



**“Stepping up to Opportunities:
Building the
Case for Action!”**

Building the Case for Action

Identifying Market Opportunities

Leading Change



*Building the Case for
Action*

Can lifting skills propel our economy?

30% of American workers possess below average qualifications...

*Report by Chris Chmura, at NGA sponsored Forum:
Aligning the Agendas of Education, Economic
Development and Business, October 2010*

What's the role of higher education in the future?

By 2018....

**Most jobs will require some form of
“high value credential”**

*Linda Hoffman, Senior Policy Analyst,
National Governor's Association,
Workforce Forum, October 2010*

What do top tier state economies have in common?

**Top ten state economies had at least 30%
of adults between 25-64 with bachelors
degree or higher**

*National Center for Higher Education
Management Systems*

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By 2018....

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*Linda Hoffman, Senior Policy Analyst,
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**Where does your state, region
rank on these important
metrics?**

www.growbydegrees.org



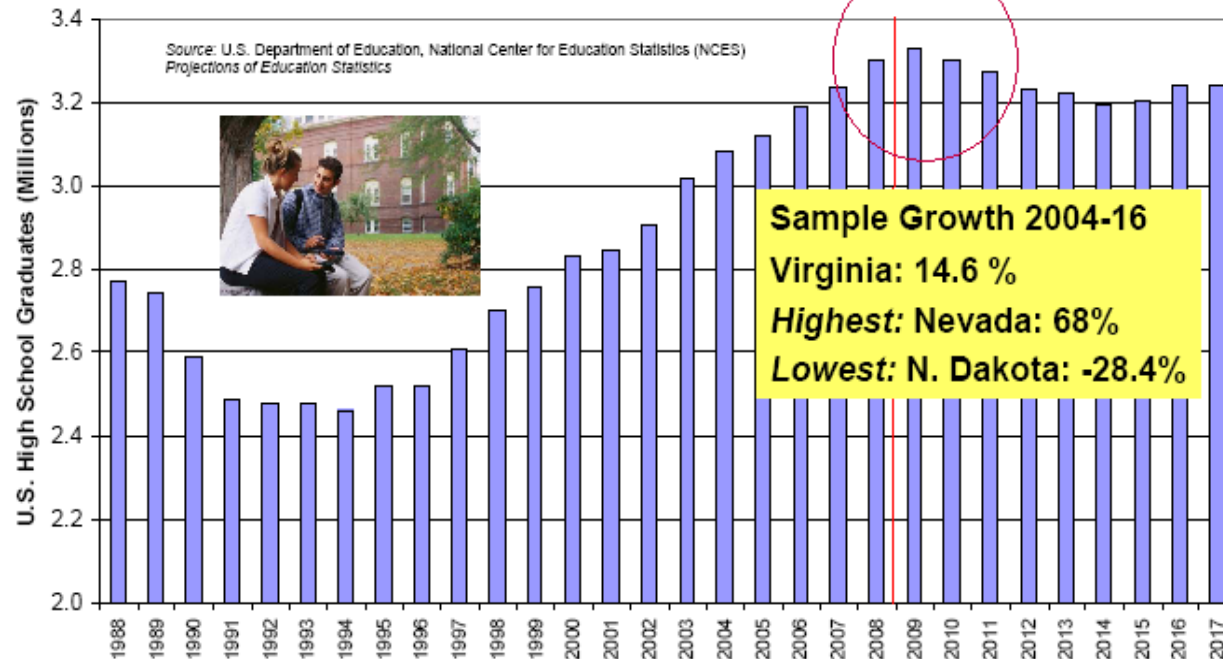
*Identifying Market
Opportunities*

December 2008

7 Trends Framing Continuing Education

EDUVENTURES

Rising Tide of High School Graduates: Current Generation is Larger than *The Baby Boom*



