



CPP's Academic Senate:

Update on the CEU's Revisioning Project

CalPolyPomona

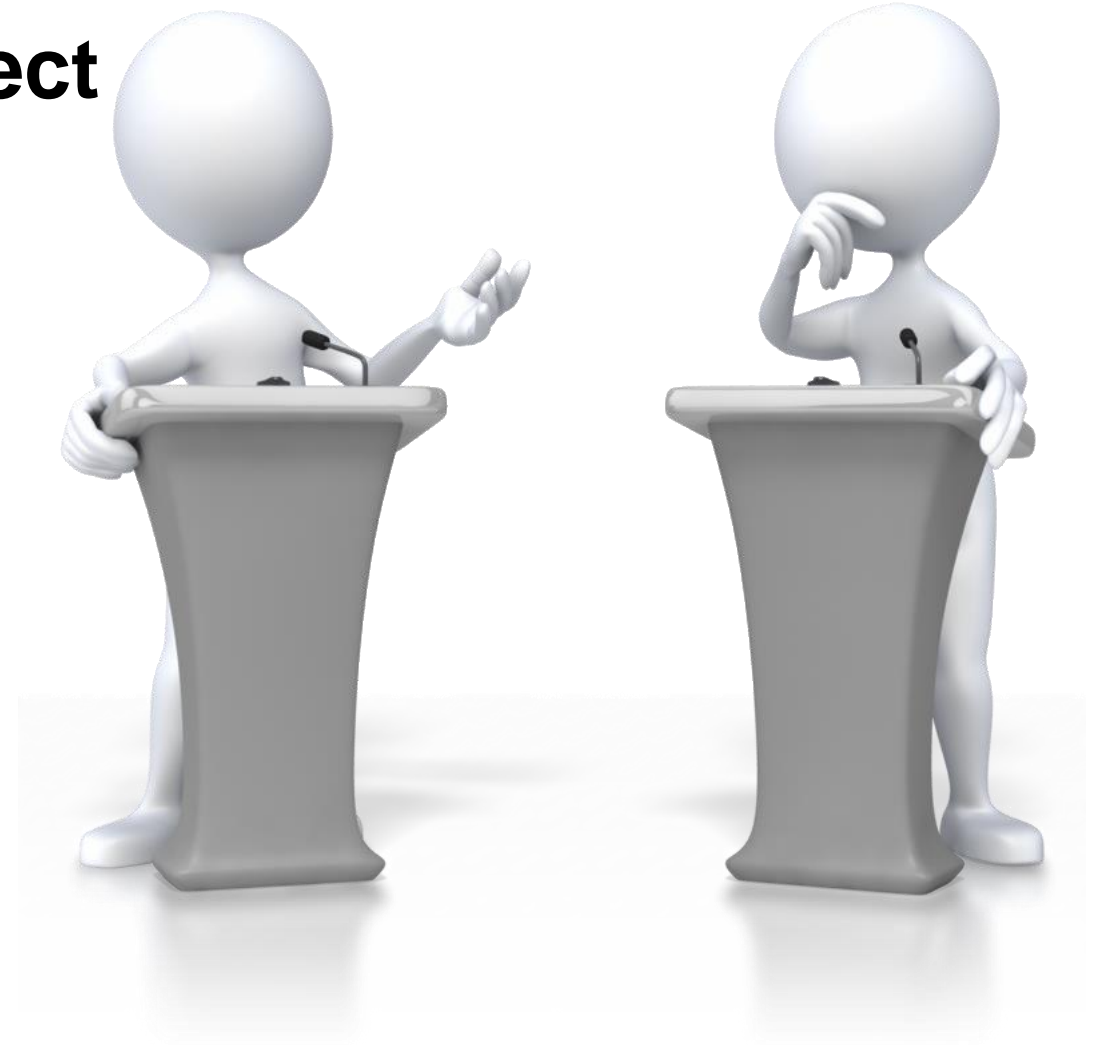
College of the
Extended University

February 16, 2022

Erik Rolland, Ph.D.
Dean, CBA
Interim Dean, CEU

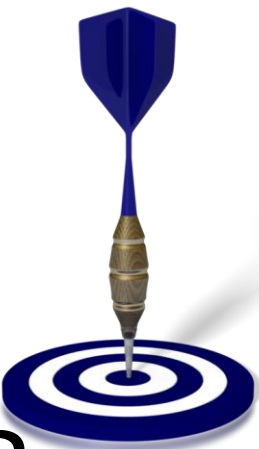
Agenda

- **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?

