



**Office for Workforce,
Professional
&
Community Education**

Academic Year 2016 - 2017



WICHITA STATE
UNIVERSITY

WORKFORCE, PROFESSIONAL
AND COMMUNITY EDUCATION





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SUMMARY

WPCE Operational Summary

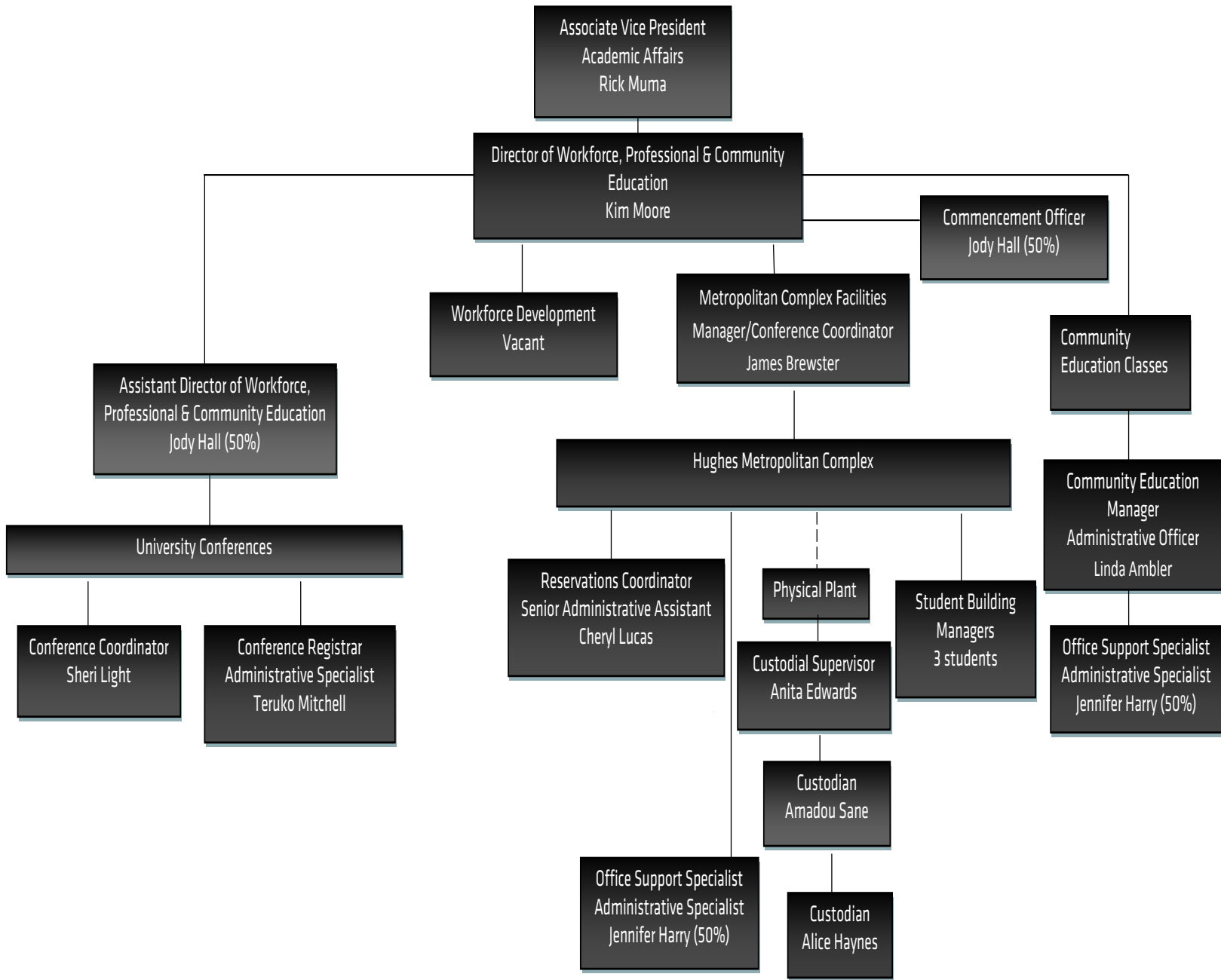
In 1994, the Division of Continuing Education was split into two separate functional areas. The credit outreach area became Academic Outreach and our area, remained the Division of Continuing Education. Our areas of responsibility were the Office of University Conferences and Non-Credit Programs and the Marcus Center. The Office of University Conferences and Non-Credit Programs provided continuing education for professionals in need of relicensure, contract training for business and industry, and educational conferences, workshops and seminars for licensed professionals. The Marcus Center provided community education programs and rental space for University and community programs and events. In 1997, the Division of Continuing Education moved from the main campus to the WSU Metropolitan Complex and the Division was tasked with management of the WSU Metropolitan Complex as well. In 2000, the Marcus Center closed and the community education programs moved to the Metropolitan Complex. In 2008, responsibility for the coordination of commencement was added.

