



ELON
UNIVERSITY

OFFICE OF
Professional and
Continuing Studies

STRATEGIC PLAN: 2024-2030
OFFICE OF PROFESSIONAL & CONTINUING STUDIES

MARCH 2024

About the Strategic Planning Process

In Spring 2020, Elon adopted the Boldly Elon strategic plan, outlining the university's vision and growth for the next decade. One element of Boldly Elon called for *“designing a national model for alumni professional development, including workshops, short courses, certificates and continuing education to support lifelong alumni connections and learning.”*

The creation of this strategic plan for the Office of Professional and Continuing Studies (OPCS) started in Spring 2022 as Elon progressed on the above objective of Boldly Elon by hiring for a new role to oversee professional and continuing education across the university: Director of Professional & Continuing Studies.

It became clear that a national model for professional development could extend from alumni to reach other key stakeholders interested in lifelong learning, including local and regional organizations, working professionals, Elon employees, and community members. Below are some of the critical stages associated with the development of this strategic plan:

- 1. Listening Tour (Spring 2022)**
 - a. Actions: 20+ hour-long sessions with key internal stakeholders
 - b. Outcome: Report detailing perceptions, strengths, growth areas, next steps (see Appendix A)
- 2. One Year in Role (2022-2023)**
 - a. Actions: Assessing and building programming opportunities, relationship-building, educating internal/external partners
 - b. Outcomes: 30+ courses and certificates created, established OPCS, adopted LIFE@Elon within OPCS, benchmarked peer/aspirants (see Appendix B), built framework for professional and corporate education
- 3. First Draft of Plan (Spring 2023)**
 - a. Actions: Utilized listening tour, lessons learned to craft key strategies
 - b. Outcome: First draft of strategic plan with themes established
- 4. Feedback and Revisions (Summer 2023)**
 - a. Actions: Sought feedback on first draft from key internal stakeholders
- 5. Second Draft of Plan (Fall 2023)**
 - a. Actions: Utilized feedback and perspectives to update strategies and tactics
 - b. Outcome: Second draft of strategic plan with key tactics (operations) established
- 6. Feedback and Revisions (Fall 2023)**
 - a. Actions: Sought feedback on second draft from key internal stakeholders
- 7. Third Draft of Plan (Fall 2023)**
 - a. Actions: Utilizing campus-wide feedback, unique perspective, and edits, provided updated draft of strategic plan for President Book to provide feedback

Upon plan adoption, operational plan, timelines, and metrics for success will be developed.

Strategic Plan: 2024-2030

One-page summary




Mission:

The Office of Professional & Continuing Studies (OPCS) is Elon University’s resource for professional and continuing education opportunities. Central to Boldly Elon, OPCS empowers individuals to transform their lives, their communities, and society through a life of learning.

Vision:

OPCS extends Elon University’s national leadership in engaged teaching and learning by offering the public teaching and research expertise through innovative, flexible programming to meet the educational needs of the future of work and society at-large.

Strategic Themes:

<p>1</p> 	<p>2</p> 	<p>3</p> 
<p>Deepen connections</p> <p>Deepen connections with alumni, local, and regional partners to address future workforce needs and develop a focus on the value of lifelong learning</p>	<p>Establish a model of excellence</p> <p>Establish Elon University as a model of excellence in providing professional and continuing education to adult learners</p>	<p>Anchor OPCS as the hub</p> <p>Anchor the Office of Professional and Continuing Studies as the hub of adult learning initiatives at Elon, working with strategic partners across campus to deliver best-in-class programming</p>

Strategic Plan: 2024-2030

Theme #1: Deepen connections with alumni, local, and regional partners to address future workforce needs and develop a focus on the value of lifelong learning

Professional and continuing education responds to local needs and serves as a catalyst to strengthen and transform communities. Elon will deepen connections with its 35,000+ alumni and partner with local and regional organizations to identify and address workforce skill shortages.