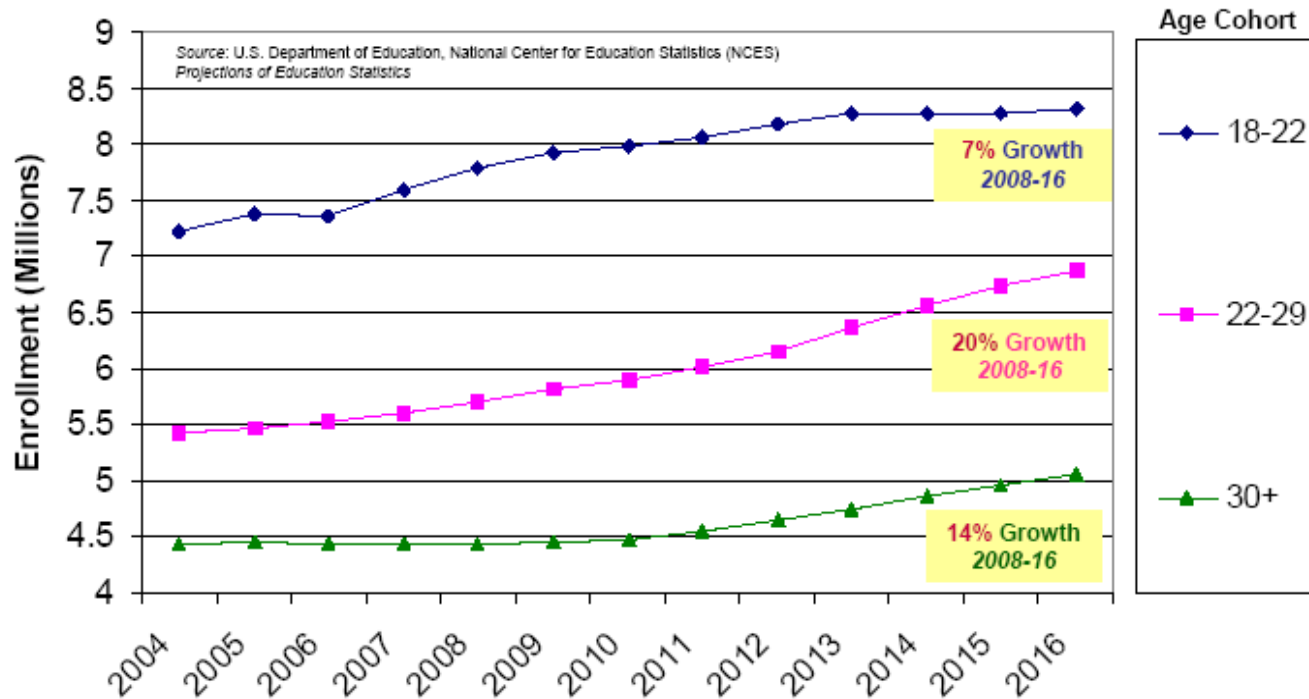
This demographic shift will have a major impact on national policy, institutional priorities, enrollment and revenue, competition for market share, and funding and financing.