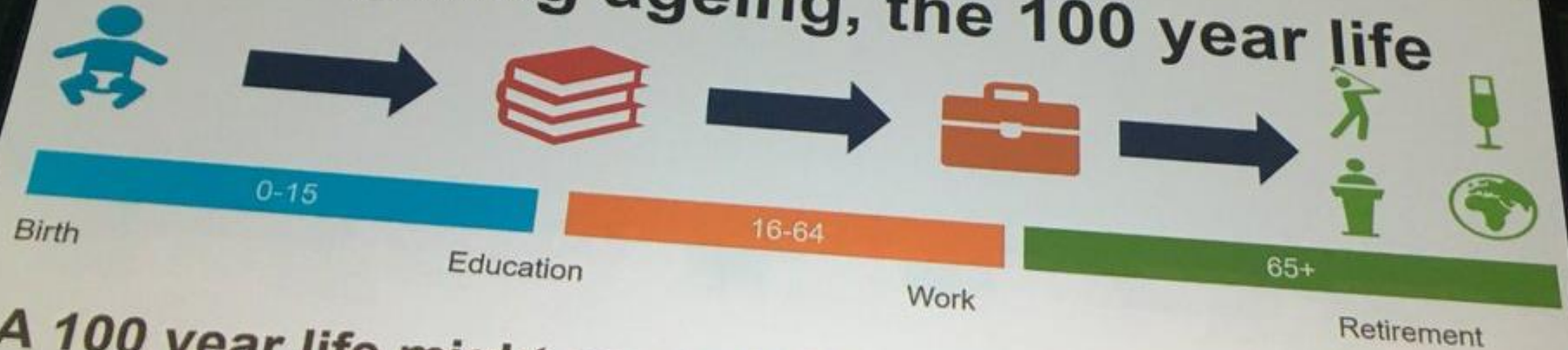
To enable CPP and its colleges to serve audiences (alumni, community, outside organizations, international students, ...) that we are not reaching through our regular college degree programs.



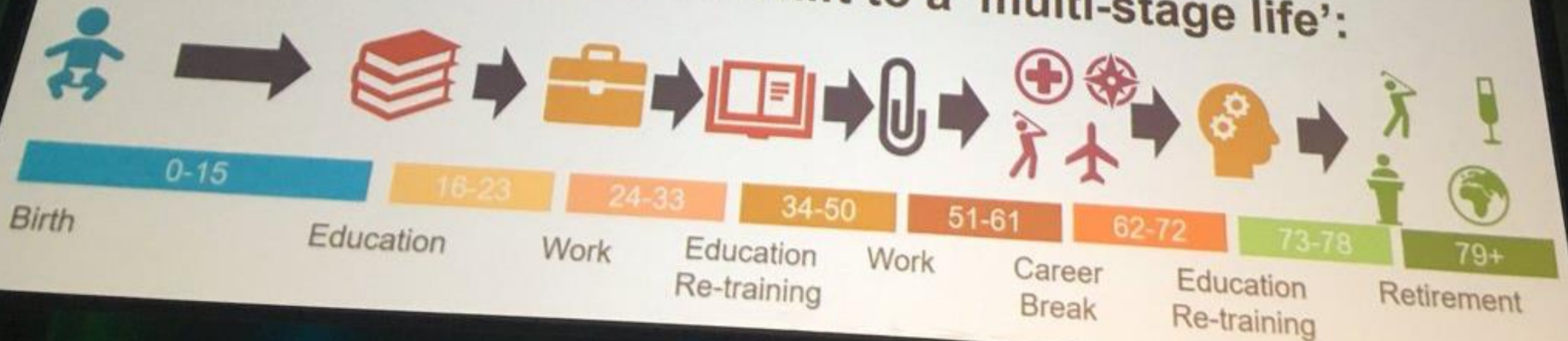
Thus, we set out to develop an inclusive, shared vision and a focused strategic action plan