Areas of focus:

- Strengthen alumni connections to establish Elon University as a lifelong home for professional and continuing education
 - Key tactics:
 - Increase teaching and enrollment opportunities in continuing education programming among alumni
 - Create ambassador networks among alumni and other participants who can spread awareness and communicate impact of professional and continuing education
 - Develop a continuing education course targeted for each graduating class to develop a specific skill, introducing Elon NEXT as a lifelong resource for alumni
- Explore opportunities that address educational and/or workforce skill shortages in Alamance County and throughout the Triad
 - Key tactics:
 - Deepen relationships with local experts and providers (ex: Alamance and Greensboro Chambers of Commerce, community colleges, colleges/universities, etc.) to jointly address workforce skill shortages across the region
 - Explore specific partnerships (ex: Center for Education Outreach, Center for Access and Success, etc.) to support K-12 student interest in lifelong learning (ex: educational camps, pre-college, conferences, exam preparation, etc.)
- Respond to workforce needs in cities across Elon's National Campuses (Los Angeles, New York City, Charlotte, Washington D.C.) by building professional and continuing education opportunities tailored to unique regional hiring needs
 - Key tactics:

- Develop partnerships with local providers (ex: Chambers of Commerce, professional associations, etc.) to identify unique workforce needs across Elon's National Campus
 - Target key local organizations and businesses and provide customized training and development to upskill workforce
 - Partner with strategic units across campus to raise the profile of Elon University across Elon's National Campus
- Increase local lifelong learning opportunities through LIFE@Elon
 - Key tactics:
 - Enhance existing educational travel program and explore partnerships with the Isabella Cannon Global Education Center and Alumni Engagement, identifying opportunities to involve strategic audiences (ex: faculty, staff, parents, alumni, etc.) in LIFE@Elon educational travel
 - Develop in-depth courses where members spend multiple sessions exploring a specific topic with expert guidance
 - Expand opportunities for LIFE@Elon members to engage with other campus initiatives
 - Increase participation and representation in special interest groups through increased marketing and organizational support

Theme #2: Establish Elon University as a model of excellence in providing professional and continuing education to adult learners

Building on the university's teaching excellence, Elon will expand its role to serve adult learners; equipping working professionals with in-demand skills necessary for the future of work while remaining true to Elon University's commitment to lifelong learning.

Areas of focus:

- Increase engagement of faculty and staff both teaching and participating in professional and continuing education
 - Key tactics:
 - Inform and educate faculty and staff about the opportunities to partner with the Office of Professional and Continuing Studies
 - Develop faculty champions/liasons to serve as subject matter experts, curriculum developers and/or to support faculty development
 - Establish opportunities for faculty and staff to present at conferences, share best practices, and engage in scholarship of adult education
 - Create pathways for aspiring higher education professionals to learn about opportunities to work in professional and continuing education
 - Develop process for employees to take courses and certificates at a reduced cost

- Position Elon's schools and college as hubs for professional education
 - Key tactics:
 - Partner with Elon's schools/college that have license-bearing professionals (ex: PTs, PAs, nurses, lawyers, engineers, educators, accountants, etc.) to develop professional education opportunities, providing continuing education units (CEUs) for these professionals
 - Develop opportunities for Elon faculty and staff to provide expertise and develop curricula for licensed professionals
 - Identify key industry, educational, and clinical partners to develop enrollment pipelines and augment existing instructional expertise

- Develop a comprehensive strategy to engage external corporate/organizational partners across campus units
 - Key tactics:
 - In partnership with University Advancement and the Student Professional Development Center, create a system for orienting and directing external audiences to a menu of opportunities for organizational engagement at Elon (ex: research, philanthropy, talent, workforce training, etc.)
 - Target interested corporations and organizations to build customized workforce training to advance current employees and fill existing skill gaps within organizations
 - Explore opportunities to collaborate with external-facing units (ex: Inn at Elon, Elon Partners Program, etc.) to develop corporate partnerships

- Maintain and strengthen Elon NEXT and LIFE@Elon continuing education portfolios to meet ongoing needs of adult learners
 - Key tactics:
 - Build continuing education programming focused on increasing diversity, equity, and inclusivity (DEI) and interfaith competencies for workplace settings and lifelong learners
 - Develop cohorts for continuing education programs in select topics (ex: leadership, entrepreneurship, engaged learning) for working professionals
 - Assess learner interest and programmatic needs through surveys
 - Grow membership in LIFE@Elon to 500 learners

- Strengthen partnerships with campus units to maximize the potential of professional and continuing education programming
 - Key tactics among potential partners may include:
 - University Advancement/Alumni Engagement: Identify emerging areas of programmatic interest from Elon alumni; enhance messaging showcasing Elon as a lifelong home for professional and continuing education; centralize professional learning opportunities for alumni into cohesive brand

