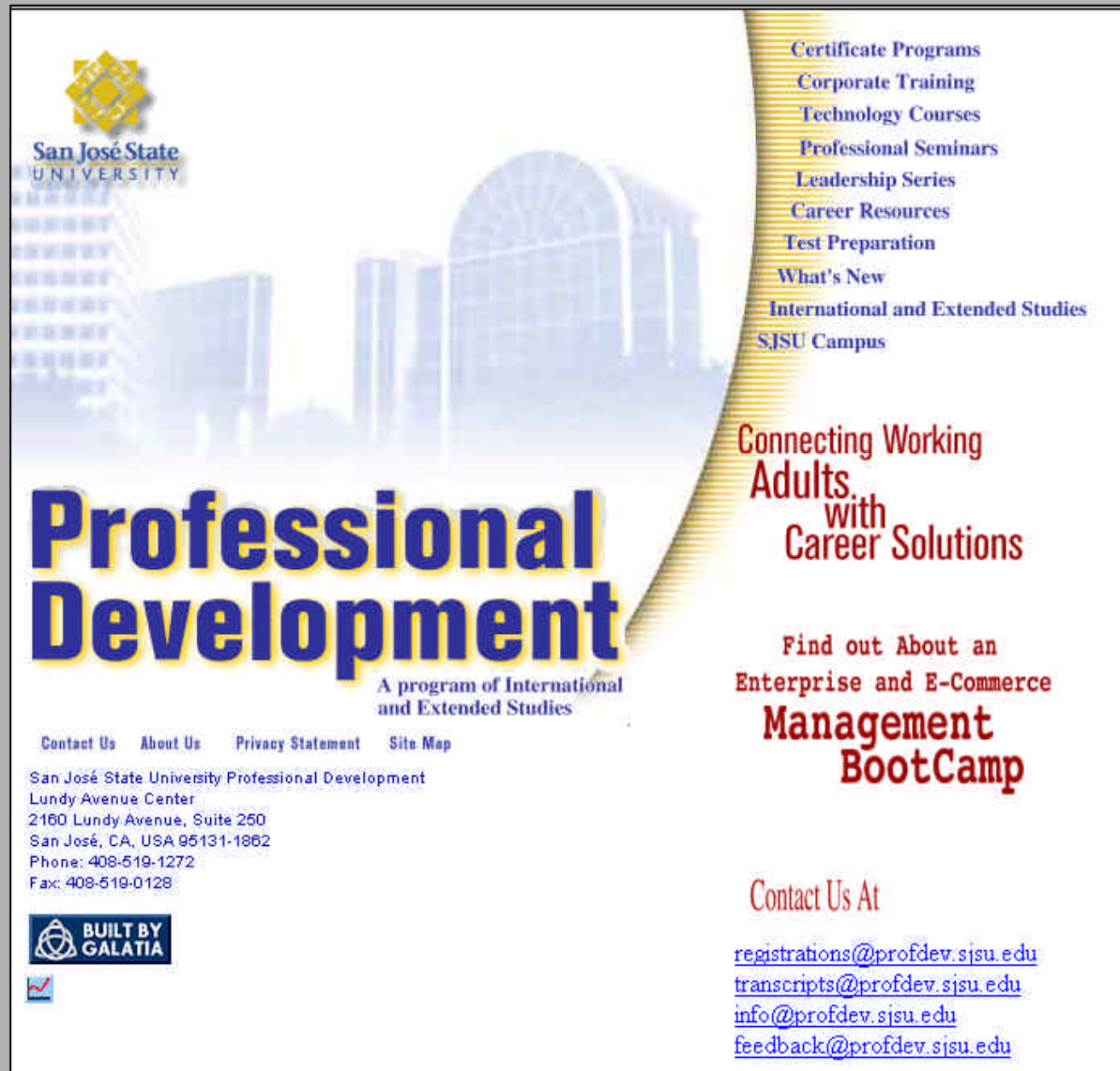



San Jose State University Professional Development (SJSU-PD)






San José State
UNIVERSITY

Professional Development

A program of International and Extended Studies

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Legal Disclosure

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High-level SJSU-PD Analysis via The Value Framework™



⇒ $V = \text{Value Created} = (\text{PTPi})S^3$
 $= MS^3 \text{™}$

⇒ $M = \text{Model} = (\text{PTPi})$

- ⇒ P = business Process
- ⇒ T = Transaction type
- ⇒ P = Participant
- ⇒ i = influences

⇒ $S^3 = \text{Strategy}^3 = \text{Deploy, Manage and Evolve}$

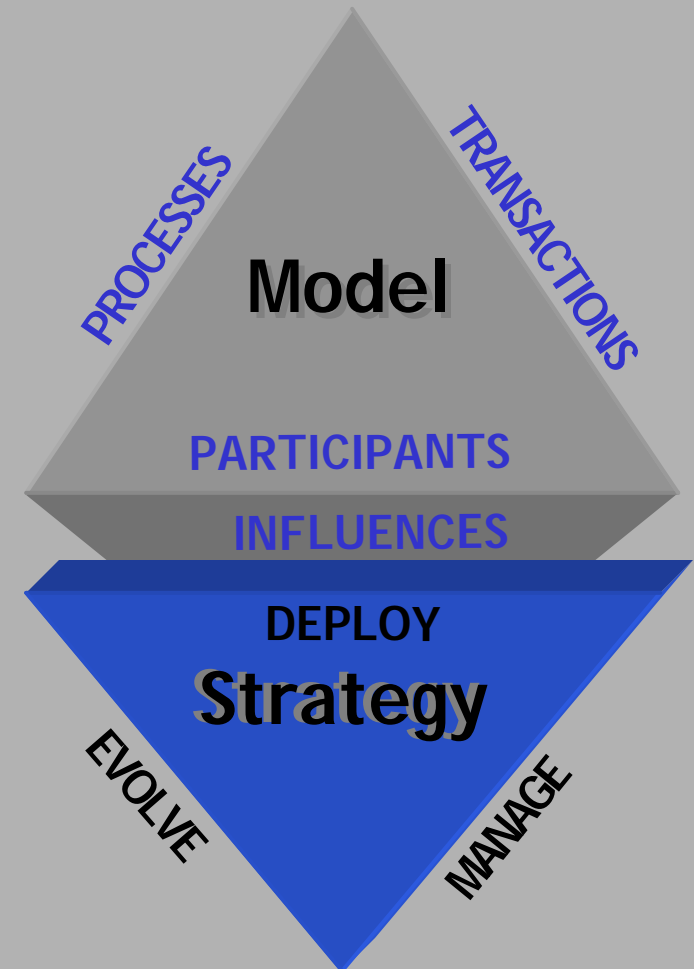


Table of Contents



30-Second Pitch

Analyzing The Model(s)

- ⇒ *Business Processes*
- ⇒ *Transaction Types*
- ⇒ *Participants*
- ⇒ *Influences (internal & external)*

Analyzing the Strategy

- ⇒ *Deployed*
- ⇒ *Managed*
- ⇒ *Evolved*

Recommendations

SJSU-PD – 30 Second Pitch



The purpose of SJSU-PD is to provide professional development for adult learners, including public and customized continuing education for the professional workforce as well as domestic and international businesses.