The New Reality

Re-imagining ageing, the 100 year life



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



The Opportunity



Reskilling needs



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



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



Brainstorming



Phase II



Ideas



Phase III



First Draft



Phase IV



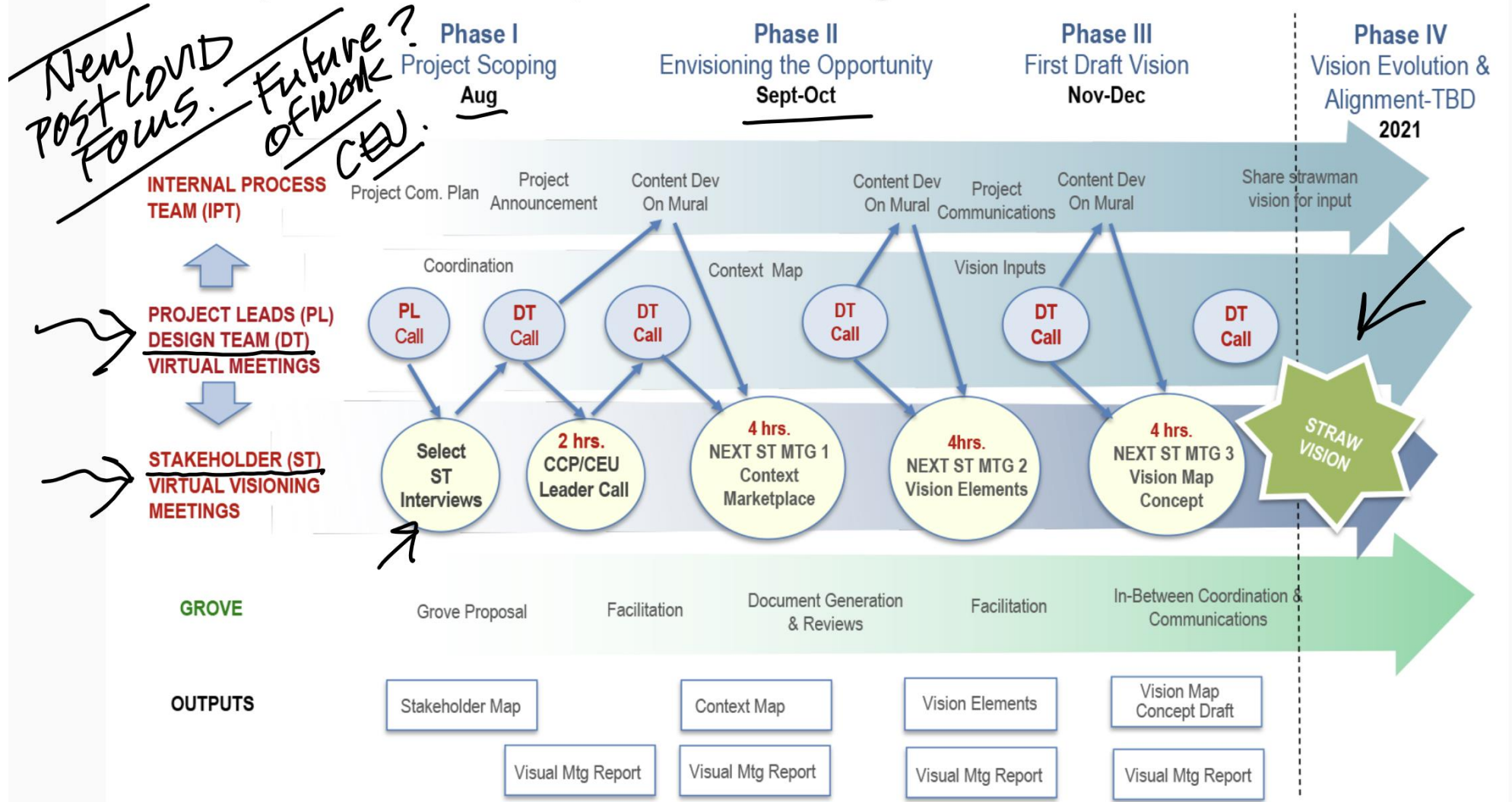
Strategic Initiatives

THE VISION

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

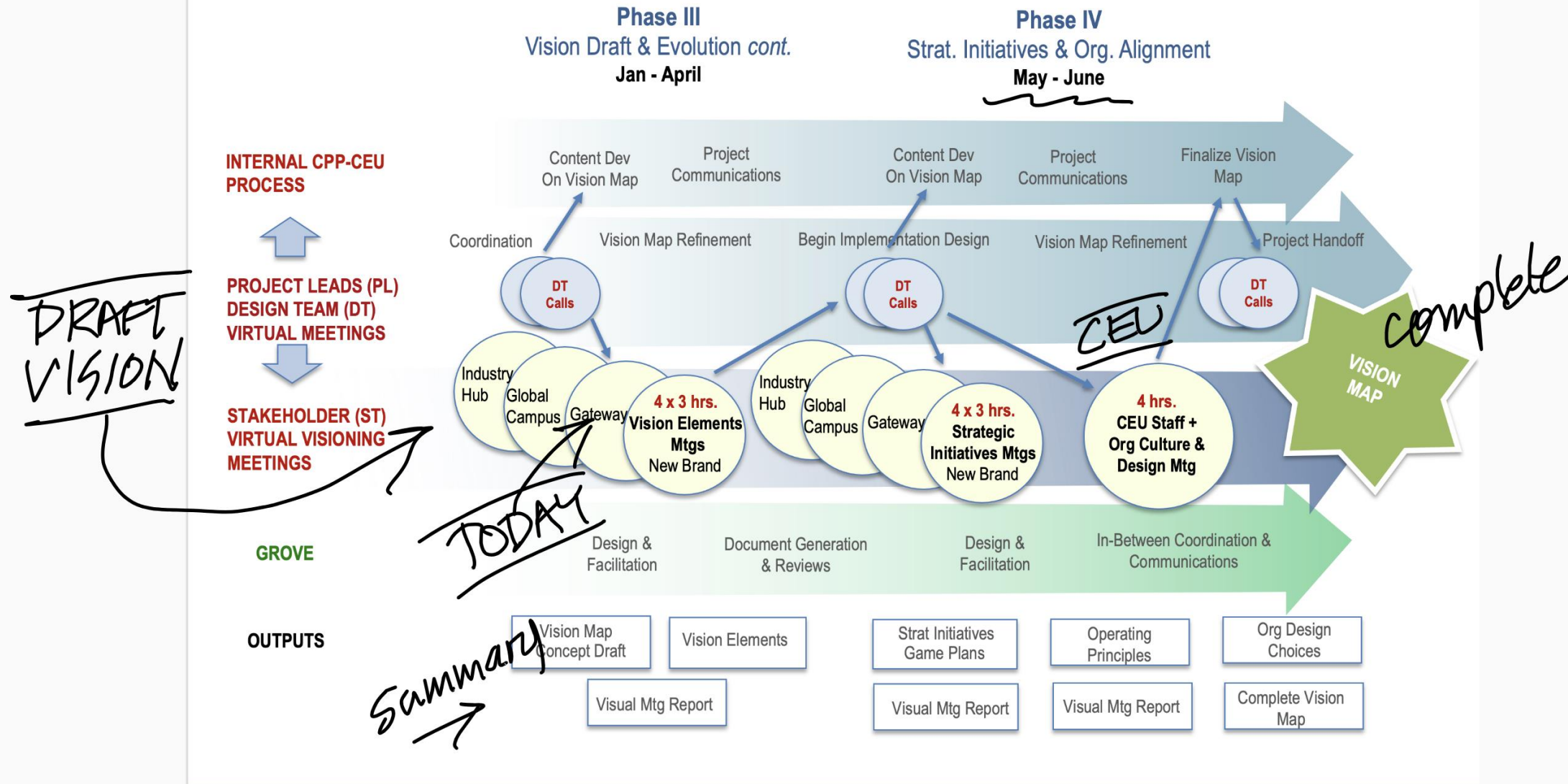
The Process?

