactical skills needed.
- Human skills--attitude -- hire for the long term.
- Call soft skills professional skills New employees to next step. Hire for belief in our culture-values more than skills.
- 50% nonwhite, women--technology providing a way to find diverse talent, and find options. Community College tuition reimbursement while working for us. Certification for free and provides bench of talent.
- What we see is a lack of perspective and context. Pathways system but rarely proceed their real interest, end up being siloed. Want perspective to economy, multiple pathways, contracting, etc. More intrinsic motivation

SOCIOPOLITICAL & REGULATORY FACTORS

• Seeing DEI here. Bus Roundtable has initiatives here -- skills orientation. Moving to ward diversifying workforce by changing workforce dev practices.

• Match right workforce with their goals and you will nail DEI goals. Only 41% white at Revature

• Alternative pathways without college now has big implications for universities. Focus on their interests. Have to directly connect to values and direct pathways to industry.

• Have to have a guaranteed interview at end of MBA built in -- in India.

• Students just waiting for jobs to show up.

DEI

TECH & AUTOMATION TRENDS

• Students comfortable with Linked In. 90% Corps on Linked In.

• Link with more social media like SLACK. Aren't so comfortable getting there.

↑ • Digital Badging: Getting into first phase of minimal qualification helped by badging. 50 MIllion job postings on LI. Unbelievable scale. Will help with this

↑ • Drone delivery. Security? More DRONE for filming than every before. Don't hire helicopters anymore.

HIRING NOT HIRING

Revature hiring for aptitude and attitude. But need minimal.

Eventually work for bigger Enterprises.

↑ Staffing, recruiting, hospitality, healthcare, retail software

Healthcare.

↑ Aerospace goes up and down. 8-10K per year at NG. Massive digital transformation. Lots retiring.
• UPS, Fed Ex and Amazon hiring unskilled -- $15-18 per hour for loading. The loaded on aircraft by more skilled workers. TSA regs. Push for PILOTS, A&P mechanics, and Green. Electric power flights. Drone delivery.
• Commercial film industry hiring!

WORKFORCE TRENDS

• Linked In working to democratize our data. Hard to map--but report every month National to 20 regions . Attitude and aptitude (going to steal). There are things that will differentiate. Have a skills assessment too, online. Let students know they have control over their own destiny.

COVID an anomaly

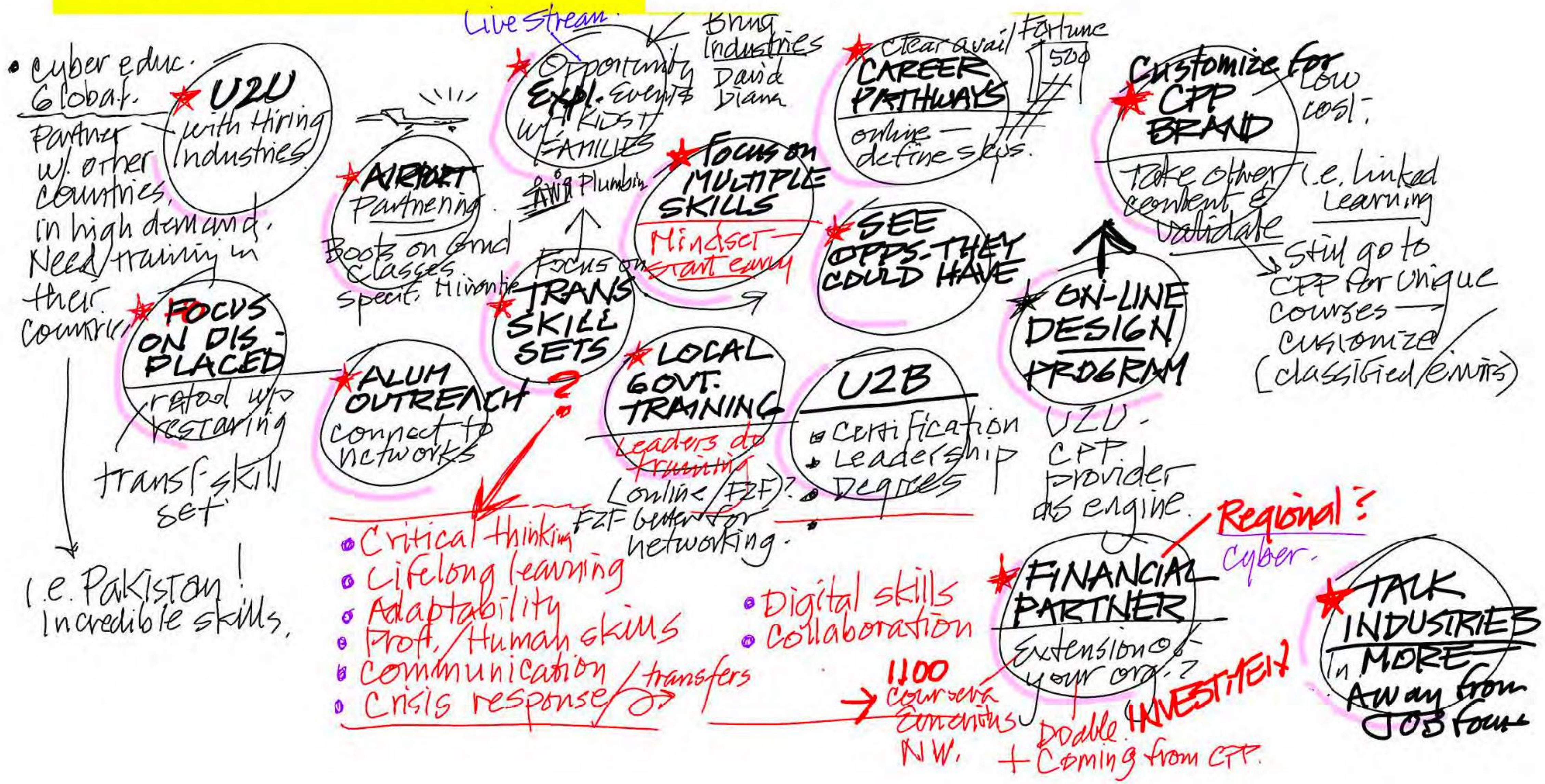
• Students are overwhelmed.