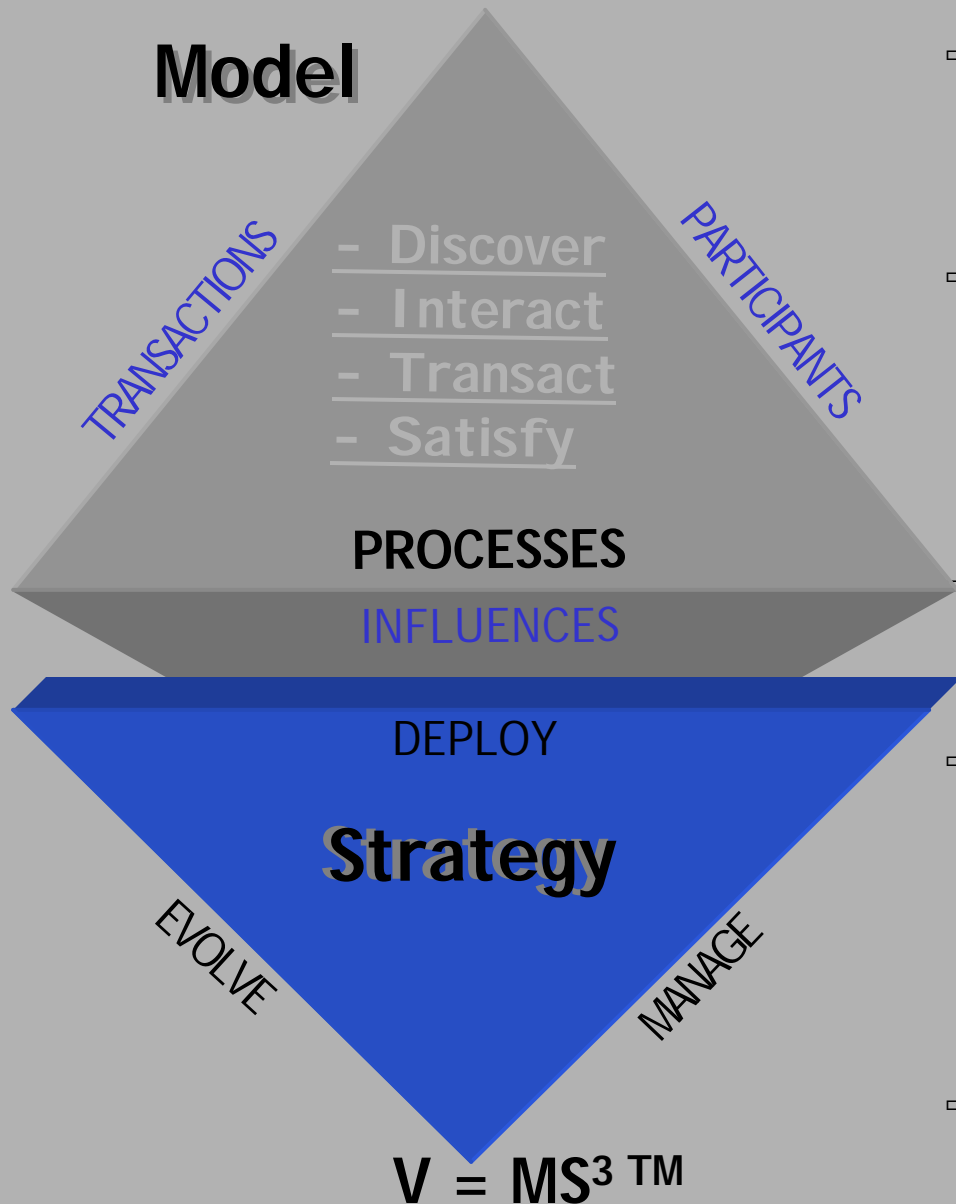
PD emphasizes short-term programs with emphasis on immediate application of skills and practices (in contrast to longer degree programs incorporating theory and research).

PD helps its customers to:

- Explore new horizons
- Improve skills and knowledge
- Advance in their careers
- Change careers