Cal Poly Pomona: CEU Project NEXT Visioning Process Fall 2020



The Process (2)

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





NEW BRAND



INDUSTRY HUB

GLOBAL CAMPUS



GATEWAY TO LIFELONG LEARNING



| | | | |
|---|---|--|--|
|  Gisela Wendling, The Grove, Petaluma |  David Sibbet, Petaluma, The Grove |  GLOBAL EDUCATION INSTITUTE Lisa Xue, Director Global Education Institute |  College of Business Administration 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.

SKILLS TRENDS

- Greater interest in transferable and fungible 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.

ECONOMIC CLIMATE

CEU

WORKFORCE TRENDS

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

DEI

HIRING

NOT HIRING

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.

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.

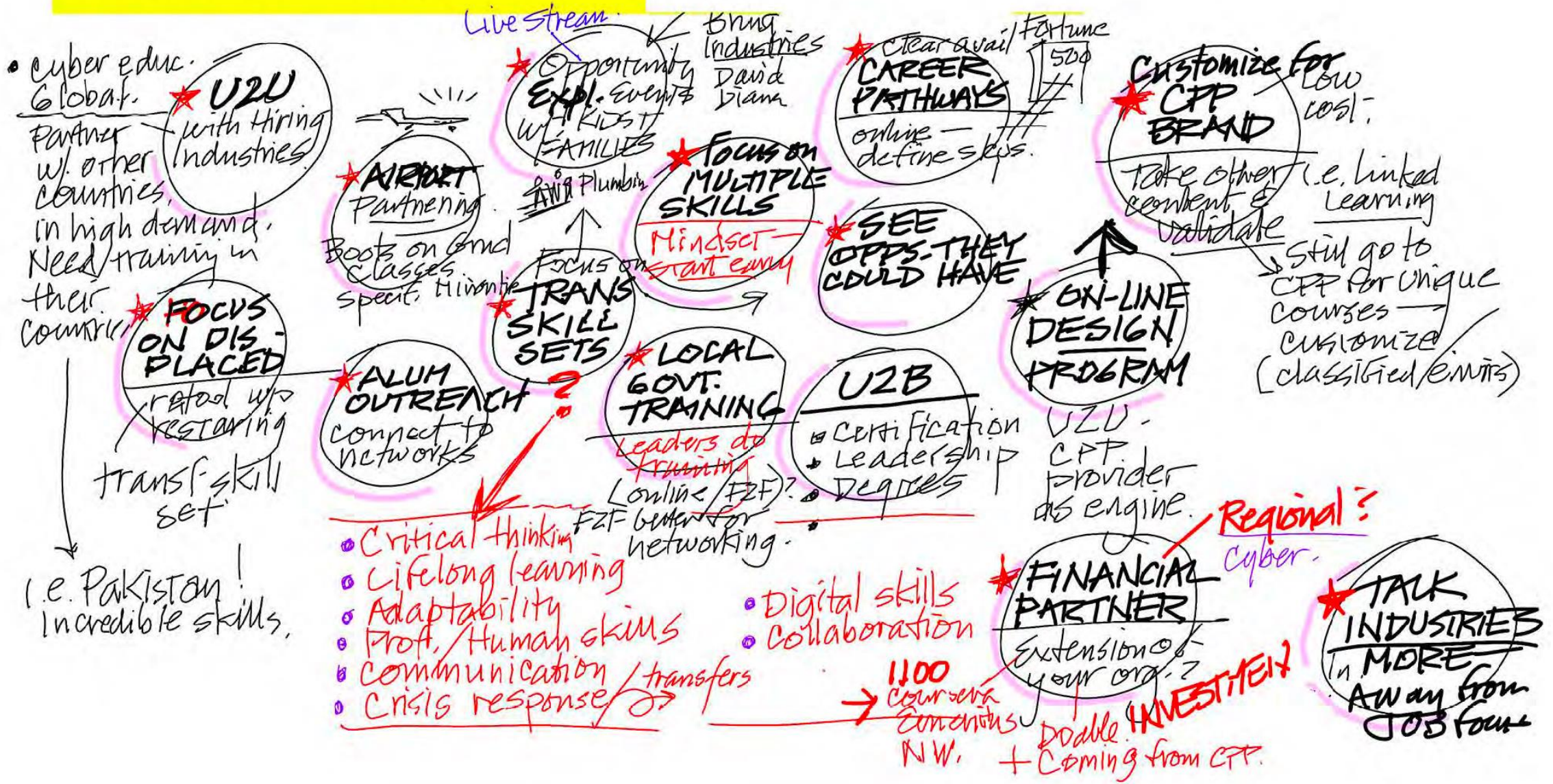
- UPS, Fed Ex and Amazon hiring unskilled -- \$15-18 per hour for loading. The loaded on aircraft by more skilled workers. TSA regs. Push for PILOTS, A&P mechanics, and Green. Electric power flights. Drone delivery.
- Commercial film industry hiring!