Students don't know how to get out there and get on Linked In. Only 20% relying on experts. Rely on family, teachers. Terrified to reach aut to the workforce. SERIOUS PROBLEM

• NG hiring military for security clearances. Repurposing and second careers.
• In TSA they use ex military bomb technicians. They are trained
• Kids with computer game experience are desireable.

UNCERTAINTY

MARKET OPPORTUNITIES



• cyber educ. Global.
Partner w/ other countries, in high demand. Need training in their countries
i.e. Pakistan! Incredible skills.
U2U with Hiring Industries
AIRPORT Partnering
Boots on Grnd Classes
Specif. Hivantie
Live Stream
Opportunity Expl. Events w/ KIDS + FAMILIES
AWA Plumbin
Bring Industries
David Diana
Focus on MULTIPLE SKILLS
Mindset — start early
Focus on TRANS SKILL SETS
FOCUS ON DIS-PLACED
retool w/ restaring
transf-skill set
ALUM OUTREACH
connect to networks
LOCAL GOVT. TRAINING
Leaders do training
(online / F2F)?
F2F better for networking.
Clear avail
CAREER PATHWAYS
online — define skills.
Fortune 500
SEE OPPS-THEY COULD HAVE
U2B
• Certification
• Leadership
• Degrees
ON-LINE DESIGN PROGRAM
U2U - CPP provider as engine.
Customize for CPP BRAND
Low cost;
Take other content & validate
i.e. Linked Learning
Still go to CPP for unique courses
customize (classified/emirs)
• Critical thinking
• Lifelong learning
• Adaptability
• Prof. / Human skills
• Communication
• Crisis response
transfers
• Digital skills
• Collaboration
1100 Coursera Conections N.W.
Regional?
Cyber.
FINANCIAL PARTNER
Extension of your org.?
Double + Coming from CPP.
INVESTITEN
TALK INDUSTRIES MORE
In Away from JOB focus

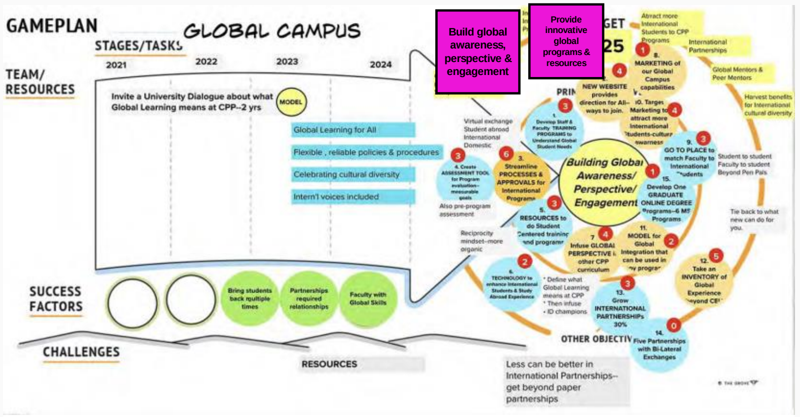
Provide outstanding services for international students & scholars

Grow incoming and outgoing global enrollment

Enhance global strategic partnerships

Build global awareness, perspective & engagement

Provide innovative global programs & resources


GAMEPLAN
GLOBAL CAMPUS
STAGES/TASKS
TEAM/ RESOURCES
2021
2022
2023
2024
2025
SUCCESS FACTORS
CHALLENGES
RESOURCES
OTHER OBJECTIVES
Building Global Awareness/ Perspective/ Engagement

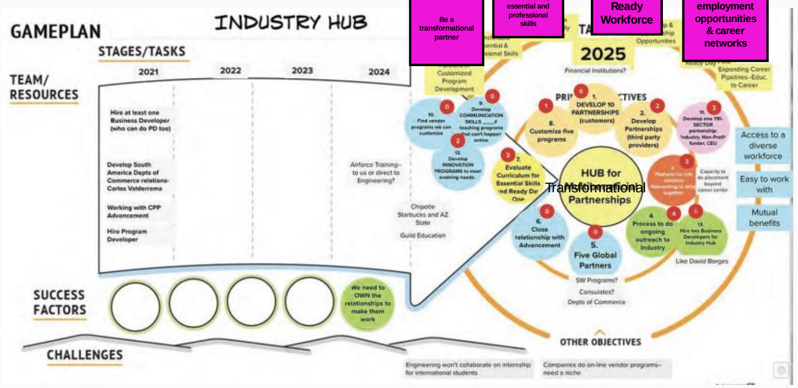
Global Campus

Be a transformational partner

Produce graduates with transferable, essential and professional skills

Supply a Global-Ready Workforce

Facilitate employment opportunities & career networks

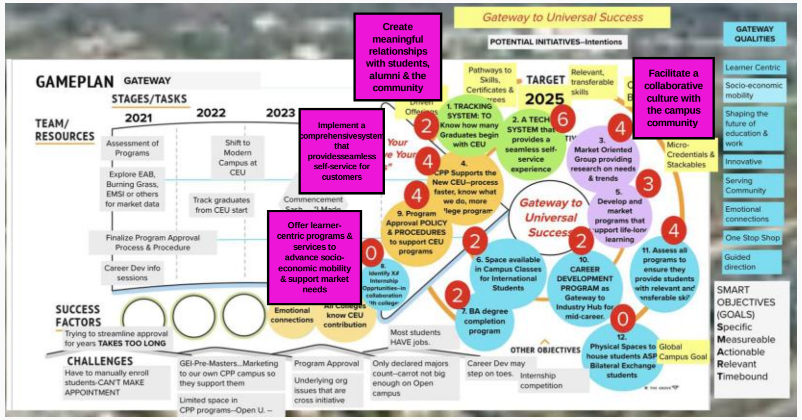

GAMEPLAN
INDUSTRY HUB
STAGES/TASKS
TEAM/ RESOURCES
2021
2022
2023
2024
2025
HUB for Transformational Partnerships
SUCCESS FACTORS
CHALLENGES
OTHER OBJECTIVES