In short: We create and fulfill dreams

SJSU-PD - Processes

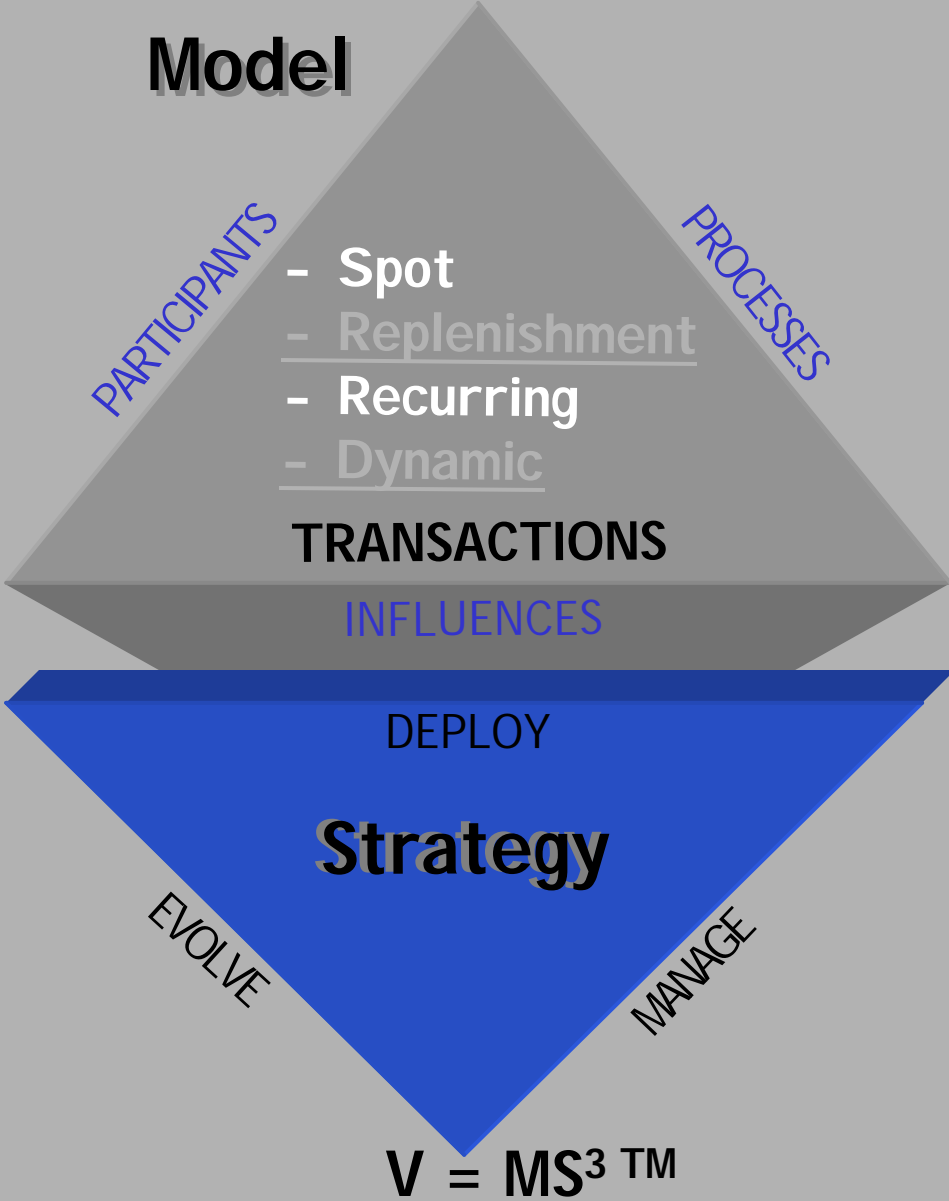


- ⇒ Discovery: SJSU-PD is not well enough known
 - ⇒ SJSU is well known. The existence of its Professional Development services is less well known.
 - ⇒ Considering a name tag: “extended studies”
 - ⇒ Need more exposure to the business marketplace
- ⇒ Interaction side is good
 - ⇒ Web site will be redesigned to be more user-friendly
 - ⇒ Catalog has been redesigned and will receive on-going review for further improvement
 - ⇒ A briefer course schedule will be piloted and evaluated
 - ⇒ Customer service has received lots of focus and is improving (based on surveys and anecdotal evidence)
- ⇒ The transaction side is getting better
 - ⇒ Processes are more customer friendly
 - ⇒ The process for planning, declaring and registering for an entire certificate is targeted for improvement
- ⇒ Satisfying the customer - improving
 - ⇒ Hand-off for resolving complex/key customer questions needs streamlining
 - ⇒ Quality of teaching (and materials) is usually good/very good, should be 100% excellent
 - ⇒ Facility and course offerings get high ratings
 - ⇒ Daily pre-class review will result in “glitch-free” evenings
- ⇒ This is the only face of the model pyramid where all four components need to be done well. Having none is a big concern.

SJSU-PD - Transactions



Model



PARTICIPANTS

- Spot
- Replenishment
- Recurring
- Dynamic

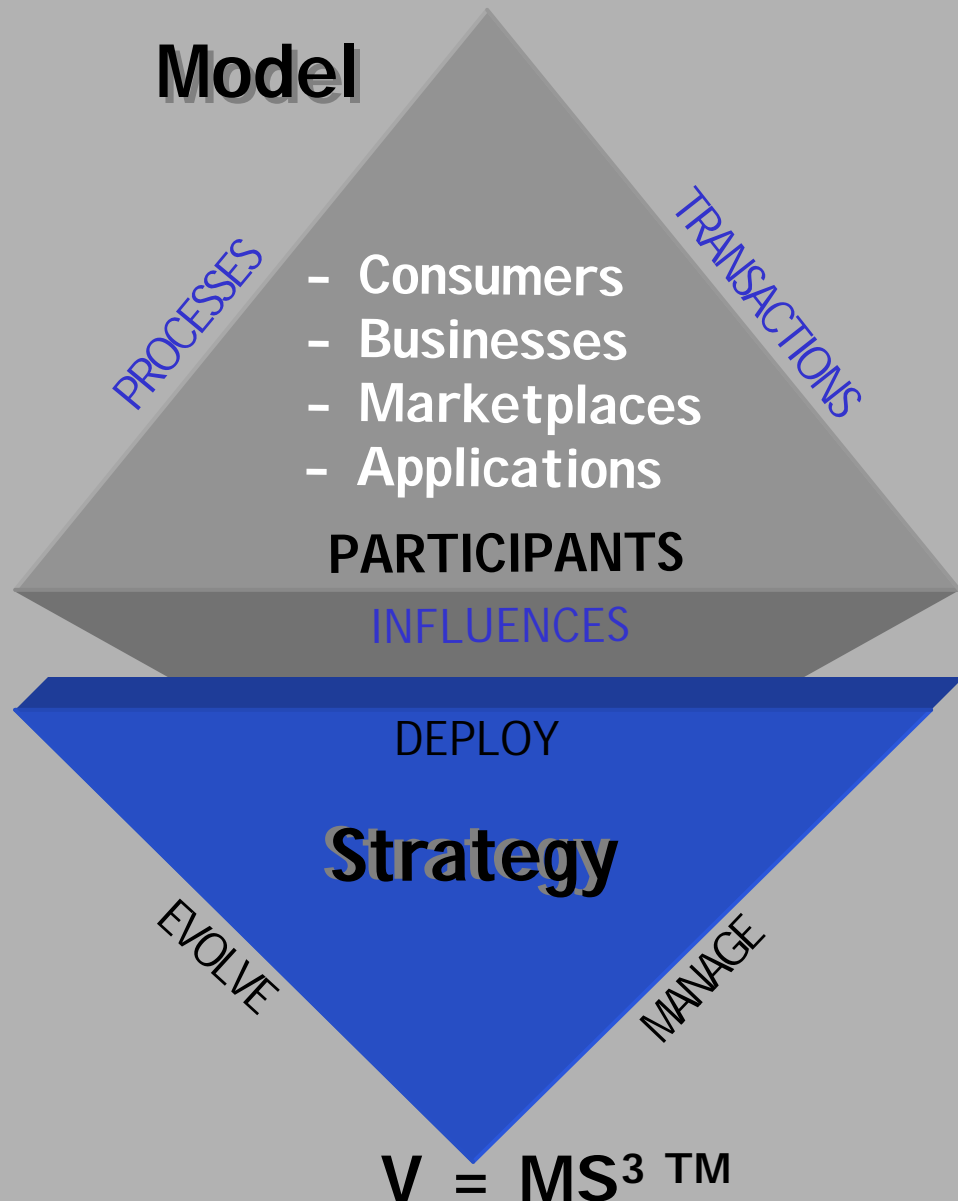
PROCESSES

- ⇒ A **spot** buy is when someone registers for a single course (the most expensive student)
- ⇒ Returning (from time to time) students constitute **replenishment**
 - ⇒ Need to measure
 - ⇒ Need programs tailored to specific industries that require continual education
 - ⇒ Consider packages: “Two for the price of one”
- ⇒ **Recurring** transactions occur when a student enrolls in an achievement award or certificate program
 - ⇒ 18% say they will advance to candidacy, only 10% actually do; need to focus on that 8%
- ⇒ 97% of revenue comes from public and custom programs.
 - ⇒ Administrative fee for CEU’s given provides another 2-3%
 - ⇒ Sponsorships bring in less than 1%
 - ⇒ Exploring fund raising
- ⇒ Generally speaking, putting emphasis on the **spot** buy is not a good business model; figuring out how to increase **recurring** business and to incorporate **replenishment** business would be extremely important.