- Teaching and Learning Technologies: Leverage technology resources to enhance pedagogical approach in professional and continuing education
 - Academic Affairs: Ensure professional and continuing education opportunities recognize and leverage faculty expertise
 - Registrar: Advance alternative credentialing initiatives for adult learners; explore opportunities to enhance summer programming
 - University Communications: Develop and amplify the story of adult learners by marketing programs to key external audiences
 - Office of Leadership and Professional Development: Create professional development pipelines and bolster spirit of lifelong learning among employees
 - Cultural Programs: Explore opportunities for speakers to teach continuing education courses as an addition to on-campus lectures
- Develop learning pathways through professional and continuing education to extend access to an Elon University education
 - Key tactics:
 - Explore opportunities to develop a non-degree to degree pathway for adult learners, as well as “stackable” educational opportunities
 - Increase opportunities for adult learners to audit credit-bearing courses

Theme #3: Anchor the Office of Professional and Continuing Studies as the hub of adult learning initiatives and ensure Elon is well-positioned for future opportunities and challenges facing higher education

As the centralized resource for professional and continuing education at Elon, the Office of Professional and Continuing Studies will deliver efficient operations and build responsive programming to serve a growing student population: adult learners. Nationally, over 40 percent of undergraduate students are over the age of 25, and nearly 40 percent of undergraduate students are enrolled part-time.¹ Technology increasingly augments pedagogical approaches in the classroom, expanding opportunities for distance learning. Societal phenomena, such as the demographic cliff associated with the Great Recession and the COVID-19 pandemic, has increased the value of alternative credentials and non-degree to degree pathways. Through collaborative work across campus, Elon will ensure it is well-equipped to face challenges in higher education and maximize opportunities to expand access to an Elon education.

Areas of focus:

- Employ processes and procedures to promote innovation, continuous improvement, and operational excellence aligning with our core values
 - Key tactics:

¹ <https://nces.ed.gov/programs/coe/indicator/csb/postsecondary-students>

- Establish metrics, goals, and objectives to measure success
 - Author annual report highlighting programmatic and campus impact
 - Develop evaluation techniques for all programming; utilize evaluation to continually iterate learning opportunities
 - Advance a sustainable business model, including revenue and staffing, that aligns with Elon University's goals, values, and mission
 - Build new website and e-commerce platforms optimized for professional and continuing education which serves an array of adult learners' needs
 - Develop standardized alternative credentials process for all professional and continuing education learners
 - Increase marketing initiatives, including social media channels and development of a content calendar, to ensure timely messaging reaches potential adult learners
- Implement a flexible and responsive approach for adding new programs and assessing existing programs to leverage Elon's educational expertise
 - Key tactics:
 - Implement a process for adding new professional education programming, pairing needs assessments with real-time labor market data
 - Develop call for proposals for internal faculty and staff to teach courses
 - Implement a review process for existing continuing education programs, ensuring they meet evolving workforce needs through needs assessments and interest surveys
 - Conduct annual meetings with leadership in academic affairs, Elon College, and each school to ensure continuing education leverages faculty expertise and industry needs
- Identify opportunities for OPCS staff and campus partners to engage with meaningful shifts in higher education and develop strategic learning opportunities at Elon (ex: alternative credentialing, Artificial Intelligence, non-degree to degree pathways, online learning, demographic cliff affecting undergraduate enrollments, 2+2 programs, etc.)
 - Key tactics:
 - Encourage ongoing professional development to deepen understanding of emerging trends and topics in adult education and operationalize strategic opportunities at Elon
 - Engage strategic campus partners, alumni, and industry leaders to act as partners/advocates in work (ex: taskforces, working groups, advisory boards, etc.) to ensure programming meets hiring demands and professional training needs
 - Explore grant/external funding opportunities to advance mission and expand professional and continuing education opportunities

Acknowledgements

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- Center for the Advancement of Teaching & Learning
- Dr. Jo Watts Williams School of Education
- Elon College, the College of Arts and Sciences
- Information Technology
- Isabella Cannon Global Education Center
- Kernodle Center for Civic Life
- LIFE@Elon
- Martha & Spence Love School of Business
- National Campus Programs
- Office of Admissions
- Office of Alumni Engagement
- Office of Leadership & Professional Development
- Office of Parent Engagement
- Office of the President
- Offices of the Provost and Academic Affairs
- Office of the Registrar
- Office of Student Life
- Office of University Advancement
- Office of University Communications
- School of Communications
- School of Health Sciences
- School of Law
- Student Professional Development Center
- Teaching and Learning Technologies