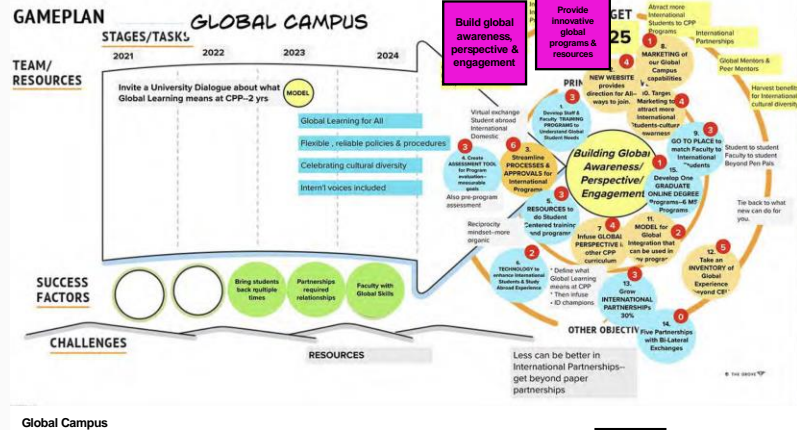
COVID an anomaly

- 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 out 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 desirable.

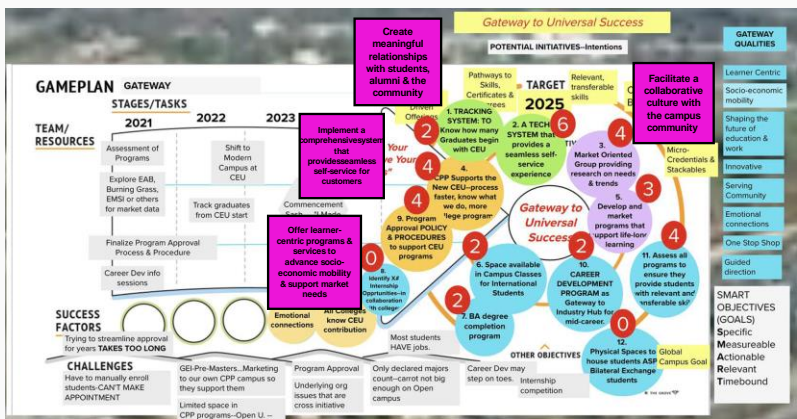
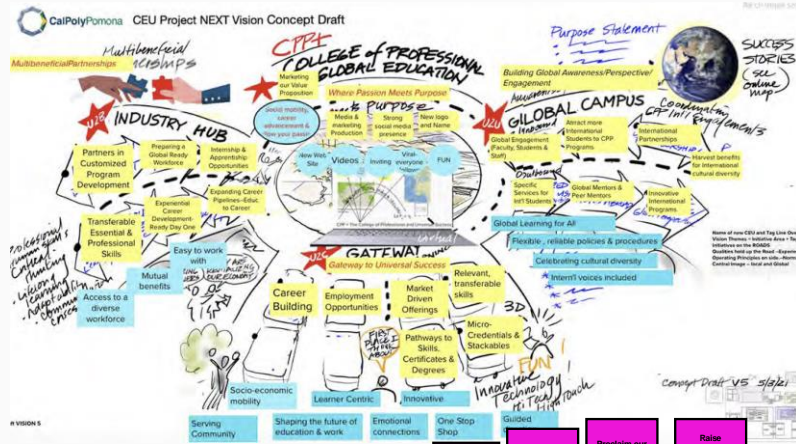
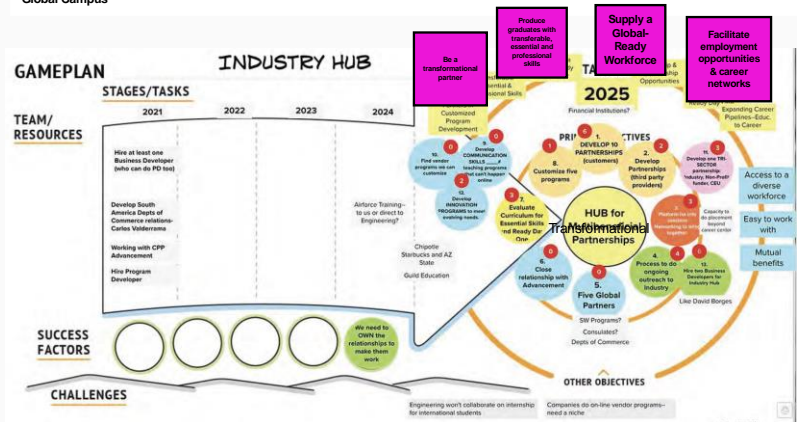
UNCERTAINTY