In April 2015, the Division of Continuing Education was reorganized and renamed the Office for Workforce, Professional and Community Education (WPCE) and the responsibility for workforce education was added. The WPCE also remains responsible for conferences, non-credit programs, the Metropolitan Complex, commencement, and community education. In its current role, the WPCE connects regional business and industry; military and government; community and technical colleges; associations and professional organizations and non-degree pursuing students with University resources that meet their desire for enhanced learning and workforce development.





STRUCTURE



2016 Office for Workforce, Professional & Community Education
Organizational Chart





DEPARTMENTS

Workforce

Workforce programs bolster local economic development by connecting regional business and industry; military and government; community and technical colleges; associations and professional organizations and non-degree pursuing students with University resources that can provide high-quality, cost effective, short-term, career-relevant training solutions, as well as academic programs and certifications that meet their desire for enhanced learning and workforce development.

Conferences

Conference and professional development programs provide a means for the University to meet the continuing education needs of our graduates and other licensed professionals. Our professional meeting specialists custom design conference/meeting packages that meet the university and community needs.

Community Education

The Community Education program allows community members to explore a wide range of subjects from history and contemporary issues to languages, literature and the arts—without the pressures of exams, grades or admission requirements. Personal enrichment classes are designed to engage the community and provide an opportunity for lifelong learning.

Metropolitan Complex

The Eugene M. Hughes Metropolitan Complex is home to University offices and conference/meeting rooms. The facility has conference and meeting rooms of various sizes, including a 1,700 seat auditorium, which are available for use and rental by the University and by the community.

Commencement

The Commencement Office plans and manages Wichita State University's annual commencement ceremonies to help celebrate the promise and outstanding achievements of our new graduates. Commencement is not included in the Strategic Plan because decisions regarding commencement are made at the executive level.





STATEMENTS

Vision

The vision of the Office for Workforce, Professional & Community Education is to provide non-degree seeking students innovative education and training that builds new skills, advances careers and provides personal enrichment.

Mission

The Office for Workforce, Professional and Community Education (WPCE) will connect business, industry, governmental entities and the community with University resources that provide high-quality, cost effective, short-term, career-related training solutions, academic programs and certification that meet the need for enhanced learning and workforce development.

Value

The Office for Workforce, Professional and Community Education strives to provide high quality customer service to our stakeholders. Below are the specific value statements each area embodies as they relate to our clients, staff and business function of that area.

- Quality** → *We strive to provide a high level of quality and expertise through outstanding customer service to our clients.*
- Collaboration** → *We are committed to a culture of teamwork and collaboration.*
- Accountability** → *We strive to be accountable for our actions and resources to ensure success of the programs we are responsible for.*
- Inclusiveness** → *We respect people, value diversity and are committed to equality.*
- Innovation** → *We strive to be open to change, utilize best practices and constantly reevaluate our business practices.*