Appendix A: Elon NEXT Listening Tour Report Completed February 2022

An analysis of campus perceptions and internal partnerships with the ElonNEXT program platform

BACKGROUND & OBJECTIVE

Charge

ElonNEXT was launched in January 2020 to provide continuing education opportunities to internal and external audiences and expand Elon’s educational footprint. Starting as the new Director of ElonNEXT in January 2022, the first three weeks on the job were spent listening to various stakeholders across campus. In these listening sessions, individuals and groups described their work, identified their experience and understanding of ElonNEXT, revealed their perceptions of continuing education across campus, and brainstormed ways in which ElonNEXT might be able to partner with their unit in a strategic, sustainable way.

Tour Participants

Over 20 hour-long sessions were held with key stakeholders across campus over a three-week period in January 2022. Some of the stakeholder meetings included the following units:

- Office of Leadership & Professional Development
- Information Technology
- Office of University Advancement
- Office of Alumni Engagement
- Office of Parent Engagement
- Office of University Communications
- Office of the Provost
- Teaching and Learning Technologies
- Student Professional Development Center
- Kernodle Center for Civic Life
- Elon in Los Angeles
- Isabella Cannon Global Education Center
- Center for the Advancement of Teaching & Learning
- Office of Admissions
- Office of Student Life
- LIFE@Elon
- Office of the President
- Faculty instructors in ElonNEXT courses

FINDINGS

After reviewing and condensing the notes from over 20 interviews, it is clear ElonNEXT has a strong foundation from which to build. Continuing to develop the program processes, increasing the campus community's understanding of the program's objectives, and expanding connections with existing campus offerings will help advance this innovative program. Not surprisingly, the heavy lift that went into the original launch and pilot of ElonNEXT has cleared a pathway for the new director to hit the ground running and dive into the next stages of program development. The following are the main themes that emerged from the listening tour:

Perceptions of ElonNEXT

Varied understanding of ElonNEXT and its mission

Multiple participants shared that they lack clarity on ElonNEXT's goals and need to become more aware of the mission and audiences for ElonNEXT offerings. Faculty and staff members across campus shared they would be more interested in partnering with ElonNEXT if they better understood the vision of the program.

Some faculty may still perceive that teaching an ElonNEXT course is "far from what faculty members do" or not in their purview. Various participants shared skepticism that continuing education should be a point of emphasis for Elon, and that there isn't data to indicate that continuing education at Elon would be a meaningful endeavor or is being used to serve a specific purpose. Thus, opportunity exists to further share data and help faculty understand how ElonNEXT could align with their goals.

Clarifying that ElonNEXT is not an internal competitor

Some participants shared that they see ElonNEXT as a "direct competitor" to existing curricular or cocurricular opportunities. Some shared that ElonNEXT could be jeopardizing the on-campus student experience and threaten the experiential, engaged, in-person, high-touch manner of Elon educational offerings. Others expressed confusion regarding how ElonNEXT fits within the current framework of cocurricular offerings and tension around campus responsibilities for providing professional development offerings. Again, opportunity exists to help staff and faculty understand how ElonNEXT can provide curricular/cocurricular benefits to the entire campus.

Strengths of ElonNEXT

Flexibility in courses structured around faculty members

Faculty members teaching in ElonNEXT largely felt their expertise was valued and their needs were considered when developing courses. Faculty members shared that their courses were created around traditional teaching schedules with ample time to teach ElonNEXT offerings.

Trying new avenues for Elon programming

Participants shared that ElonNEXT is "out of the box" educational programming which is unique at Elon. While the university often focuses on the "traditional" undergraduate experience,

participants described ElonNEXT as a new, exciting venture and an outlet for Elon programming to reach different audiences. Stakeholders shared the programming approach as an opportunity to experiment and push an Elon education forward in new, unique, and innovative ways.