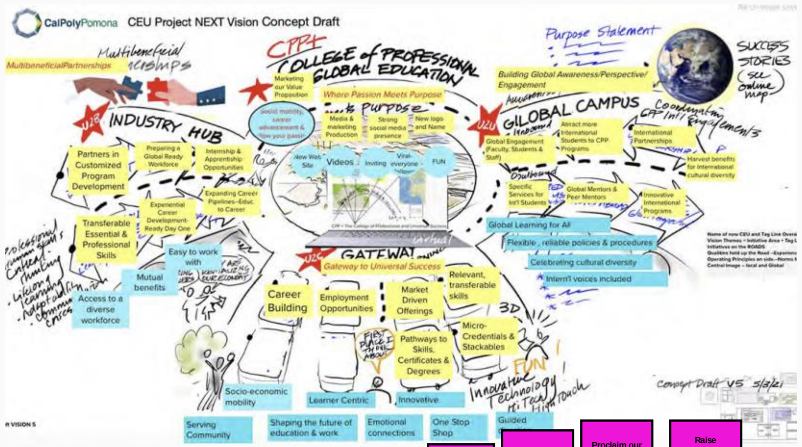
Create meaningful relationships with students, alumni & the community

Implement a comprehensivesystem that providesseamless self-service for customers

Offer learner-centric programs & services to advance socio-economic mobility & support market needs

Facilitate a collaborative culture with the campus community


Gateway to Universal Success
POTENTIAL INITIATIVES--Intentions
GATEWAY QUALITIES
GAMEPLAN
GATEWAY
STAGES/TASKS
TEAM/ RESOURCES
2021
2022
2023
TARGET
2025
SUCCESS FACTORS
CHALLENGES
OTHER OBJECTIVES
Learner Centric
Socio-economic mobility
Shaping the future of education & work
Innovative
Serving Community
Emotional connections
One Stop Shop
Guided direction
SMART OBJECTIVES (GOALS)
Specific
Measureable
Actionable
Relevant
Timebound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CEU Project NEXT Vision Concept Draft
CPP College of Professional Global Education
INDUSTRY HUB
GLOBAL CAMPUS
GATEWAY
Gateway to Universal Success
Purpose Statement
Concept Draft V5 5/3/21