WORKFORCE SWOT

	<p>THREATS</p> <ul style="list-style-type: none"> •Not currently generating profit •Competition •Somewhat distressed economy where people are finding it harder to part with their money •Not a priority for IT support; therefore, we have no ticketing system or catalogue •Lack of testimonials 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> •Marketing •Innovation Campus •We can set the course •Conference relationships and building relationships •Become a national leader with badges •Use new relationships to gain new conference clients •Because it's new, workforce has the attention of the President and others – use this as a platform to share about our other areas.
<p>STRENGTHS</p> <ul style="list-style-type: none"> •New •Exciting that we can make it what we want •Workforce concept fits nicely with this office's existing experience •It has the potential to generate revenue •Good timing to work with the Innovation Campus. •Because of the economic downturn and a stronger focus on college ROI, it is a good time to develop workforce initiatives at WSU •The Workforce Office will help build relationships with other areas •Because of our involvement in workforce, we will learn more about credit •There is a need and demand for workforce training in the community •Wichita is home to industries that can afford Workforce training for their employees •Workforce Initiatives support graduates •Makes WSU truly a place for lifelong learning •Market-Based Tuition 	<p>How can our strengths reduce the likelihood of threats?</p> <ol style="list-style-type: none"> 1. We need to spend time defining and putting a plan together about what we want to offer. 2. Need to finalize a structure for badges so we can become the national leader in for-credit badge programming. 3. Look for more technical training topics for badges. 	<p>How do we use our strengths to take advantage of opportunities?</p> <ol style="list-style-type: none"> 1. We can use the market-based tuition to help us take advantage of marketing opportunities. 2. We need to research our target markets and capitalize on custom marketing options. 3. Utilize WSU Social Media pages to build our page and share information.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> •New •It has yet to be defined •It is not (yet) self-sustaining •Lack of staff •Lack of knowledge about workforce •We don't have the established relationships that we need within the community •Because it is not yet generating revenue there is no real budget 	<p>What can we do about weaknesses to make the threats less likely?</p> <ol style="list-style-type: none"> 1. Research and create the proper pricing structure for badges, contract training, etc. 2. Follow-up with IT about workforce needs that will help build our program faster. 	<p>How do we overcome weaknesses that could prevent us from taking advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Provide training opportunities on academic credit procedures. 2. Offer new value-added services as part of workforce (i.e. follow-up programming, tangible course materials, well-known instructors, etc.) 3. Take advantage of new Market Based Tuition opportunities.





CONFERENCE OFFICE SWOT

	<p>THREATS</p> <ul style="list-style-type: none"> •Conference Policy – it could be viewed as negative if people feel “forced” to work with us •An external lack of understanding about what it is that we offer and can provide •Possible loss of facilities •Conferences income is not guaranteed •Marketing limitations •University policies and procedures •Competition 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> •Innovation Campus •Becoming knowledgeable about the “credit world” to make us more diverse •Because we have a “fresh set of eyes” when it comes to credit, we might have the opportunity to help streamline processes •Marketing •Develop relationships that have potential for new business •The addition of the new Conference Policy will give us more visibility and make us the point-of-contact for all University-related conferences
<p>STRENGTHS</p> <ul style="list-style-type: none"> •Organized •Think outside the box •Team effort: we work well together •Reputation for providing excellent work •Conferences generate revenue •We offer services to a variety of audiences •We are multi-taskers and cross-trained •Efficient •Flexible •We have built good relationships •Knowledgeable •We provide outstanding customer service •We are detail oriented 	<p>How can our strengths reduce the likelihood of threats?</p> <ol style="list-style-type: none"> 1. Promote each of our individual strengths and experiences to educate others about the wealth of knowledge within our Conference Office. 2. By educating more people about what we do, hopefully new clients will offset the conferences we lose. 	<p>How do we use our strengths to take advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Our strengths & experiences will make it easy to produce informative marketing materials. 2. By increasing our knowledge of credit programs, we could provide new services for our conference clients. 3. Utilize existing relationships to look for new conference opportunities. 4. Participate in more campus activities to gain visibility and show team work.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> •We have not (because we could not) marketed our conference services •Not good about following up on post-conference tasks •Our off-campus location has hindered our visibility within the University (out-of-site, out-of-mind) •Because we have a small staff, there are limits to the services we can provide •Our lack of training on Enrole is hindering our daily tasks, making them take longer and possibly less accurate •Lack of knowledge about Banner system and how our systems connect with it •Lack of involvement in the “credit world” hinders our knowledge of providing credit opportunities for conferences 	<p>What can we do about weaknesses to make the threats less likely?</p> <ol style="list-style-type: none"> 1. Create standard templates and to-do lists for post-conference follow-up tasks to make us more efficient and consistent in this area. 2. By increasing our knowledge of credit programs, we could open new services for our conference clients. 3. Each of us needs to learn more about Enrole so that our daily tasks take less time and we can spend more time focusing on new services. 4. Use the visibility gained from the Conference Policy to educate others about the benefits of working with a professional conference office. 	<p>How do we overcome weaknesses that could prevent us from taking advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Provide more staff training for Enrole and credit initiatives. 2. Offer new value-added services to retain more clients. 3. Look at possible new marketing guidelines.