Working with third-party partners

Much like its course content, stakeholders shared that ElonNEXT pushes Elon's internal systems and processes in innovative ways. Specifically mentioning ElonNEXT's work with MindEdge, a third-party online program manager (OPM) to produce offerings and Course Merchant, an e-commerce platform used for registration, ElonNEXT utilizes third-party partnerships that are unique at Elon. Stakeholders said the groundwork laid so far by ElonNEXT can help the university think through other ways in which third-party partnerships could be negotiated to expand Elon's brand and footprint.

Growth areas for ElonNEXT

Processes, structure, cohesion

Among participants connected with ElonNEXT over the past two years, the most often cited suggestion is to continue developing systems, processes, and infrastructure for long-term sustainability. Stakeholders think processes can be clarified for their work in supporting ElonNEXT offerings so they can better grasp how their specific role in the process is integral for building quality courses. These participants hoped classes would be even more strategic and systematic with a clearer understanding of why courses are offered and when. Largely, faculty and staff said that having a more formulated, end-to-end system for course creation will help them partner with ElonNEXT, as continuing education may not be within their typical day-to-day work efforts.

Lead-up time prior to courses launching

Paired with suggestions to continue developing systems, processes, and infrastructure for long-term sustainability, stakeholders in the ElonNEXT course cycle – including technology, faculty, and marketing staff – shared that more front-end time was needed to appropriately build and prepare courses to go to market. Stakeholders shared feeling rushed in the process and that they didn't have adequate time to complete their portion of the course development process in a way that put the best product possible forward.

Consensus-building and partnership development across campus

Because ElonNEXT is new, some participants wanted to better understand context for ElonNEXT courses and to have more input. Participants shared their unit's resources and expertise would be a valuable addition to the overall success of ElonNEXT programming and they felt bypassed in creating ElonNEXT offerings.

RECOMMENDATIONS & NEXT STEPS

Based on the feedback from the listening tour, there are some clear opportunities to solidify and move ElonNEXT forward. In addition to planning future course offerings, next steps include:

1. Define mission, vision, and strategic plan

The new director can increase clarity and understanding about the purpose by creating a strategic plan which articulates the vision of ElonNEXT as well as a roadmap for how the program may evolve. This document can help internal partners understand the program's goals, as well as opportunities in which they can see themselves partnering with ElonNEXT.

2. Articulate systems and processes for course creation cycle

Articulating the end-to-end course creation process, including specific inputs and outputs along the way, will increase clarity and make it a lighter lift for internal parties involved. Additionally, work can be done to create templates, SOPs, etc. to make the end-to-end process as efficient and scalable as possible.

3. Build internal partnerships for long-term success of program

To ensure long-term sustainability of ElonNEXT, it will be essential for the new director to develop and broker internal partnerships. Work should be done as a springboard from the original launch of the program and from the listening tour to identify potential partners and begin consensus-building for the mutual benefit of both parties. A plethora of talent, expertise, and skills to bolster ElonNEXT exist across the university. Care and thoughtful cultivation of partnerships should be part of the new director's portfolio to further enhance the overall efficacy and reach of ElonNEXT.

4. Research competition in the continuing education space

Now that ElonNEXT has been launched and tested, the new director should begin market research on institutions defined as peers and aspirants, as well as institutions identified in direct competition for continuing education offerings across the state. By understanding the current competitive ecosystem, opportunities to differentiate Elon as a unique continuing education provider can be determined. This process will include identifying initial content areas or "buckets" for Elon's course offerings.

5. Create awareness campaign of ElonNEXT

Once the mission, vision, and strategic direction have been determined, work will need to be done internally to strategically re-educate stakeholders on the role of ElonNEXT on and off-campus.



SELECTED QUOTES

We see ElonNEXT as a key partner and a convener of continuing education. A collaborative model with a lead.

When alumni think about reskilling and retooling, they don't think of Elon as their place to do that.

Programming hasn't had a cohesive brand.

I don't think Elon has found its niche for continuing education.

How do we build continuing education in a way that's win-win for partners across campus?

How might ElonNEXT help propel campus units who don't have the infrastructure or capacity for these offerings?

ElonNEXT can be a public relations opportunity where we're not just asking for a donation.

Help us articulate how this is distinctly Elon.

Faculty and staff who weren't intimately involved have no idea what ElonNEXT is.

It's hard to get faculty motivated when we don't know what the mission is.

Offerings were implemented without context from stakeholders.

What's the umbrella for continuing and lifelong education at Elon?

More faculty will participate if it's minimal and as easy as possible.

The more we can communicate Elon is more than a four year experience, the better.