SJSU-PD - Participants



Model

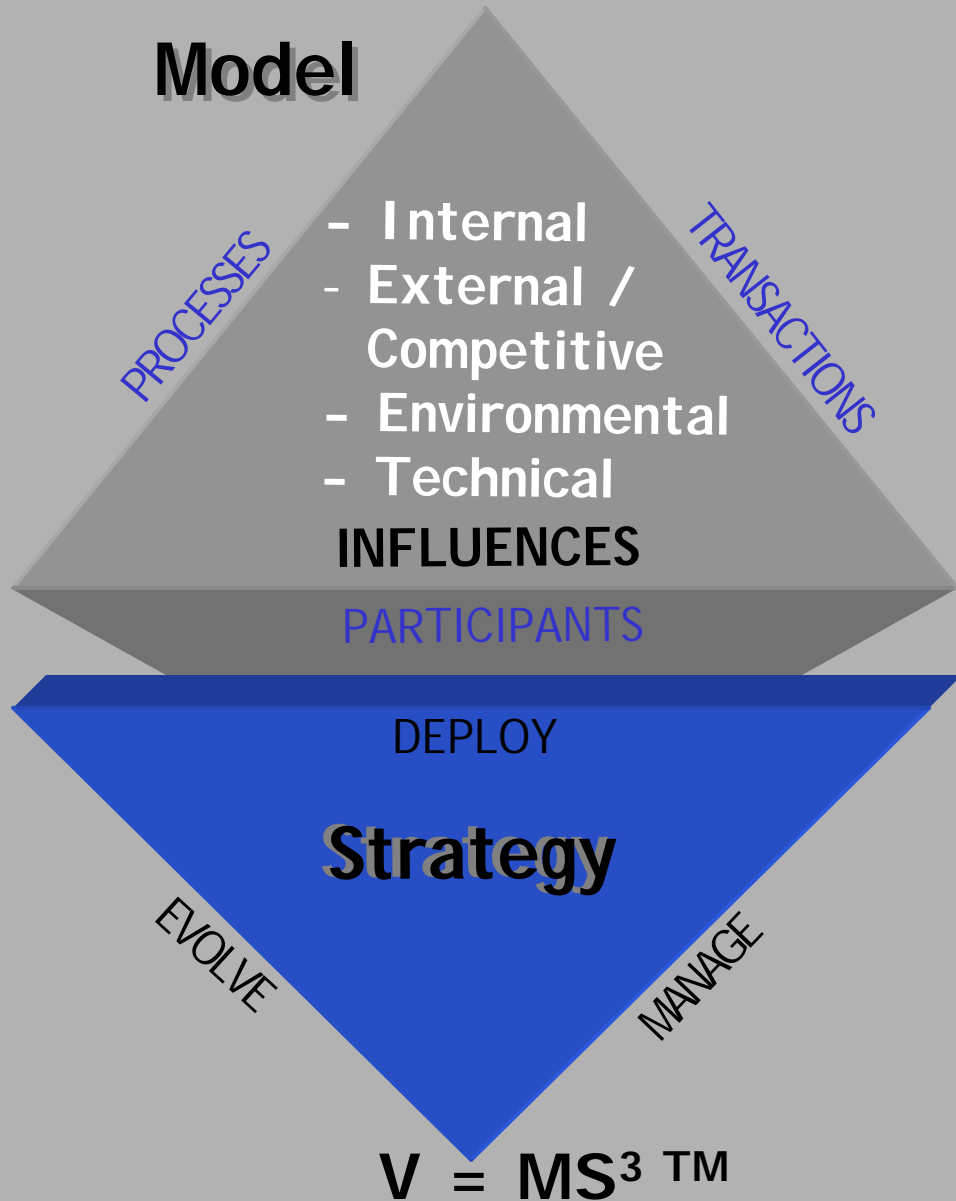


- ⇒ Primary customer is the **consumer**
- ⇒ Getting more actively involved with **corporations**
 - ⇒ Program advisory committees for each program (populated by the employers)
 - ⇒ PD Advisory Board (targeted for Fall '03)
 - ⇒ Other ways to reach out to employers (currently sponsor CEOnetworking, conducted a CEO roundtable with the Alliance of CEOs; planning other roundtables)
 - ⇒ Planning fundraising
 - ⇒ PD needs feedback: Is PD satisfying Silicon Valley's workforce needs (through public or custom programs)?
- ⇒ The training cooperative would be considered a **marketplace** (a channel through which PD does business)
- ⇒ 100% online training courses would be considered **applications**. This technology provides automatic, self-service training. SJSU-PD offers two courses at the moment. This may be an area you decide to spend the resources or get out of the game.
- ⇒ NOTE: There's certainly a lot going on here for a small entity