COMMUNITY EDUCATION SWOT

	<p>THREATS</p> <ul style="list-style-type: none"> • Competition (Parks & Rec) • Possible loss of facilities • Lack of quality instructors • Wichita Eagle declining circulations • Economy 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Rethink marketing/advertising strategies (update flier/look for better options for distribution) • Use University social media to increase our audience • Use Community Education as a way to cross promote our other offices • Add summer programming • Offer more Saturday morning classes
<p>STRENGTHS</p> <ul style="list-style-type: none"> • We offer a variety of classes • Quality of our classes • We have a loyal audience • Because we are noncredit, we have the flexibility to react to our market • Positive reputation • We think outside the box when it comes to classes, programs, timing, instructors, scheduling, etc. • We strive to meet community needs • Gives our faculty opportunities to try new ideas • We have access to the Metropolitan Complex for space • Our staff is physically present during the classes in case any issues arise • Strong ideas come from brainstorming sessions with our staff 	<p>How can our strengths reduce the likelihood of threats?</p> <ol style="list-style-type: none"> 1. Create a plan for future offerings. 2. Look at future opportunities to partner with the Innovation Campus to establish on-campus relationships. 	<p>How do we use our strengths to take advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Focus marketing campaigns around the instructor’s brand rather than the class. 2. Code marketing materials and track demographics 3. Add summer programming.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Can be difficult to identify quality instructors • Marketing needs to be updated • We need to attract a broader customer base • Location of the west and south campus • Cooking classes tend to be popular, but we do not have a cooking facility for instructors • We need to focus on long-term planning • Losing revenue by not offering classes during the summer months • Income is inconsistent 	<p>What can we do about weaknesses to make the threats less likely?</p> <ol style="list-style-type: none"> 1. Reach out to other University Offices that use Social Media and plan “SHARE” campaigns. 2. Be more proactive in our PR efforts – use the Alumni Magazine & online newsletters. 3. Provide more specific information about our classes in WSU Today. 	<p>How do we overcome weaknesses that could prevent us from taking advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Produce a “You Can Teach” campaign and market to faculty to solicit their ideas. 2. Offer new value-added services as part of workforce (i.e. follow-up programming, tangible course materials, well-known instructors, etc.)





METROPOLITAN COMPLEX SWOT

	<p>THREATS</p> <ul style="list-style-type: none"> • There are increasing numbers of event and meeting room rental spaces in the Wichita area. • RSC has updated technology and facilities recently. • Don't know how the Innovation Campus will impact this facility. • Catering requirements for the campus limit options for renters. • Perception that the building is empty and not being used. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Marketing opportunities are available for the building. • Centralized scheduling • New director is reviewing business practices and pricing schedule. • There may be opportunities to create innovative conference and MX pricing combinations. • Strategic partnerships with WATC and the Innovation Campus.
<p>STRENGTHS</p> <ul style="list-style-type: none"> • We have at door parking. • We provide a high level of customer service to our clients. • There are physical plant staff on-site for setup and to handle issues that arise. • There is a variety of meeting room spaces in the building so we are able to accommodate many different groups. • We have audio visual resources available for our renters. • The building generates revenue for multiple areas. • Staff are present and can assist renters. • Building is easily located near a major highway. • The location is well known through the community. • Provides accessible space for community education programs. 	<p>How can our strengths reduce the likelihood of threats?</p> <ol style="list-style-type: none"> 1. Marketing the high level of customer service and resources such as A/V and parking to offset competition. 2. The variety of meeting room space allows us to market to the community the range of events and meetings that can be held here. 	<p>How do we use our strengths to take advantage of opportunities?</p> <ol style="list-style-type: none"> 1. Adjusting the business practices of the building to take advantage of strategic partnerships and rental to the community. 2. We can develop marketing materials that highlight the strengths and opportunities available to University and public groups to use the Metropolitan Complex.
<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Building was built as a church and not designed as a conference facility. • Lack of directional signage. • Lack of a visible primary entrance. • Inconsistency in the revenue stream. • Facility updates are not priority for administration. • The building has only been marketed via word of mouth. 	<p>What can we do about weaknesses to make the threats less likely?</p> <ol style="list-style-type: none"> 1. Explore opportunities for signage at the Metropolitan Complex. 2. Expand the marketing of the building to ensure that both the university and the public are aware of the meeting room space and rental opportunities available. 	<p>How do we overcome weaknesses that could prevent us from taking advantage of opportunities?</p> <ol style="list-style-type: none"> 1. If opportunities for centralized scheduling arise we are prepared to provide the service. 2. Continue to provide customers with high levels of customer service so we are seen as the go to place for meeting and event rental. 3. Review opportunities to make low cost updates that enhance the usability of the facility.





