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# Effective Leadership of a Small C.E. Organization with Great Ambitions: Goals, Metrics, Team Creation, Consistency

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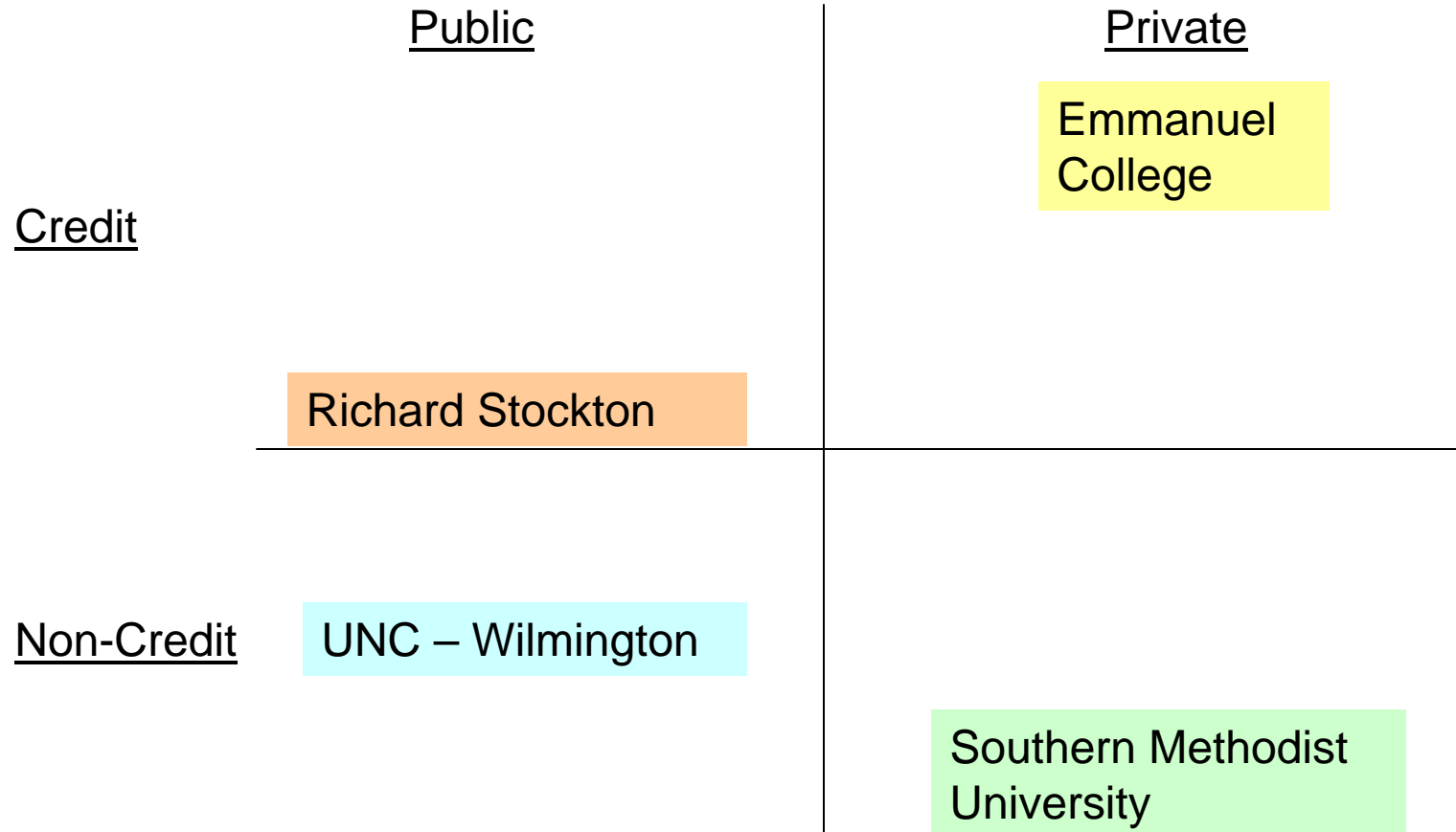
Cynthia Sosnowski: Richard Stockton College

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# Audience Participation

1. How many of you are from CE institutions that are SMALL? (defining small as under 10,000 credit/non-credit hours per year)
  2. How many of you are from CE institutions that are SMALL? (defining small as under 25 FT employees (not including faculty))
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# 4 Schools – 4 Views



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## Each will address:

- What is your vision for your unit?
  - How do you find the “right” people?
  - Is there a different set of expectations for employees in the small CE than the large CE institution?
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# Richard Stockton - Public

- Centralized?
- How big are we?
- Is growth good?
- Who's got the money?
- Who wants the money?