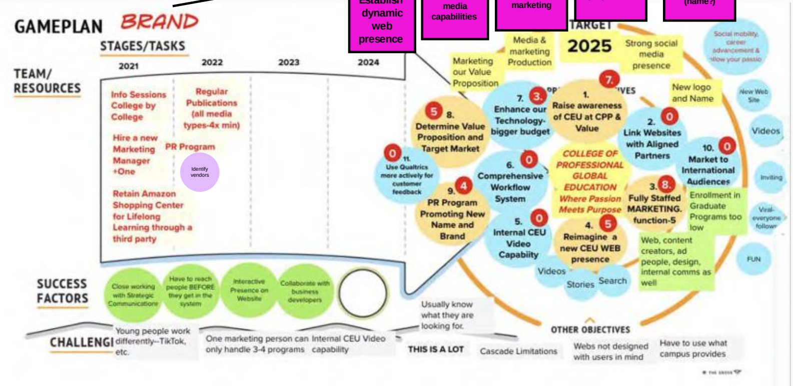
Establish dynamic web presence

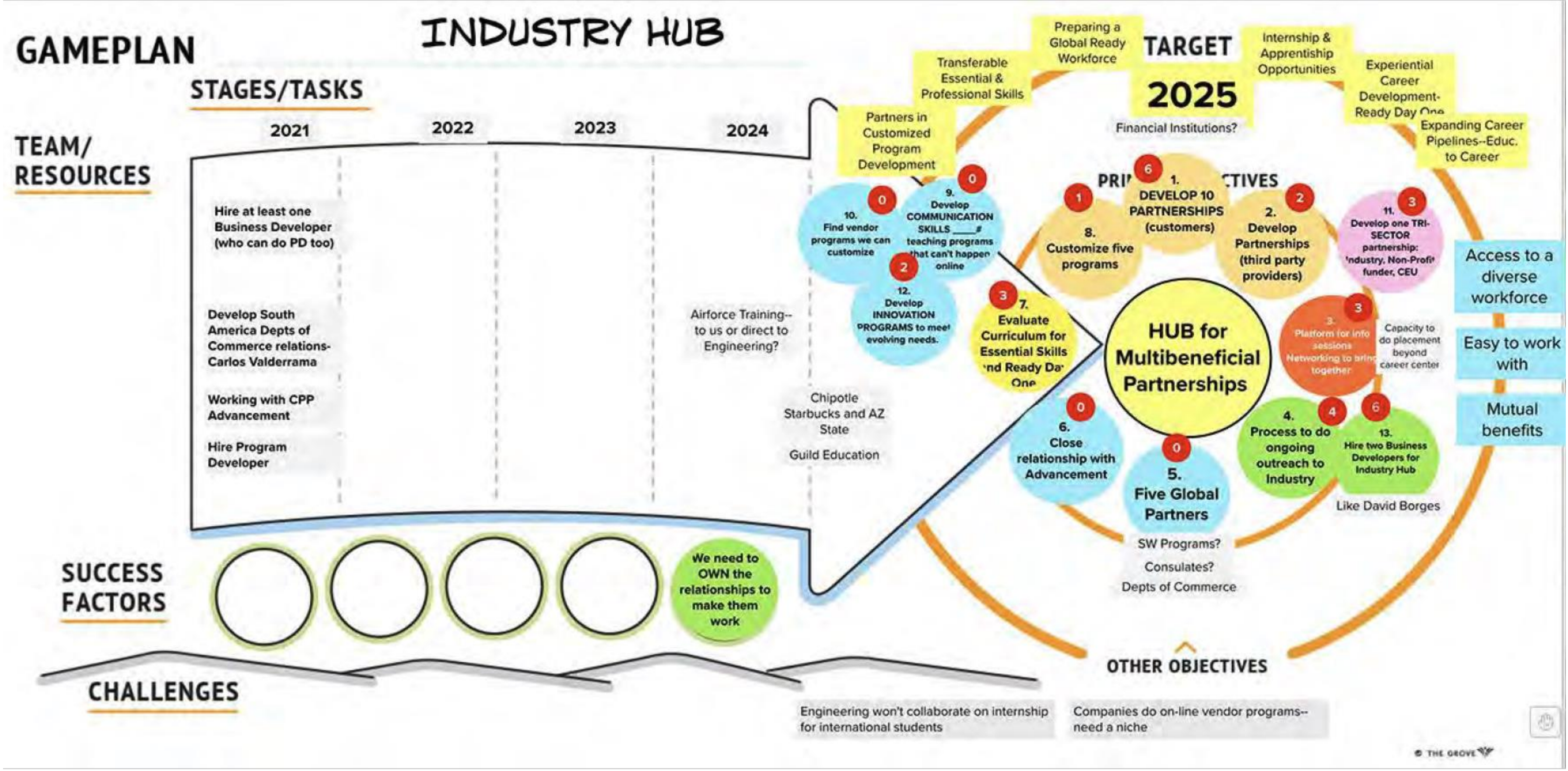
Create multi-media capabilities

Build excellence in marketing

Proclaim our value proposition

Raise awareness of our college (name?)


GAMEPLAN
BRAND
STAGES/TASKS
TEAM/ RESOURCES
2021
2022
2023
2024
TARGET
2025
SUCCESS FACTORS
CHALLENGES
OTHER OBJECTIVES



INDUSTRY HUB

GAMEPLAN

STAGES/TASKS

TEAM/ RESOURCES

2021

2022

2023

2024

Hire at least one Business Developer (who can do PD too)

Develop South America Depts of Commerce relations- Carlos Valderrama

Working with CPP Advancement

Hire Program Developer

Airforce Training-- to us or direct to Engineering?

Chipotle Starbucks and AZ State

Guild Education

SUCCESS FACTORS

We need to OWN the relationships to make them work

CHALLENGES

Engineering won't collaborate on internship for international students

Companies do on-line vendor programs-- need a niche

TARGET

2025

Financial Institutions?

Partners in Customized Program Development

Transferable Essential & Professional Skills

Preparing a Global Ready Workforce

Internship & Apprenticeship Opportunities

Experiential Career Development- Ready Day One

Expanding Career Pipelines--Educ. to Career

PRI TIVES

HUB for Multibeneficial Partnerships

- 6 — 1. DEVELOP 10 PARTNERSHIPS (customers)
- 2 — 2. Develop Partnerships (third party providers)
- 3 — 3. Platform for info sessions Networking to bring together
- 4 — 4. Process to do ongoing outreach to Industry
- 0 — 5. Five Global Partners
- 0 — 6. Close relationship with Advancement
- 3 — 7. Evaluate Curriculum for Essential Skills 'nd Ready Da' One
- 1 — 8. Customize five programs
- 0 — 9. Develop COMMUNICATION SKILLS ____# teaching programs that can't happen online
- 0 — 10. Find vendor programs we can customize
- 3 — 11. Develop one TRI-SECTOR partnership: 'ndustry, Non-Profit funder, CEU
- 2 — 12. Develop INNOVATION PROGRAMS to meet evolving needs.
- 6 — 13. Hire two Business Developers for Industry Hub

Capacity to do placement beyond career center

Like David Borges

SW Programs?

Consulates?

Depts of Commerce

Access to a diverse workforce

Easy to work with

Mutual benefits

OTHER OBJECTIVES

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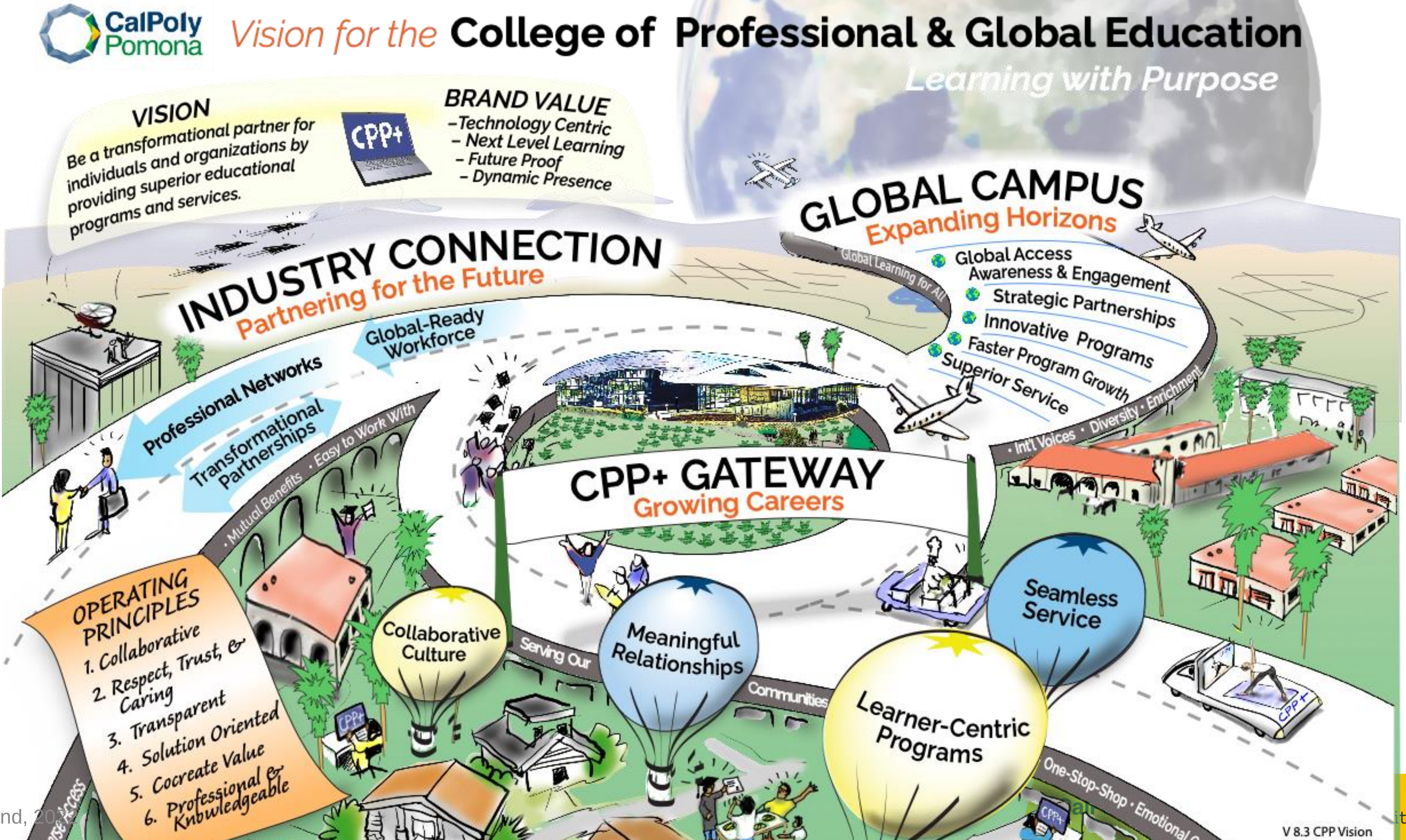
CalPolyPomona College of the Extended University