Is this another thing I'm being asked to do?

Appendix B: Benchmarking Peer and Aspirant Continuing Education Initiatives

Peer Institutions

American University

Decentralized continuing education (CE) across the university; previously had [School of Professional & Extended Studies](#) (2012-2021). Majority of Continuing Ed exists in [Office of Graduate and Professional Studies](#)

- [Academic credit](#)
 - 4 online master's degrees
 - 4 graduate certificates (12 credits): Healthcare management, HR Analytics, Project Monitoring & Evaluation, Sports Analytics & Management
- [Executive education](#)
 - Executive coaching
 - Bootcamps offered in partnership with OPM (ThriveDX)
 - Cybersecurity
 - Digital Marketing
 - Software Development
 - Custom corporate training
 - Individual courses
 - Essential of HR, HR management, LSAT prep course

Bucknell University

[Bucknell Institute for Lifelong Learning](#)

- Older adult programming offered each semester, similar to LIFE@Elon
- No other continuing ed/PD resource for campus

Chapman University

[Chapman Alumni Lifelong Learning](#)

- Older adult programming offered each semester, similar to LIFE@Elon
- No other CE resource for campus

University of Denver

[University College](#); centralized CE resource for campus
73 staff (excluding college faculty)

- Academic credit programs
 - [6 online Bachelor's completion](#) programs
 - [15 four-course or 6 course graduate certificates](#)
 - [16 master's degrees](#) online or during evenings

- Noncredit programs
 - Center for Professional Development
 - [20 short courses](#) including test prep, medical billing, coaching skills
 - [16 certificates](#) including FinTech, Data Analytics, Cannabis Compliance
 - [Institute for Leaders in Development](#) cohorted emerging nonprofit fundraiser leaders program
 - [OLLI](#) (Osher Lifelong Learning Institute) for older adults
 - [Enrichment courses](#)

Fordham University

[School of Professional & Continuing Studies](#)

10 staff (and designated faculty for school); centralized CE for campus

- Academic credit
 - [18 bachelor's degree completion programs](#), individual courses for credit
 - M.S., Applied Health Informatics; M.S., Real Estate
 - [Post Baccalaureate Pre-Med/Pre-Health Program](#)
 - [Nondegree credit program for older adults](#)
 - Academic credit for Veterans
- Professional and Certificate programs
 - [HR Management](#), [Real Estate Institute](#)
- [Custom and Corporate Education](#)

Furman University

2 units, at least 10 staff; centralized CE for campus

- [Center for Corporate & Professional Development](#)
 - [Women's Leadership Institute](#)
 - Semester-long, cohorted experience
 - Corporate Training – full or half-day programs
 - Customized courses
 - Organizational development consulting
 - Team development
 - Design thinking
- [OLLI \(Osher Institute for Lifelong Learning\) for older adults](#)

Gonzaga University

No identified continuing education exists. Closest option is [Career and Professional Development](#) (organized similar to SPDC)

James Madison University

[School of Professional & Continuing Education](#); centralized CE for campus

21 staff

- [Academic credit](#)
 - Adult bachelor's degree completion
 - Master of Education
 - [8 graduate certificates](#), 9-18 credits, higher ed assessment, cyber intelligence, education leadership, information security, etc.
- [Non-credit certificates](#)
 - Paralegal, Six Sigma, Project management, CFP, SHRM essentials, non-profit institute, conflict mediation skills
- [Professional development](#)
 - Bootcamps in partnership with OPM (Quickstart)
 - Test, exam, certification prep
- Non-degree seeking students
- [Lifelong Learning Institute](#) (similar to LIFE@Elon)
- [Youth programming](#)

Lehigh University

No centralized CE resource for campus; 3 programs decentralized into specific colleges

- [Executive Education](#) through the College of Business
 - Individual programs
 - [Executive Certificate in Management and Leadership](#)
 - Individual courses, live and online
 - Project management, negotiation, inclusion
 - Custom-built programs for organizations
- [Professional Education](#) in all four colleges
 - Applied master's degrees and certificates
- [Online programs](#) through Office of Distance Education
 - 9 master's programs, 5 certificate programs

Marquette University

[Marquette Continuing Education](#); centralized CE for campus

Unpublished staff figures

- [Graduate certificates and CEUs](#)
 - Business, data science, dentistry, engineering, health sciences
- [Noncredit certificates](#)
 - Salesforce Administrator, Tableau data analytics, Facebook marketing, project management, data science, business management, machine learning
- [Lifelong learning](#) community programming