MARKET OPPORTUNITIES





Global Campus

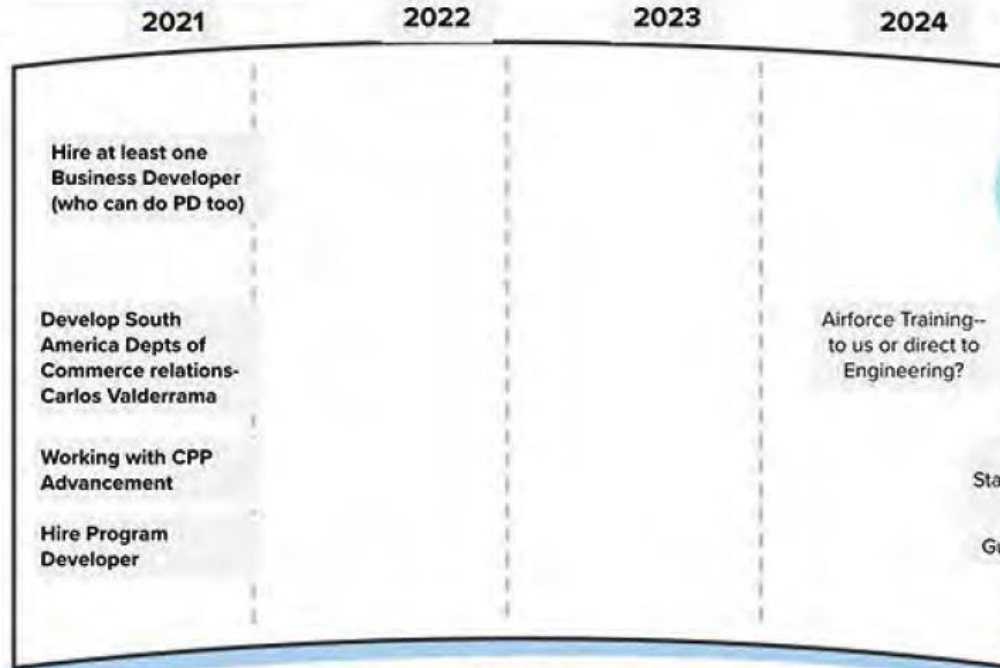


GAMEPLAN

INDUSTRY HUB

STAGES/TASKS

TEAM/RESOURCES



SUCCESS FACTORS



CHALLENGES

Engineering won't collaborate on internship for international students

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

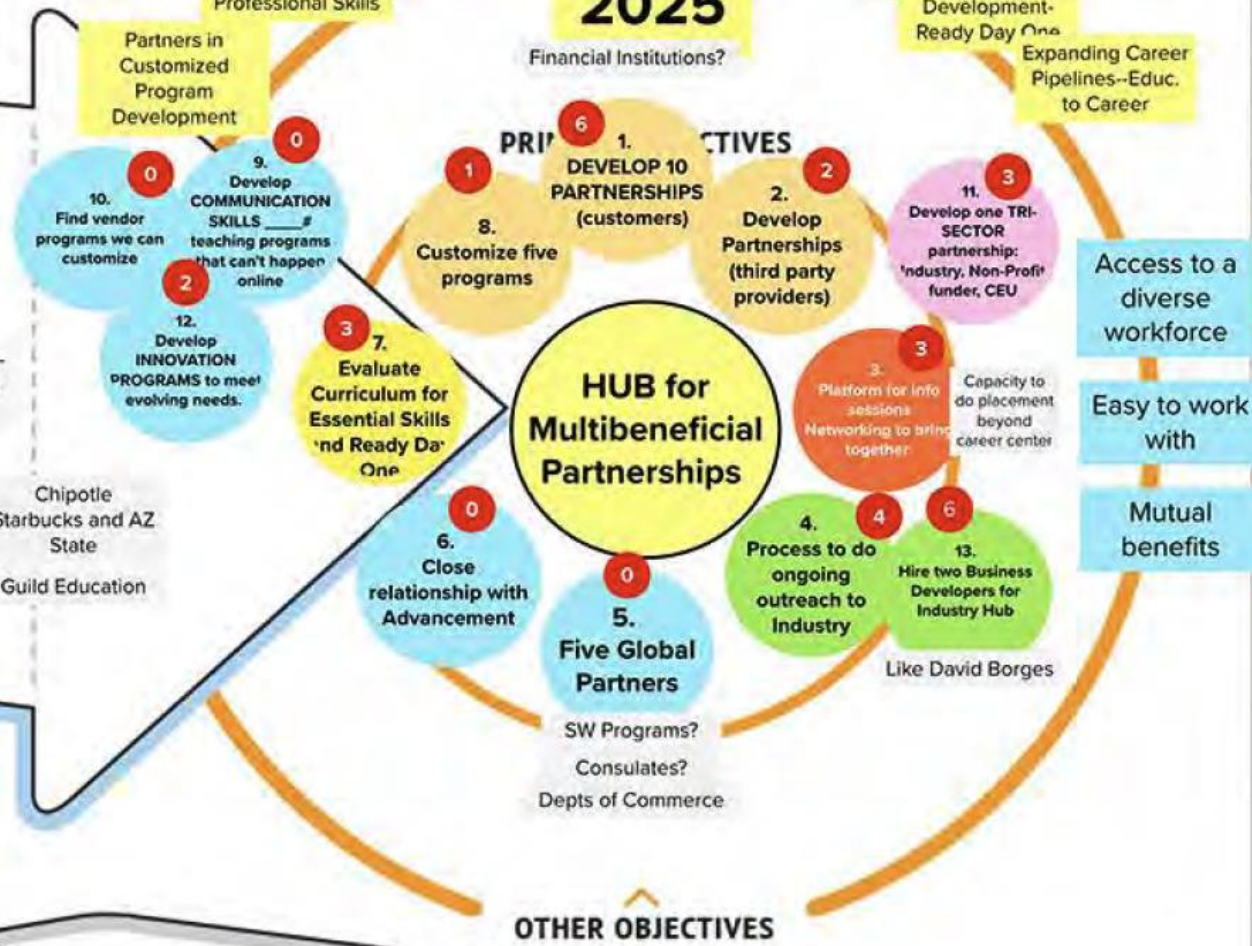
Preparing a Global Ready Workforce

TARGET 2025

Internship & Apprenticeship Opportunities

Experiential Career Development-Ready Day One

Expanding Career Pipelines--Educ. to Career



Recommendation: The New CEU Vision



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.



BRAND VALUE

- Technology Centric
- Next Level Learning
- Future Proof
- Dynamic Presence

INDUSTRY CONNECTION

Partnering for the Future

Professional Networks