Recommendation: The New CEU Vision


CalPoly Pomona
Vision for the College of Professional & Global Education
Learning with Purpose
VISION
Be a transformational partner for individuals and organizations by providing superior educational programs and services.
CPP+
BRAND VALUE
–Technology Centric
– Next Level Learning
– Future Proof
– Dynamic Presence
GLOBAL CAMPUS
Expanding Horizons
Global Learning for All
Global Access
Awareness & Engagement
Strategic Partnerships
Innovative Programs
Faster Program Growth
Superior Service
• Int'l Voices • Diversity • Enrichment
INDUSTRY CONNECTION
Partnering for the Future
Global-Ready Workforce
Professional Networks
Transformational Partnerships
• Mutual Benefits • Easy to Work With
CPP+ GATEWAY
Growing Careers
OPERATING PRINCIPLES
1. Collaborative
2. Respect, Trust, & Caring
3. Transparent
4. Solution Oriented
5. Cocreate Value
6. Professional & Knowledgeable
Collaborative Culture
Serving Our Communities
Meaningful Relationships
Learner-Centric Programs
Seamless Service
One-Stop-Shop • Emotional
CPP+
V 8.3 CPP Vision

Recommendation: A New Name

The College of Professional & Global Education

Reason:

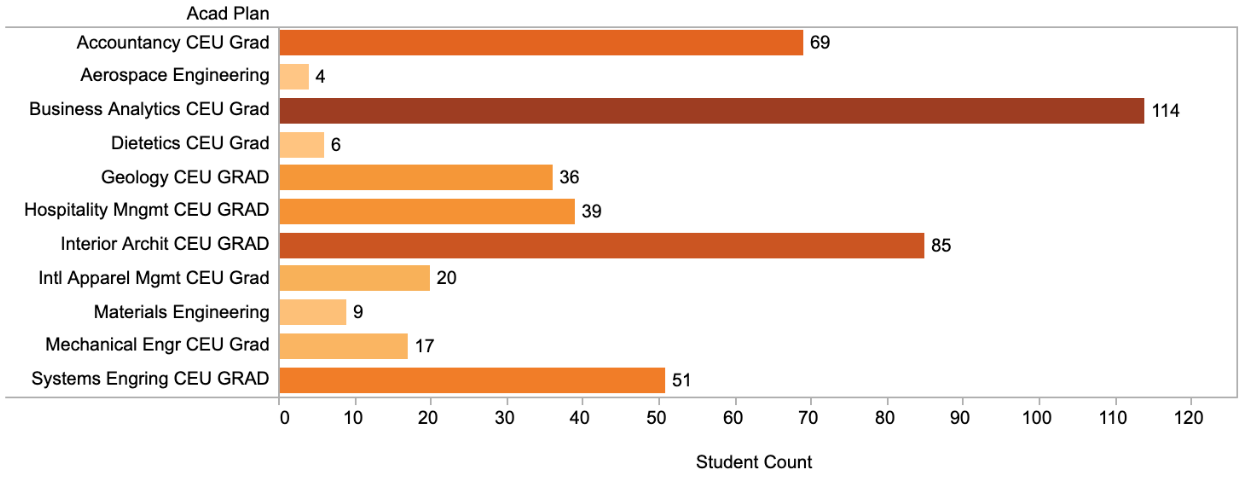
- It better signals the functions of the college
- SJSU and CSULA use the same name

Why All this Focus on the CEU Now?

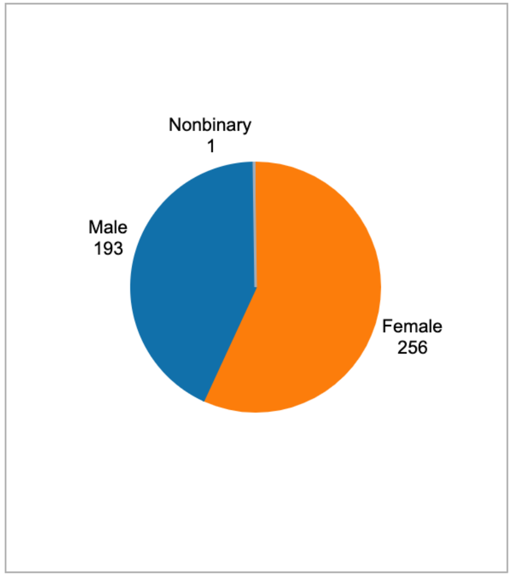
1. **Provides access to CPP’s colleges and resources to audiences who have not had such access.**
2. **Brings to life CPP’s strategic plan and academic masterplan**
3. **Brings much needed income to the campus and the colleges:**
    - Summer Session (6,443 student in Summer 2021) → PCR Funding to colleges
    - Degree Programs → TM Funding to colleges
    - Non-Degree Programs → TM Funding to colleges
    - Apprenticeship Programs → TM Funding to colleges
    - International Students → NRT funding to the campus/colleges