Miami (OH) University

[Miami Continuing Education](#); centralized CE for campus

4 staff

- [Academic credit](#) workshops, including auditing
- [Noncredit courses & certificates](#)
 - 700+ offerings via OPM
- [Institute for Learning in Retirement](#)
- [Summer School](#)

Santa Clara University

No centralized CE resource for campus; decentralized programs in specific colleges

- [School of Business](#)
- [School of Education](#)
- [School of Engineering](#)
- [OLLI](#) (Osher Lifelong Learning Institute) for older adults

Southern Methodist University

[Continuing and Professional Education](#) (as part of Global, Online and Continuing Education division); centralized CE for campus

5 staff

- Noncredit courses and certificates
 - [28 certificate programs](#)
 - [80+ short courses, largely self-paced online](#)
 - [Corporate and customized programs](#)
 - [12 pre-college/college prep programs](#)

Syracuse University

[College of Professional Studies](#); centralized CE resource for campus

98 staff (excluding college faculty)

- Academic credit programs
 - [26 online degrees and certificates](#)
 - [On campus part-time undergraduate degrees](#)
 - [Pre-college](#)
- Noncredit programs
 - [Microcredentials through workforce courses and certificates](#)
 - [Future-Ready Workforce Innovation Consortium](#) (university-wide research, skills training, partnership programs to benefit NY workforce)
 - [International Programs](#) for first-year students, including English Language Institute
 - [Leadership Development Program](#)

College of William & Mary

Began [formally researching](#) continuing ed in 2019

- Identified DC as a hub, [2 CE courses offered](#) there now

- [Formal recommendations for next steps](#) to build continuing ed unit
- [Runs OLLI](#) program, similar to LIFE@Elon

Aspirant Continuing Education Institutions

Emory University

[Emory Continuing Education](#); all noncredit programming offered online, in-person, hybrid

Unpublished staff figures

- [Individual courses and certificates](#)
 - 20 certificates
 - Hundreds of individual courses in 25 areas, courses can be combined into certificates
- [Corporate learning](#)
 - Customized learning in 7 areas; DEI, communication, design thinking, IT, leadership, project management, process improvement
- [OLLI](#) (Osher Lifelong Learning Institute) for older adult learners

Georgetown University

[School of Continuing Studies](#); centralized CE resource for campus

50+ staff

- Academic credit
 - [Master](#): 10 degrees, online and on-campus
 - [3 graduate certificates](#): Cybersecurity, Business Intelligence, Agile
- [Professional certificate programs](#) (non-credit)
 - 31 certificates: management, education, leadership, communications, social impact, IT
- [Bootcamps](#) (offered by OPM)
 - Business essentials, data analytics, digital marketing, finance
- [Custom corporate programs](#)
- [Professional workshops](#)
- [Summer session](#) (undergrad and high school)
- [English language center](#)

Rice University

[Glasscock School of Continuing Studies](#); centralized CE resource for campus

25 staff

- [Academic credit](#)
 - 1 bachelor program, 2 master's program
- [Professional Education \(non-credit\)](#) partnering with OPM to offer
 - ~80 offerings: 7 bootcamps, 9 certificates, 58 individual courses, 2 workshops

- Communications, data science, finance, HR, leadership, management, test prep, etc.
- [PreK-12 Educator programs](#)
- [Language learners](#)
- [Enrichment programming](#) for older adults

University of Richmond

[School of Professional & Continuing Studies](#); centralized CE for campus

50 staff

- [Academic Programs](#)
 - Bachelor: 2 degrees, online certificates
 - Master: 5 degrees, online certificates
- [Professional Education](#)
 - 20 programs for CEUs or certificates; utilizes 9 OPMs to develop, package programs
 - Arts, communication, data analytics, IT, legal, CFP, teaching, etc.
- [OLLI](#)
- [High school summer, dual-enrolled programs](#)
- [Summer School](#)

Tulane University

[School of Professional Advancement](#); centralized CE for campus

57 staff

- All programs credit-bearing; online, in-person, hybrid
 - 10 [bachelor's degrees](#): IT, PR, communications, legal studies, etc.
 - 9 [master's degrees](#): cybersecurity, IT management, MPA, sports studies, etc.
 - [Certificates](#)
 - Undergrad: 7 certificates (4-5 courses each)
 - Grad: 29 certificates (4 courses each)