SJSU-PD - Influences

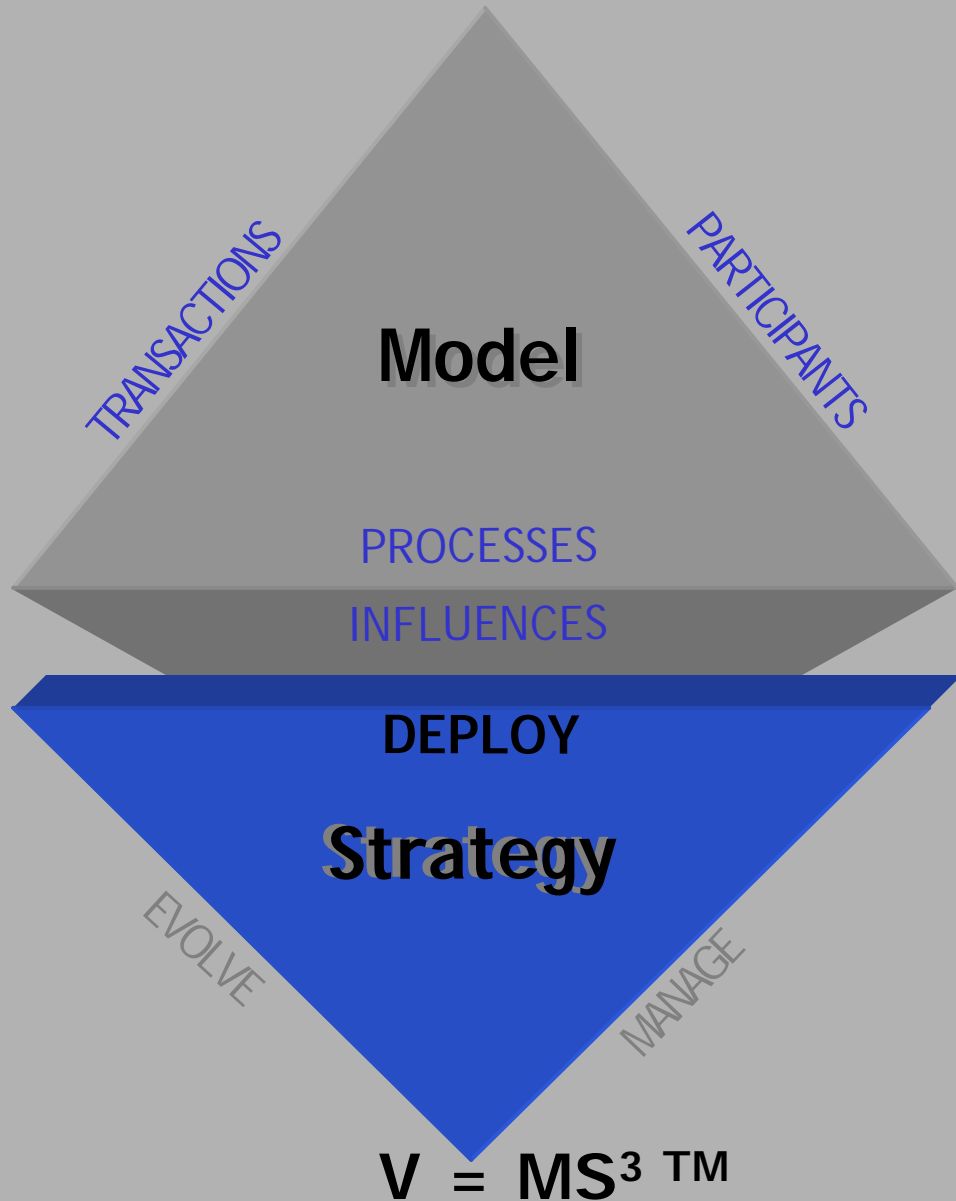


Model



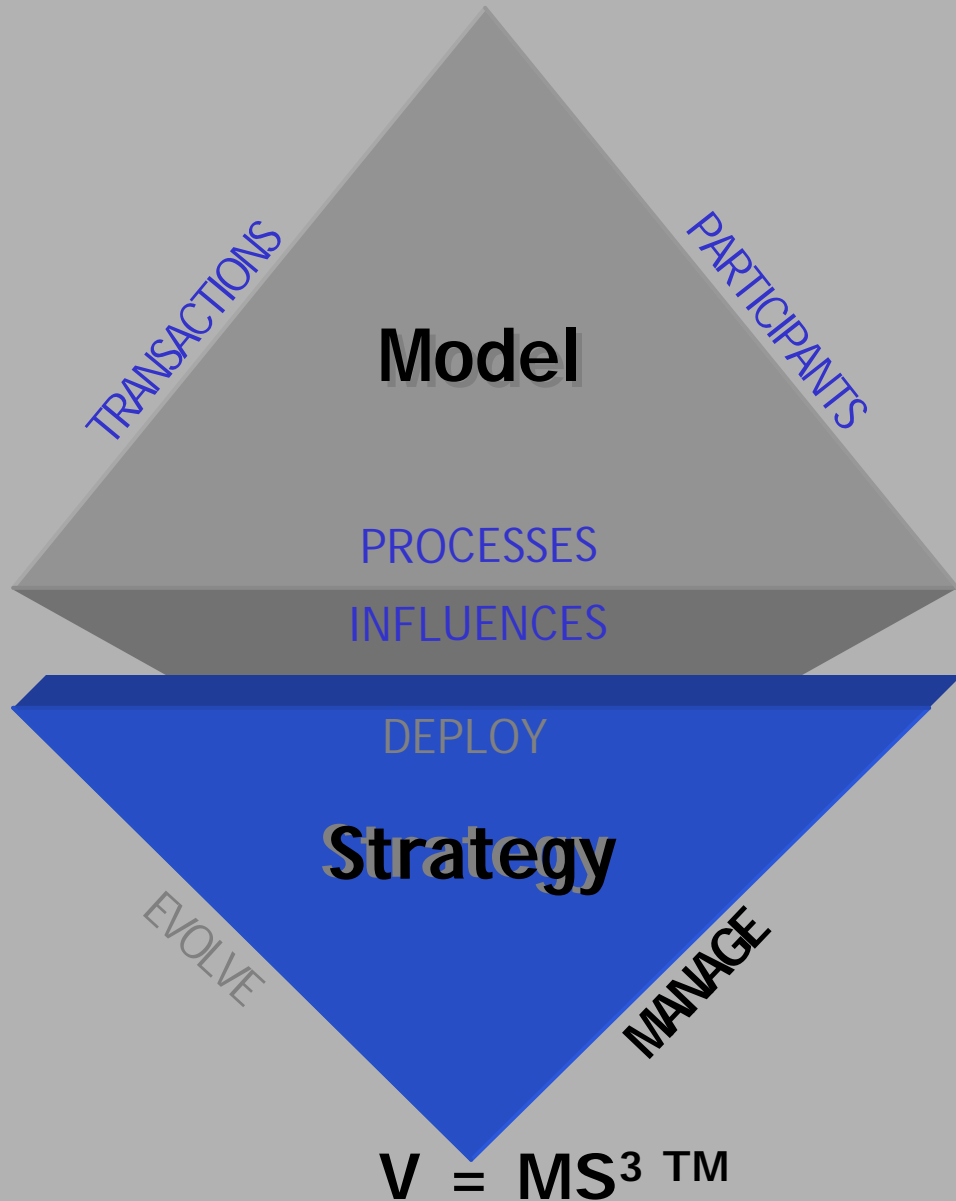
- ⇒ SJSU-PD is heavily influenced by the Silicon Valley economy
- ⇒ The university and CSU system influences Professional Development: (PD)
 - ⇒ State budget cuts could limit access to university resources
 - ⇒ Movement to PeopleSoft and CE Technologies will require changes in how business is done
 - ⇒ The university makes suggestions and critiques the operations; opens doors
 - ⇒ UCEA (University Continuing Education Association) and CSU Extended Education Commission provide insight into what's going on elsewhere (Comparatively, PD appears to be doing well)
- ⇒ Technology continues to change and is expensive to keep up
 - ⇒ Sponsors/fundraising may be able to help
- ⇒ UCSC-Extension & SJSU-PD each received a \$100k Osher grant to provide lifelong learning to seniors. The units are planning to work cooperatively
- ⇒ The division brings international opportunities to PD
- ⇒ Goal is to create a collaborative culture
 - ⇒ *Is a collaborative culture appropriate for all aspects?*

SJSU-PD - Strategy Deployed



- ⇒ Certificate programs have been developed over the past 22 years
 - ⇒ PD originally used the campus, then rented facilities, then leased the Tisch facility, then leased Lundy, then closed Tisch
 - ⇒ Cadre of experts, systems, contract forums are used to create, maintain and enhance each of the program areas
 - ⇒ SJSU-PD started off as “continuing education” (including personal enrichment programs), then switched to “Professional Development”. Some are confused by the title. The newly developed Osher program will include personal enrichment.
 - ⇒ Seven years ago, ACEWARE was purchased as a good registration system; it is being replaced system-wide by Peoplesoft
- ⇒ Customer Service Representatives (CSRs) and Program Coordinators were the same job; recently they have been separated into two two positions to provide better focus. Close collaboration, cross-training and teamwork are now required.

SJSU-PD - Strategy Managed



⇒ Success is defined as:

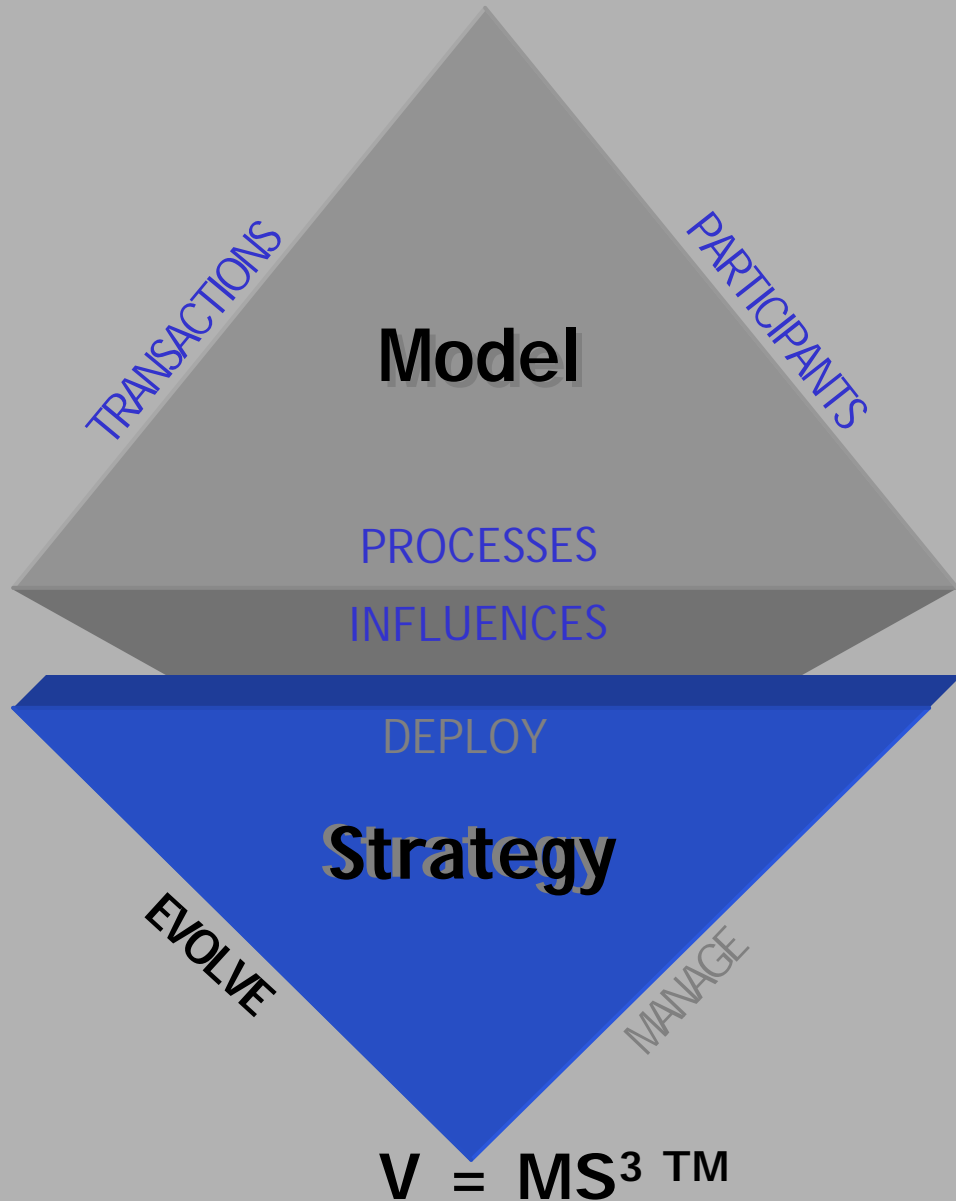
- ⇒ Student enrollment (margins to cover indirect expenses) [target: breakeven – doing better]
- ⇒ Student satisfaction [target: 4+ on class evaluations]
- ⇒ Student loyalty [target: have it increase]
- ⇒ Increase in use of PD by businesses for their internal employee development
- ⇒ NOTE: There is nothing here focused on or measuring other goals (fulfill dreams, change careers, explore new horizons)

⇒ Management Structures:

- ⇒ Weekly program management meeting
 - ⇒ Sometimes devoted to a particular topic
- ⇒ Concierge-style Student Services Task Force (looks at customer service every two weeks)
- ⇒ CSR's and PCs meetings once a month
- ⇒ Daily pre-class review meetings
- ⇒ "JOY" committee that meets every six weeks (to focus on PD culture)

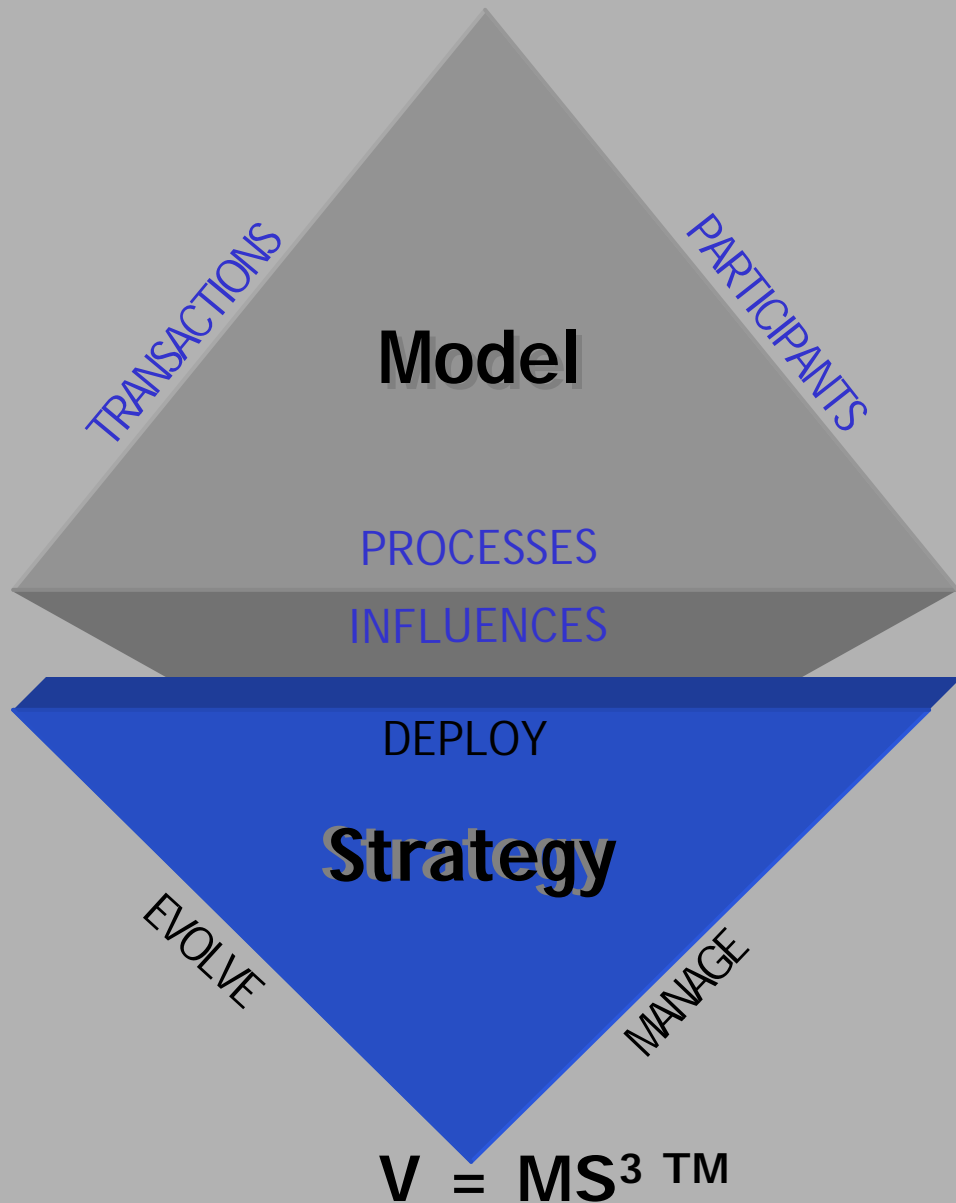
⇒ *NOTE: Are there too many objectives to stay on top of all of them?*