Active Students
Graduate Degree Extension Program
Last Updated: 10/14/2021 7:06:27 AM

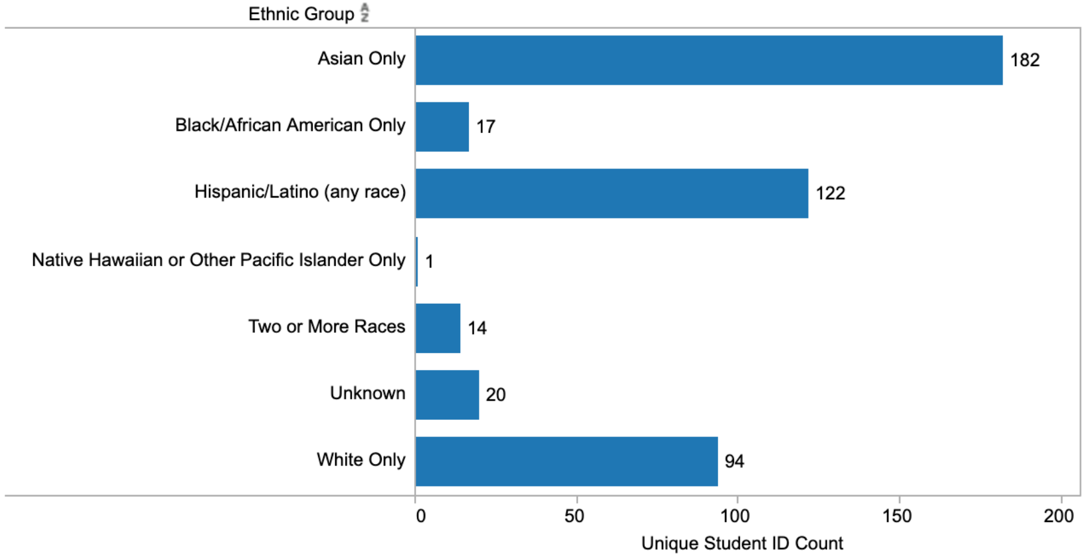
By Acad Plan



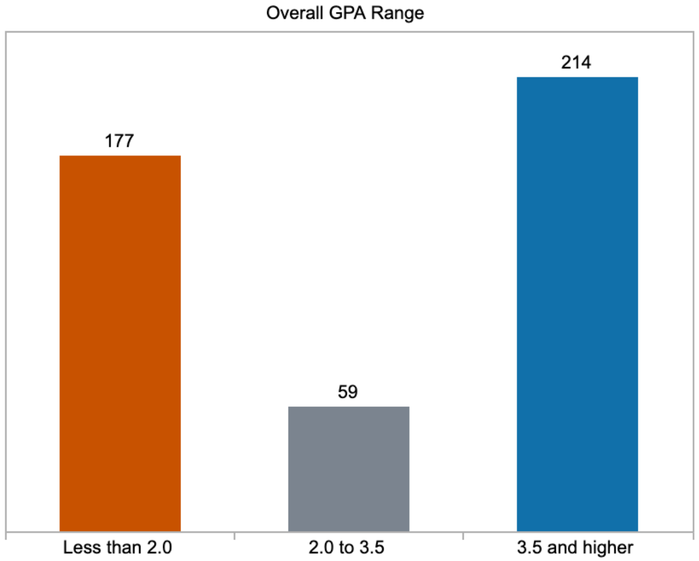
By Gender



By Ethnic Group



By GPA



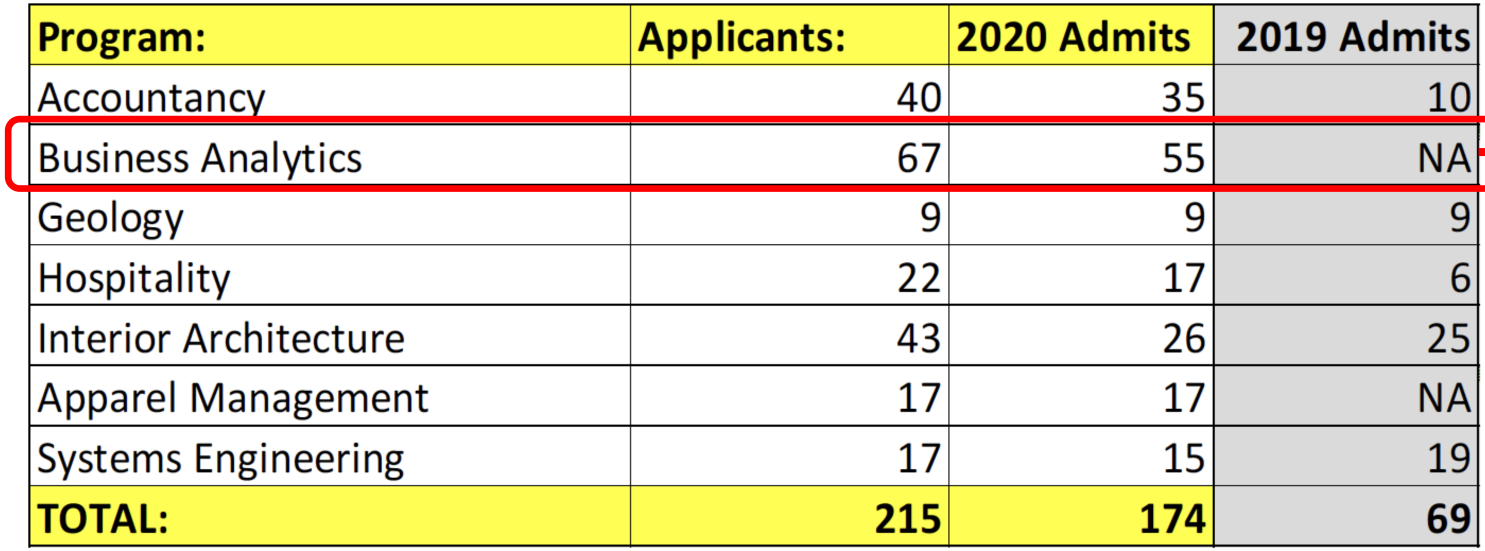
CEU Grad Programs Enrollment Trends

			Total Enrollment		
College	**Department**	**Subject**	**F2020**	**F2021**	**Trend**
Agriculture	Apparel Merchandising & Mgmt	IAM	34	53	55.9%
Business Administration	Accounting	ACC	98	169	72.4%
Business Administration	Grad Bus Admin - All College + MSBA	GBA	154	241	56.5%
Engineering	Industrial & Manufacturing Egr	SE	72	101	40.3%
Engineering	Mechanical Engineering	ME	10	18	80.0%
Engineering	Chemical & Materials Engr	MTE		9	
Environmental Design	Architecture	INA	68	67	-1.5%
Hospitality Management	Hotel & Restaurant Management	HRT	73	79	8.2%
Science	Geological Sciences	GSC	44	64	45.5%
Grand Total			**553**	**801**	**44.8%**