Transformational Partnerships

Global-Ready Workforce

OPERATING PRINCIPLES

1. Collaborative
2. Respect, Trust, & Caring
3. Transparent
4. Solution Oriented
5. Cocreate Value
6. Professional & Knowledgeable

Collaborative Culture

CPP+ GATEWAY

Growing Careers

Meaningful Relationships

Learner-Centric Programs

Seamless Service

GLOBAL CAMPUS

Expanding Horizons

- Global Access
- Awareness & Engagement
- Strategic Partnerships
- Innovative Programs
- Faster Program Growth
- Superior Service

Int'l Voices • Diversity • Enrichment

Recommendation: A New Name

The College of Professional & Global Education

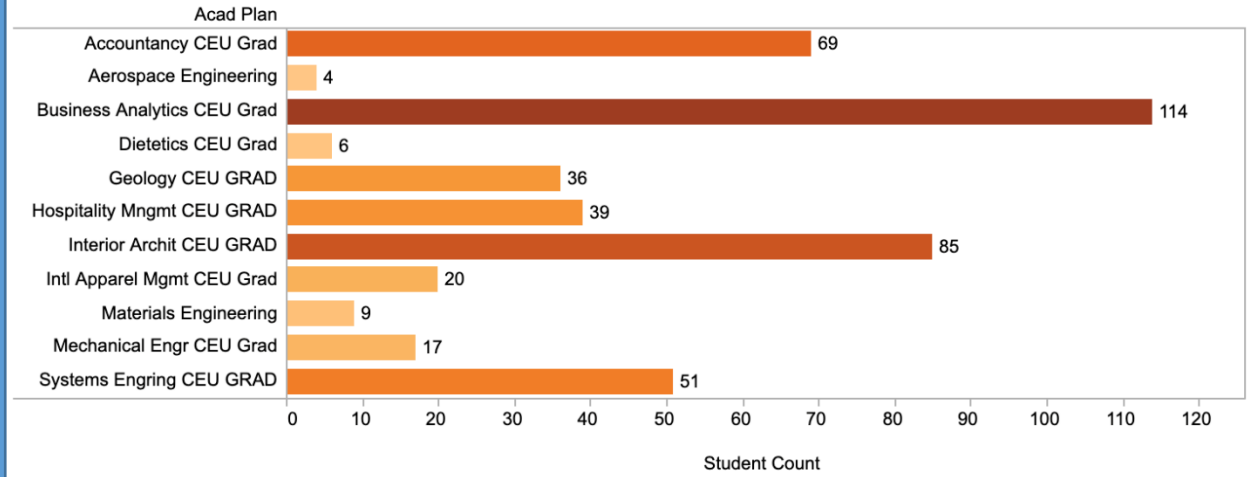
Reason:

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

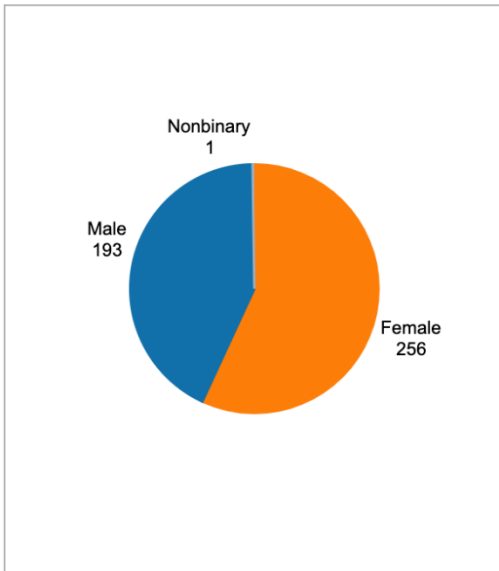
Why All this Focus on the CEU Now?