SJSU-PD - Strategy Evolution



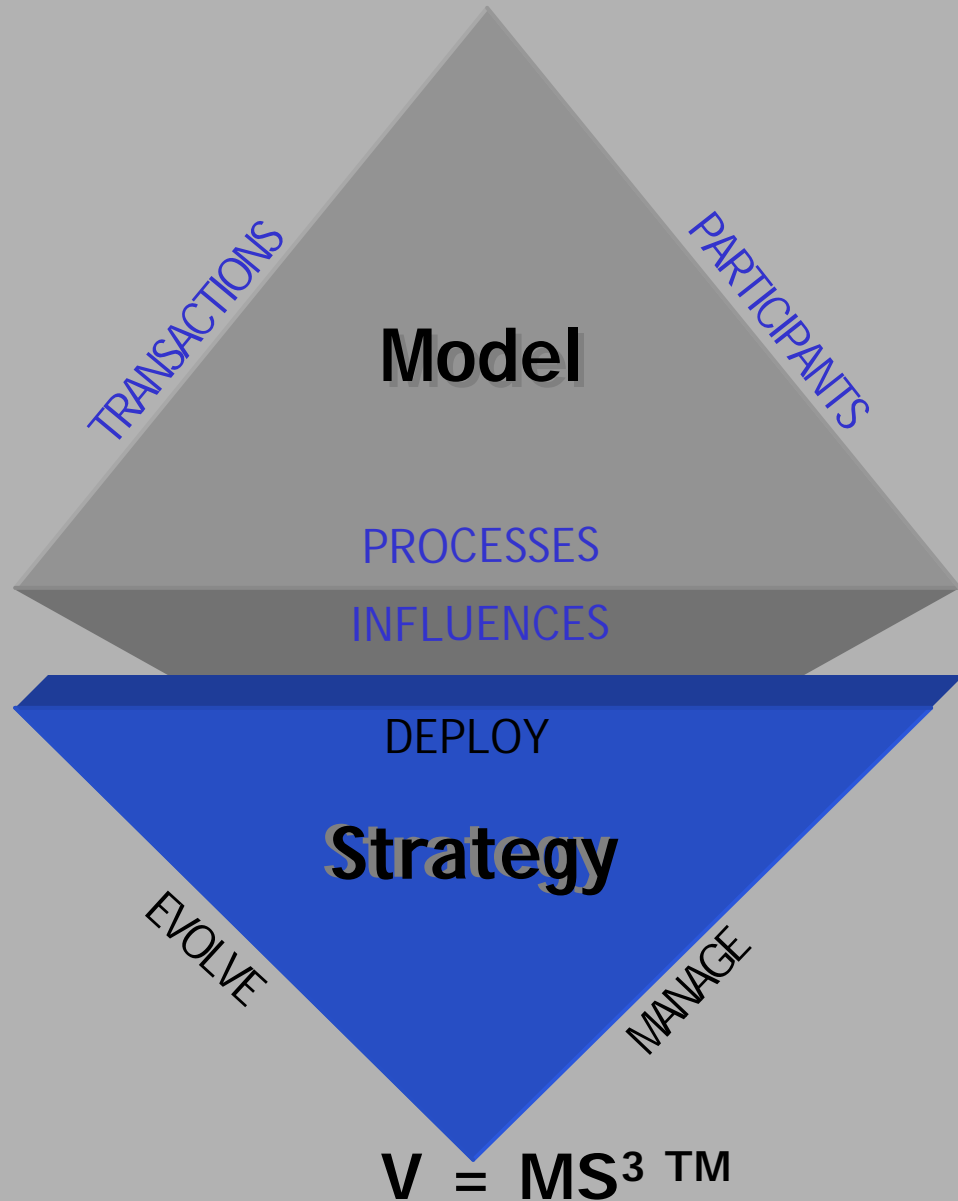
- ⇒ Grand goal: recognition of the certificates value from corporations of Silicon Valley (*applicants with a SJSU-PD certificate on their resume will be specially regarded*)
- ⇒ More visible in the marketplace
- ⇒ Closer relationship with employers to help design and refresh certificate programs
- ⇒ Students awareness of existing programs and services and to perceive that these programs and services exceed expectations in terms of quality of education and customer service
- ⇒ Consider providing other services that address career issues and “dreams” more holistically, providing links to
 - ⇒ Career services
 - ⇒ Internships
 - ⇒ Mentor relationships
 - ⇒ Other students
- ⇒ Benefit from closer relationships with high net worth individuals and corporations to sponsor programs.

SJSU-PD - Recommendations



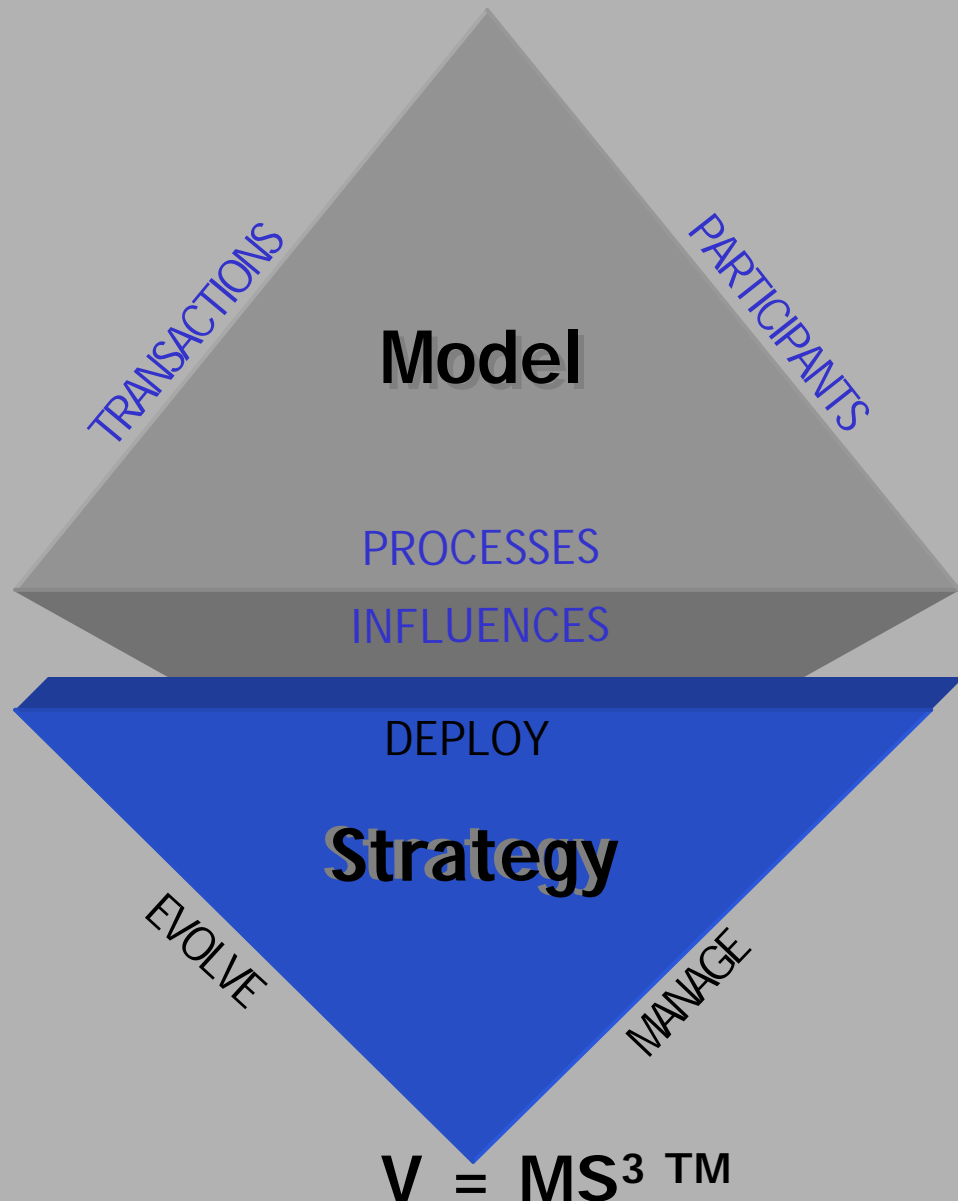
- ⇒ Define/incorporate the appropriate mission and focus on the process face of the model pyramid
 - ⇒ If SJSU-PD is not just a training institution, but something else, then PD needs to act like it
- ⇒ Focus on core vs. context (at the moment everything is being given equal importance)
 - ⇒ Identify the top five-ten core tasks and either outsource or put lower importance on those not identified
 - ⇒ Identify the top five-ten context tasks
 - ⇒ Assign a core czar (probably Executive Director) to focus on core
 - ⇒ Assign a separate context czar