Note: Several Programs are missing from the Tableau data

Professional Master's @CEU*

Example Revenues from the MSBA Program



Program:	Applicants:	2020 Admits	2019 Admits
Accountancy	40	35	10
Business Analytics	67	55	NA
Geology	9	9	9
Hospitality	22	17	6
Interior Architecture	43	26	25
Apparel Management	17	17	NA
Systems Engineering	17	15	19
TOTAL:	**215**	**174**	**69**

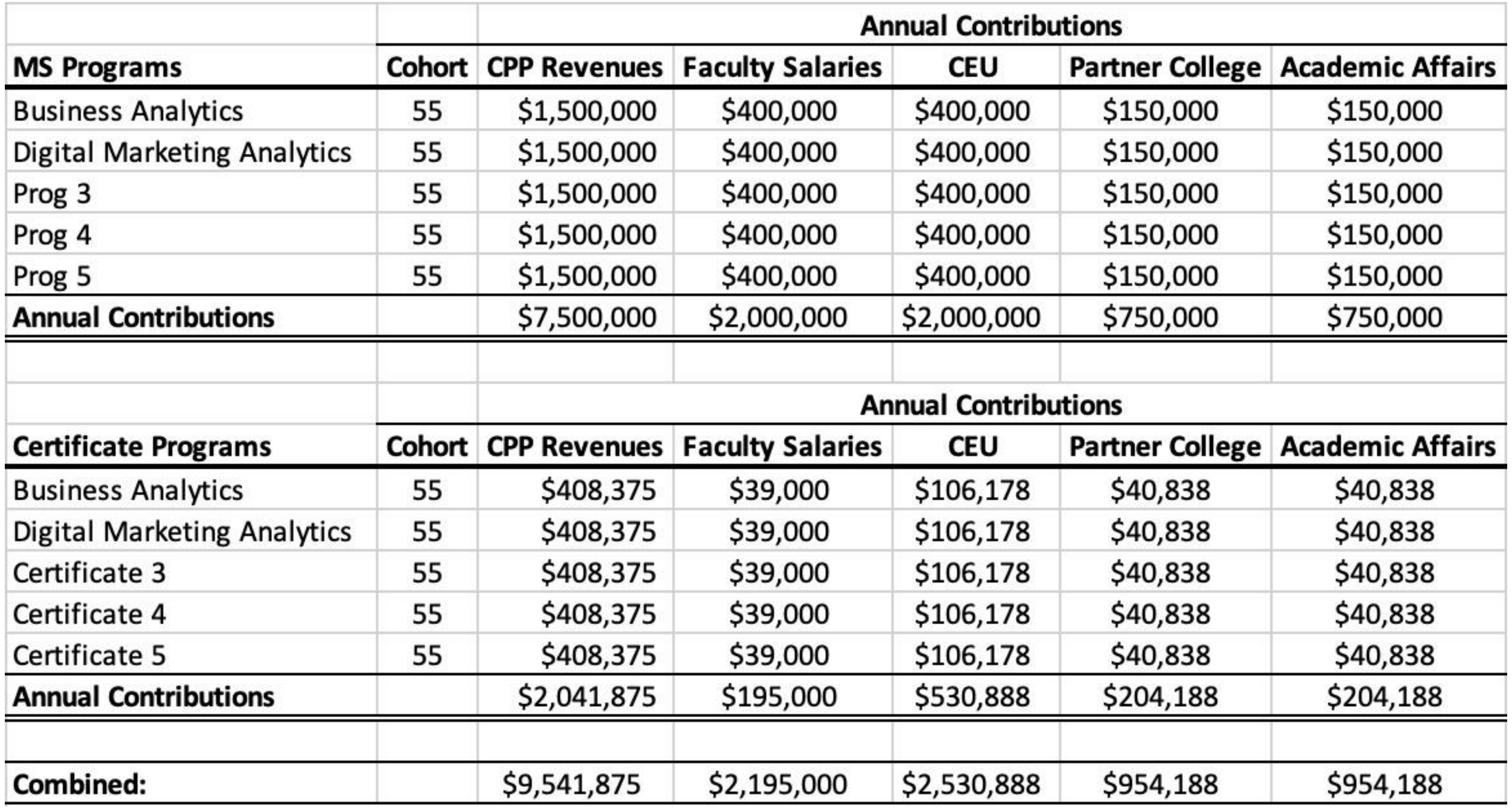
AY 20-21: (new program)

- $1.5M in revenues to CPP
- $400K in professor salaries
- $400K in overhead to help pay staff CEU salaries
- $150K in benefits to the CBA
- $150K in benefits to CEU/CPP

Professional Programs @ CEU: An Example Income Stream

Scenario: 5 High-Demand MS Degree Programs. 30 Units, 10 courses, Price per credit unit: $825