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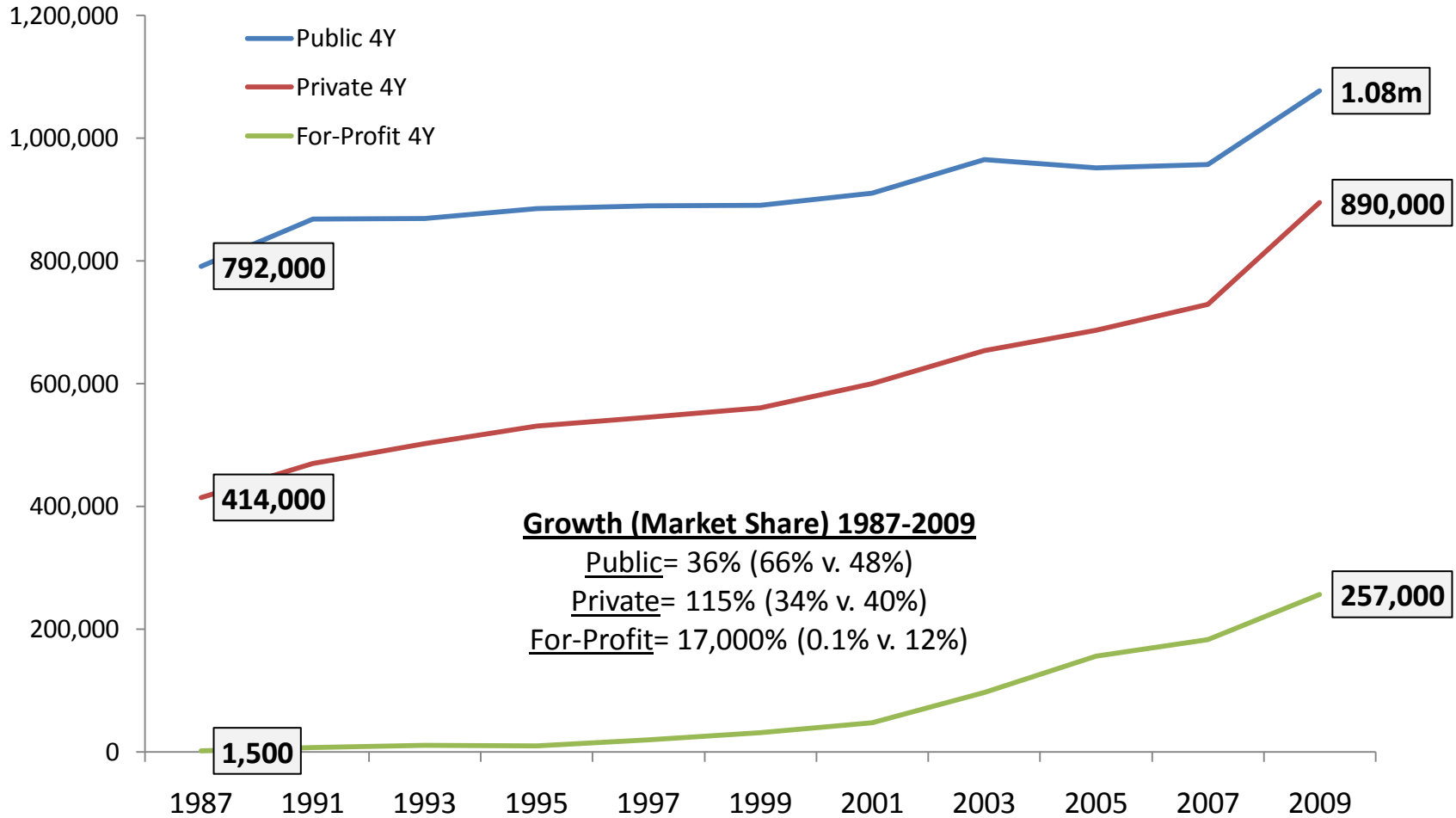
EDUVENTURES

During The Next 10 Years, Adult Learners Will Represent the Fastest Growing Segment of Higher Education



A great deal of opportunity exists to grow and expand CE; however, this growth will occur in a context of competing institutional priorities.

Strong adult graduate growth across all sectors;