SJSU-PD - Recommendations



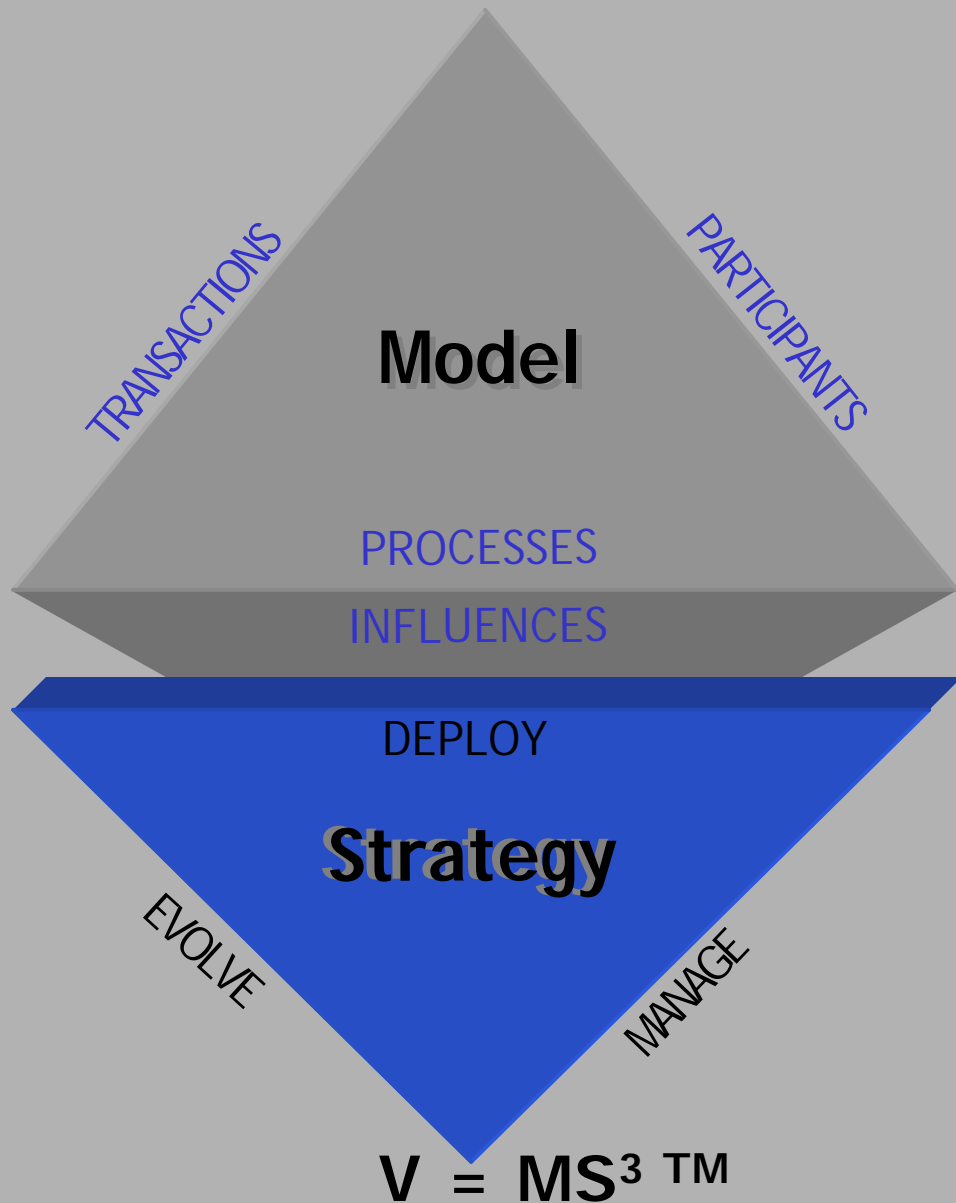
- ⇒ If it's decided that facilitating the sub-mission of fulfilling dreams, changing careers & exploring new horizons is core, then:
 - ⇒ Create or use an existing committee to ascertain what's important and ensure that it happens
 - ⇒ Create charts with the top five to ten paths that could be taken to facilitate the above and incorporate into the goals
 - ⇒ Potentially create a paid-for mentor program (help change careers)
 - ⇒ Facilitate incremental networking
 - ⇒ Offer internships and a certain percentage of jobs per certificate program
 - ⇒ Promote existing relationship with SJSU Career Center/counselor to provide resume services to host student resumes

SJSU-PD - Recommendations



- ⇒ Need to focus on the recurring and replenishment transactions
 - ⇒ Work on the 8% of students that advanced to candidacy but didn't complete
 - ⇒ Create better relationships with corporations (define activity with goals and monitor their results)
 - ⇒ Find industries that require continual education and see if the industry association would be interested in associating with SJSU-PD (e.g. revenue sharing with industries that have an interest in professional development – pharmaceutical, legal, etc.)
 - ⇒ Create a package offer in which an individual or corporation could pay X and get 1-2 courses per year
 - ⇒ Survey student's post-PD work experience to learn how relevant their experience is
 - ⇒ Survey the value PD is bringing to local corporations

SJSU-PD - Recommendations



- ⇒ Continue to make connections with the local press (*Mercury News, BizInk & the Business Journal*)
- ⇒ Explore other ways to increase exposure including a business focused newsletter/eZine, plus the techniques on this page:
http://ecnow.com/Internet_Marketing.htm
- ⇒ Upgrade the Web to make it more customer focused.
 - ⇒ Implement online registration with Peoplesoft.
 - ⇒ Include incentives for courses, topics, advancement to candidacy, etc.
- ⇒ Keep Executive Director close to the sales – set up meetings with associations and corporate customers.