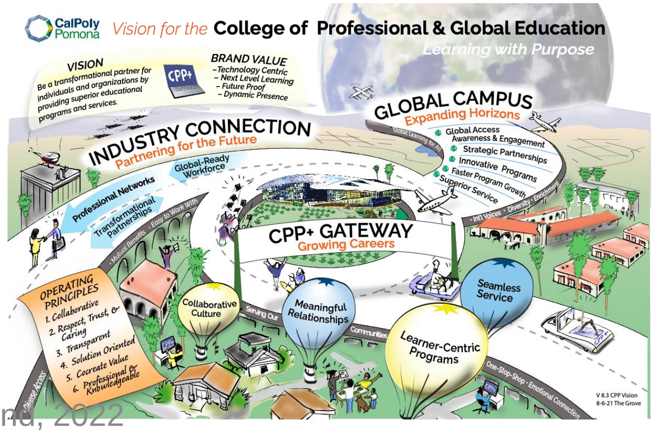
Scenario: 5 High-Demand Certificate Programs. Price per credit unit: $825, 9 units, 3 courses, $7,425 per certificate



		Annual Contributions				
MS Programs	**Cohort**	**CPP Revenues**	**Faculty Salaries**	**CEU**	**Partner College**	**Academic Affairs**
Business Analytics	55	$1,500,000	$400,000	$400,000	$150,000	$150,000
Digital Marketing Analytics	55	$1,500,000	$400,000	$400,000	$150,000	$150,000
Prog 3	55	$1,500,000	$400,000	$400,000	$150,000	$150,000
Prog 4	55	$1,500,000	$400,000	$400,000	$150,000	$150,000
Prog 5	55	$1,500,000	$400,000	$400,000	$150,000	$150,000
Annual Contributions		$7,500,000	$2,000,000	$2,000,000	$750,000	$750,000
		Annual Contributions				
Certificate Programs	**Cohort**	**CPP Revenues**	**Faculty Salaries**	**CEU**	**Partner College**	**Academic Affairs**
Business Analytics	55	$408,375	$39,000	$106,178	$40,838	$40,838
Digital Marketing Analytics	55	$408,375	$39,000	$106,178	$40,838	$40,838
Certificate 3	55	$408,375	$39,000	$106,178	$40,838	$40,838
Certificate 4	55	$408,375	$39,000	$106,178	$40,838	$40,838
Certificate 5	55	$408,375	$39,000	$106,178	$40,838	$40,838
Annual Contributions		$2,041,875	$195,000	$530,888	$204,188	$204,188
Combined:		$9,541,875	$2,195,000	$2,530,888	$954,188	$954,188

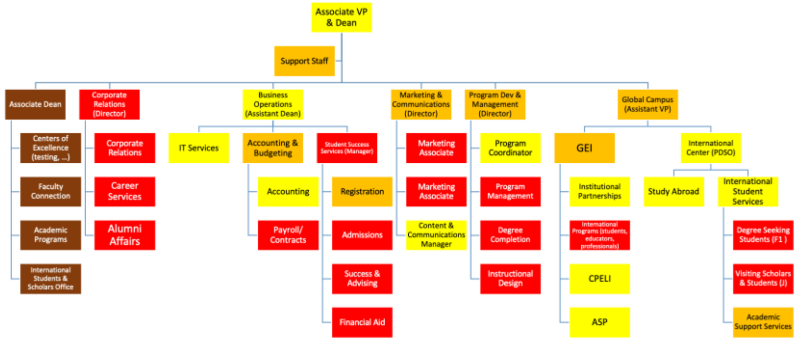
Summary

New Vision



CalPoly Pomona
Vision for the College of Professional & Global Education
Learning with Purpose
VISION
Be a transformational partner for individuals and organizations by providing superior educational programs and services.
CPP+
BRAND VALUE
–Technology Centric
– Next Level Learning
– Future Proof
– Dynamic Presence
GLOBAL CAMPUS
Expanding Horizons
Global Learning for All
Global Access Awareness & Engagement
Strategic Partnerships
Innovative Programs
Faster Program Growth
Superior Service
• Int'l Voices • Diversity • Enrichment
INDUSTRY CONNECTION
Partnering for the Future
Global-Ready Workforce
Professional Networks
Transformational Partnerships
• Mutual Benefits • Easy to Work With
CPP+ GATEWAY
Growing Careers
OPERATING PRINCIPLES
1. Collaborative
2. Respect, Trust, & Caring
3. Transparent
4. Solution Oriented
5. Cocreate Value
6. Professional & Knowledgeable
Collaborative Culture
Meaningful Relationships
Seamless Service
Learner-Centric Programs
Serving Our
Communities
One-Stop-Shop • Emotional Connection
Diverse Access
V 8.3 CPP Vision
8-6-21 The Grove

Organizational Design



Associate VP & Dean
Support Staff
Associate Dean
Centers of Excellence (testing, ...)
Faculty Connection
Academic Programs
International Students & Scholars Office
Corporate Relations (Director)
Corporate Relations
Career Services
Alumni Affairs
Business Operations (Assistant Dean)
IT Services
Accounting & Budgeting
Accounting
Payroll/ Contracts
Student Success Services (Manager)
Registration
Admissions
Success & Advising
Financial Aid
Marketing & Communications (Director)
Marketing Associate
Marketing Associate
Content & Communications Manager
Program Dev & Management (Director)
Program Coordinator
Program Management
Degree Completion
Instructional Design
Global Campus (Assistant VP)
GEI
Institutional Partnerships
International Programs (students, educators, professionals)
CPELI
ASP
International Center (PDSO)
Study Abroad
International Student Services
Degree Seeking Students (F1)
Visiting Scholars & Students (J)
Academic Support Services

Resource Investment

Self-Funded by CEU Revenues & some CEU Reserves

Next Steps

1. Finalize the Name Change. Approval of Academic Senate and President required (February-March 2022).
2. Work with Foundation/CFO on Financial Model (February 2022), & Finalize and Prioritize the Organizational Design
3. Work with CEU marketing and StratCom to develop communication/messaging internally and externally about presenting the new vision internally and externally & to **invite all of you to work with the new CEU!** (March 2022)
4. Search for a Dean (draft of skills provided to the President)

Dr. Kenneth Lamb
Faculty Director, Associate Professor
Director Student Innovation Idea Labs (iLab),
Department of Civil Engineering,
College of Engineering

CalPolyPomona | College of the Extended University

See the CEU Story on the Web Here: https://www.cpp.edu/ceu/ceu-revision.shtml

thank you

For comments, ideas, and insights please contact me at:

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