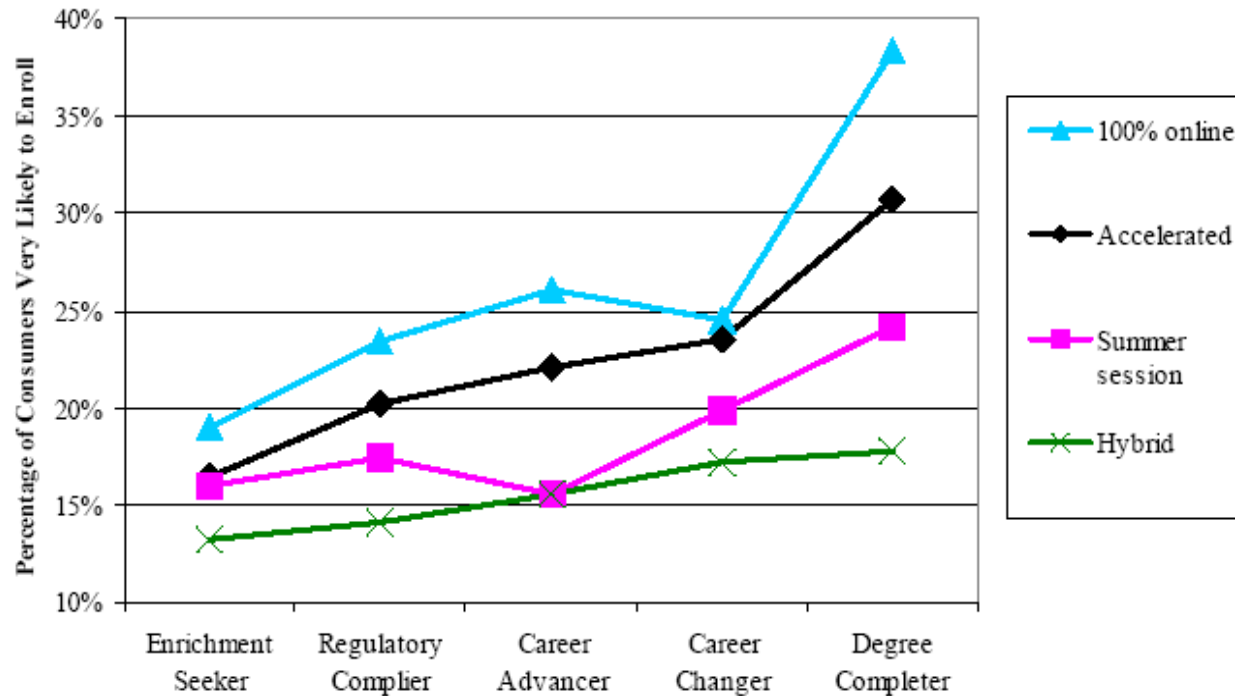


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Demand for Non-Traditional Formats is Growing and These Offerings Will be Critical to Successful Competition



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Distance Learning Now Accounts for 1 of Every 5 CE Enrollments (20%)



2003



2008



2013

- ~85% are willing to consider a 100% online course/program
 - Up from 77% in 2005
- 25% of adult learners report a strong preference for online study
- 1 in every 10 U.S. higher ed. students is an online student (1.8 million)
- Blended/hybrid online learning remains an important emerging dynamic

**Continuing education is on the leading edge of online education innovation:
however, the online education market is rapidly maturing.**

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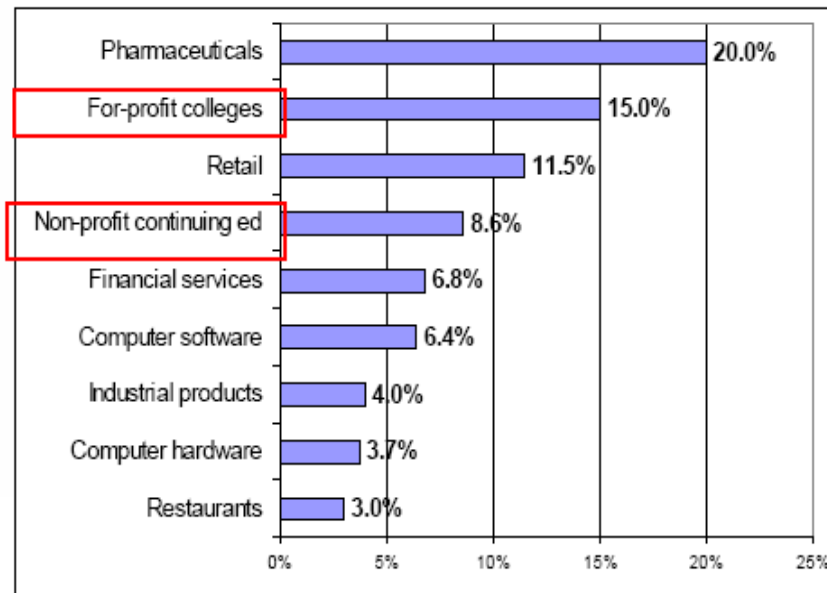
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EDUVENTURES

The Education Sector is Becoming More Competitive and Marketing-Driven

Marketing Expenditures as a Percentage of Revenue: Selected Industry Sectors (Various Sources)

Sources: Eduventures for-profit and continuing education marketing benchmarking surveys, 2004 and 2005
Blackfrans, Inc. (2005), IDC (2003), Optimize Magazine (2003), Restaurant Startup and Growth (2005)



Marketing investments are crucial to effective competition and growth.



*Leading Change In
Continuing Education*

Leading Change

- Assessing Readiness
- Analyzing Stakeholders
- Planning Early Wins
- Minimizing Resistance
- Use Collaborative Planning
- Spreading and Sustaining Change

*Source: The Leading Change Handbook,
Concepts and Tools, by Jodi Spiro,
Funded by the Wallace Foundation*

Leading Change

- **Assessing Readiness**

- What is good, what needs to change?
- What data can be used to inform “safe” discussions?

Leading Change

- **Analyzing Stakeholders**

- Start from where you are...

Leading Change

- **Planning Early Wins**

- Look for common themes or perspectives...

Leading Change

- **Minimizing Resistance**

- First, sell the problem, not the solution

Leading Change

Use Collaborative Planning

- Involve and engage staff
- Communicate often!!!!!!!!!!!!!!

Leading Change

Spreading and Sustaining Change

- Plan for scale and sustainability
- Implement the plan
- Monitor and Implement its impact

CHEESE AND CHANGE





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