GOALS

GOAL 1 Develop Badge Programs

Request a minimum of 2 new badge proposals per college per year.

→ **Fall 2016, Workforce Department**

Identify workforce educational needs that can be met by badges.

→ **Ongoing, Workforce Department**

Work with colleges to develop certificate programs that badges can stack toward completion of.

→ **Fall 2017, Workforce Department**

Develop a marketing plan and strategy for the badges.

→ **Spring 2016, Workforce Department**

Work with Instructional Design to ensure that badge courses meet HLC requirements.

→ **Ongoing, Workforce Department**

GOAL 2 Increase Awareness of WSU Workforce Training Programs

Develop and launch a nationwide marketing initiative for all workforce related programs at WSU.

→ **Spring 2017, Workforce Department**

Develop a catalog of University workforce training programs.

→ **Fall 2017, Workforce Department**

Develop and maintain a training calendar.

→ **Ongoing, Workforce Department**

Develop and maintain a website that includes information and links to all areas of the University that provides workforce training.

→ **Fall 2016, Workforce Department**





GOALS

GOAL 3 Identify Training that Employers Value

Survey area employers to identify training needs.

→ **Fall 2016, Workforce Department**

Work with internal and external advisory councils for the purpose of sharing information on innovative approaches, new technologies, skills training, and workforce and economic development needs locally, regionally, and statewide.

→ **Spring/Summer 2016, Workforce Department**

Use this information to create new program and initiatives for workforce programming.

→ **Spring 2017, Workforce Department**

GOAL 4 Provide Programming Accessible to all Area Senior Citizens

Offer educational programs at residential facilities and senior centers throughout the city.

→ **Ongoing, Lifelong Learning**

Offer incentives to lifelong learning students who apply and register prior to the 20th day of classes.

→ **Fall 2016, Lifelong Learning**

Scholarship application and workshop fees.

→ **Ongoing, Lifelong Learning**

GOAL 5 Increase WSU's Contract Training Market Share

Market WSU contract training.

→ **Fall 2018, Workforce Department**

Identify faculty and staff who are content experts.

→ **Spring 2018, Workforce Department**

Utilize market based tuition to ensure bids are competitively priced.

→ **Spring 2018, Workforce Department**





GOALS

GOAL 6 Identify Opportunities to Utilize Market Based Tuition

Define market based tuition for faculty and staff.

→ **Completed Spring 2016, Workforce Department**

Educate employers on the benefits of market based tuition.

→ **Ongoing, Workforce Department**

Meet with all WSU units who provide workforce training to ensure there is an understanding of how they can use market based tuition for their programs.

→ **Ongoing, Workforce Department**

GOAL 7 Offer Professional Development, Community Education and Workforce Training Programs

Identify “hot topics” related to the general workforce.

→ **Spring 2017, Workforce Department**

Provide programs that are open enrollment.

→ **Fall 2017, Workforce Department and Community Education**

Offer both credit and noncredit programs that meet the needs of community and licensed professionals.

→ **Ongoing, Workforce, Conference, and Community Education**

GOAL 8 Ensure that Programming is Reflective of the Diversity in Society

Host events at the Metropolitan complex that showcase the diversity of the university and the community. (i.e. Martin Luther King Day, International Student Events, multiple lecture series)

→ **Ongoing, Metropolitan Complex**

Provide programming across generations to engage the community as a whole.

→ **Ongoing, All Offices**