- 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

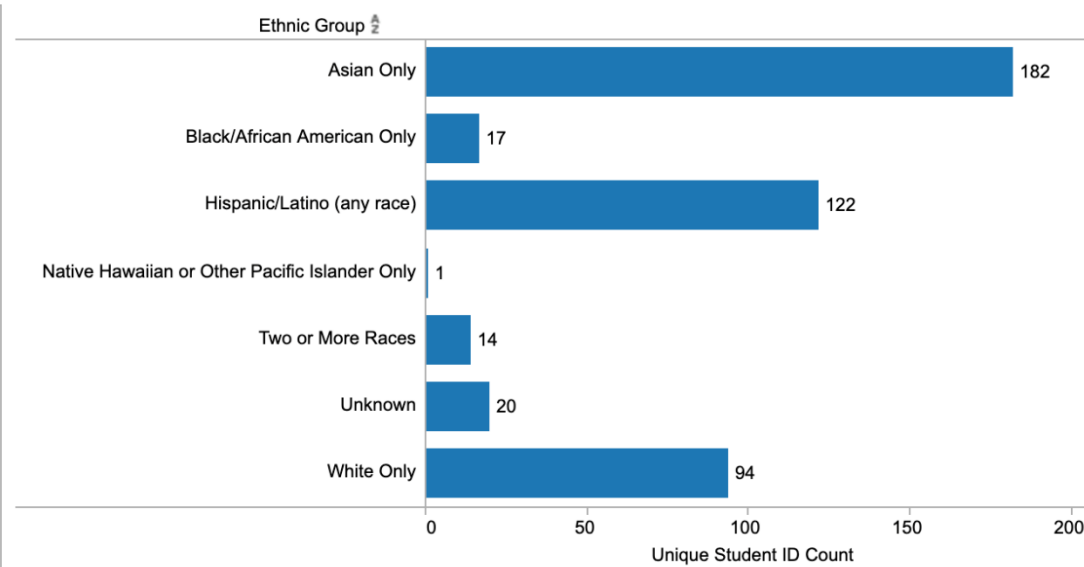
By Acad Plan



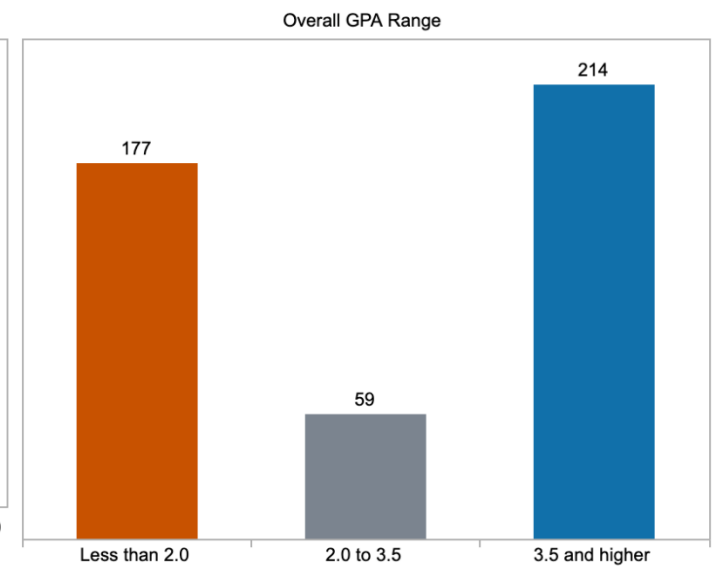
By Gender



By Ethnic Group



By GPA



CEU Grad Programs Enrollment Trends

| College | Department | Subject | Total Enrollment | | Trend |
|-------------------------|-------------------------------------|---------|------------------|------------|--------------|
| | | | F2020 | F2021 | |
| 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

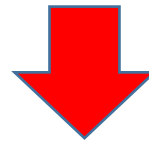
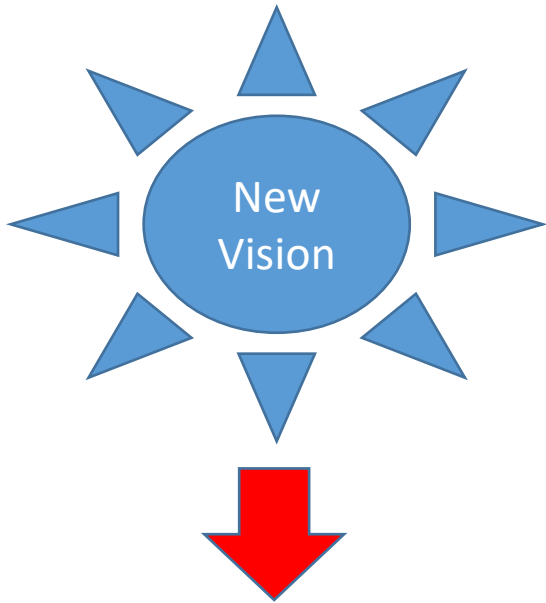
Professional Programs @ CEU: An Example Income Stream

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



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
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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:

erolland@cpp.edu