Villanova University

[College of Professional Studies](#); centralized CE for campus

31 staff

- Academic credit
 - Associate: 2 degrees, arts, science
 - Bachelor: 4 degrees; English, history, leadership, PA
 - Certificates
 - Undergraduate and post-baccalaureate: leadership, pre-health, IT, accounting, professional studies
- [Professional education \(noncredit\)](#); offered through OPM (Bisk)

- 21 certificate programs in cybersecurity, management, HR, fundraising, project management, etc.
- Custom corporate trainings

Wake Forest University

Two units providing professional and continuing education:

- [Continuing Studies](#); small, centralized CE resource for campus
 - 3 staff
 - [M.A. Liberal Arts Studies](#)
 - [Enrichment programming](#) for older adults
- [School of Professional Studies](#) based in Charlotte
 - 16 staff (excluding school faculty members)
 - Academic credit:
 - 13 [master's degrees](#): Health administration, FinTech, health informatics, business analytics, etc.
 - 5 [graduate certificates](#): Project management, agile leadership, FinTech, etc.
 - [Pre-college](#) (both credit bearing and noncredit opportunities)
 - Noncredit:
 - 5 [bootcamps](#): Data analytics, cybersecurity, product management, etc.
 - Custom [executive education](#) programming

North Carolina Institutions with Direct/Indirect Competition

Duke University

[Continuing Studies](#); centralized CE resource for campus, majority non-credit
27 staff

- [Professional Certificates](#) partnering with OPM (MindEdge)
 - 37 certificates; topics include business, HR, legal, IT, etc.
 - Online, on-campus, and hybrid
- [Nonprofit Management](#)
 - Executive Certificate in Nonprofit Leadership
 - Certificate in Nonprofit Management
 - Can take individual courses, bundle together for certificate
- [OLLI](#)
- [Pre-College](#)
- [Nondegree studies](#): individual courses and auditing opportunities

UNC-Chapel Hill

[Digital and Lifelong Learning](#); centralized resource for noncredit CE offerings, also [partners with schools](#) to create CE programming (credit and non-credit) under individual school branding

41 staff

- Certificates
 - [Paralegal](#)
 - [BRIDGES Academic Leadership for Women](#)
 - [Nurse Refresher](#)
 - [Primary Care RN](#)
- [Bootcamps](#) partnering with OPM (Trilogy)
 - Coding
 - Data Analytics
 - Digital Marketing
 - Tech Project Management
- [Enrichment programming](#) for retirees
- [MOOCs](#) offered by OPM (Coursera)

NC State University

[McKimmon Center for Extension & Continuing Education](#); centralized resource for CE (noncredit) on campus

20+ staff

- [Continuing and Professional Education](#)
 - Programs
 - Master's Certificate in Project Management
 - Leadership Coaching for Organizational Performance
 - Bootcamps
 - Digital Marketing
 - Cybersecurity
 - Project Management Certificate
 - Management certificates: energy, construction, facilities engineering
 - 200+ individual courses
- [OLLI](#)

UNC-Charlotte

[School of Professional Studies](#); centralized resource for CE (noncredit) on campus

17 staff

- [Certificate Programs](#)
 - 50+ certificates in 14 categories partnering with OPM (ed2go)
- [Individual Courses](#): 600+ courses in 14 categories partnering with OPM (ed2go)
- [Corporate Training](#)
- [Pre-College programming](#) and summer camps

UNC-Greensboro

[UNCG Online](#) hosts online undergraduate and graduate degrees, very little noncredit CE exists across campus.

24 staff

- [Academic credit](#)
 - 13 bachelor's degrees, 28 master's degrees, 31 graduate certificates (certificate program can roll into degree)
- [Esports certificate](#)
- [Enrichment programming](#) for older adults

Alamance Community College

- [~250 online courses](#) partnering with OPM (ed2go)
- [On-site, noncredit CE](#)
 - Largely trade-specific: automotive, animal care, project management, construction, health and beauty, languages, healthcare, etc.

Guilford Tech Community College

- [CE trainings taught on-campus and online](#)
 - Business administration, IT, Six Sigma, pharmacy tech, data analysis, etc.