- Does small = invisible?
- Is that good or bad?
- Running a small business in the belly of the beast.

[www.stockton.edu/hshs](http://www.stockton.edu/hshs)

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# University of North Carolina Wilmington - Public

- Osher Lifelong Learning Institute
  - Professional Development
  - Youth Programs
  - Event & Conference Management
  - Media Production
  - Scholarly Community Engagement
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# Emmanuel College - Private

■ **Vision:** Emmanuel College / Graduate and Professional Programs (continuing education unit and A&S have same goals) ...

- ❑ *Coed institution; Catholic academic tradition*
- ❑ *Campus: 7 acres in Boston's Longwood Medical Area*
- ❑ *We believe that education opens doors, empowers and transforms*
- ❑ *1 of 6 Colleges of the Fenway (Boston, MA) - liberal arts*
- ❑ *Merck opened on the campus in 2004*

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- ❑ Emmanuel's transformation = unorthodox growth; Co-ed in 2000
  - ❑ Arts & Sciences enrollment from 466 to ~ 1,600; Faculty doubled (N=96)
  - ❑ Same period : adult part-time programs declined (50% over 10 years)
  - ❑ No continuing education dean for 4 years
  - ❑ Currently 650 part-time adult students seeking degrees

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# Emmanuel College - Private

## ■ Team Creation: Finding the “right” people and programs...

- Tradition and Transformation. Where are we now? Planning key if small!
- 2007 - Add new continuing education dean
  - *From Boston University; expertise in partnerships/new program development*
- 2007 - Add new VP for Academic Affairs
  - *From Loyola of N.O.; chemist to build Longwood & Merck connections*
- 2008 - Retirement of A&S dean after 13 years
  - *Strategic Plan fall 2007 / Trustees approval in spring 2008*
  - *Adding faculty and staff at all levels*
  - *Defining programs, roles and outcomes for A&S and GPP*

*Status of current continuing education programs - analysis key!  
Enrollments/Inquiries? Where are the opportunities for new areas for working professionals? Where are the closings needed?*

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# Emmanuel College - Private

■ **Metrics/Consistency:** Expectations for small CE vs. large CE institutions?

■ **Decrease dependency on undergrad. enrollments (stabilize headcount)**

■ **Showcase and expand diverse student base, especially in nursing**

■ **Grow employer partnerships**

- *Leverage Harvard teaching hospitals and Harvard schools proximity/relationships*
- *Add Bachelor of Science in Nursing onsite program (N=49 new students)*
- *Natick Army Service Center onsite (N=39 new students)*

■ **Develop new graduate certificates / pathways to management degrees**

- *New Graduate Certificate in Research Administration (N=35 new students in Boston for 2008; start new students online in fall 2009)*

■ **Enhance technology use (Emmanuel/Online pilot)**

- *Build Summer programming: Online liberal Arts courses for Colleges of the Fenway*

■ **Collect data to add a Master of Science in Nursing with LMA partner**

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# Southern Methodist University - Private

## ■ Introduction

- SMU Continuing and Professional Education (CAPE)
  - Noncredit
  - 10,000 adult and K-12 students annually
    - Adult lifelong learning (personal enrichment)
    - Professional development and certificate programs
    - Youth Programs for K-12 audiences
  - Housed in School of Education
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# Southern Methodist University - Private

## ■ Vision

- From *Informal Courses for Adults* to SMU CAPE
    - Created more centralized role; host CE for four schools at SMU
    - Carry the official name of “Continuing Education” for the university
    - From cross-purposes to collaboration
  
  - To build cohesive, learner-friendly system of lifelong learning at SMU
  
  - To increase CAPE’s function as a “gateway”
    - Community Engagement Council
    - SMU CAPE featured as a model for community engagement
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# Southern Methodist University - Private

- **Finding the “Right” People: Expectations**
    - **Clarity of Purpose; Clarity of Role**
      - Delineation between staff members and duties
    - **Keep Big Challenges From Becoming Big Problems**
      - Perils of singular focus
    - **Embrace Professional Development Opportunities in CE**
      - Critical role for small staff, specifically in UCEA
    - **Be Agile (But not too agile...)**
      - Meeting the university’s needs vs. the ability to say “no”
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# Questions to be asked?

- Does small mean agile?
  - Does agile (which equates to chasing the \$\$) cause problems when coupled with a vision and long-term strategy?
  - Can a small CE thrive in tough economic times?
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# Final Thoughts

- Lean
  - Multi-task
    - “Jack of all Trades”
  - Vision – closely aligned with Institution
  - Tough to say no!
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## **QUESTIONS?**

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