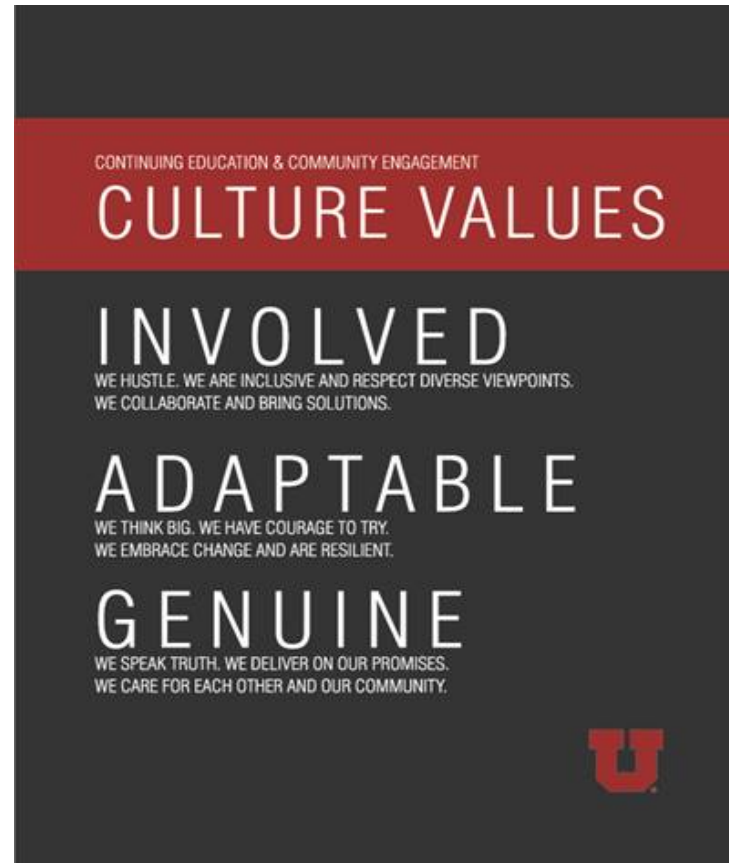


CECE Strategic Plan

(Year 3 of 3)

CECE Mission and Values

Continuing Education & Community Engagement provides unique pathways to and through higher education and inspires a love of learning through innovative, educational experiences for all ages and people.



3 Year Vision

To create a professional space that is reflective of the quality of our programs and to create a business model that scales to serve a myriad of unique student audiences, demonstrates impact, and allows us to be innovative, pilot forward thinking ideas, and support the U's core mission.

10 Year Vision

To earn holistic trust across campus where departments proactively engage with CECE to create and deliver noncredit, credit, and degree programs through a variety of delivery modes specifically designed for alternative student audiences.

3 Year Strategy/Goals and Accomplishments

(where we are entering our 3rd year of our strategic plan)

- **Build an organizational structure that reflects our values and supports campus. Done!** *We reorganized into our business verticals, aligned our work, and fine-tuned our values. See our values below. (And, as any successful business does, we'll continue to assess how we can best service our student audiences and adjust our work.)*
- **Establish a professional space that reflects the quality of our programs and welcomes the community. Done!** *We have a gorgeous new building and our students are enjoying the new space! It better reflects the quality of our programs and our work. And although, our new shared space comes with some adjustments, we're demonstrating our first value and being Adaptable!*
- **Create scalable student-centric business processes to serve unique student audiences in support of campus. In Progress!** *We have made great strides in streamlining our work and aligning our systems and processes in support of campus. See "Major CECE Projects Updates" in email from 7/17/18.*
- **Identify and develop innovative programmatic opportunities to partner on and off campus. Done and always in progress!** *See the Budget Narrative posted on the Knowledgebase to see a sampling of the great programs we accomplished last year. As mentioned earlier, it is that time of year where we each identify our goals, so we'll see lots more innovative and successful programs this coming year.*
- **Improve communication of our impact to campus and the community. In Progress!** *We are always fine-tuning our messaging to communicate our impact and value to campus. See the CECE Services and Value presentation posted on the Knowledgebase. This presentation has been resonating when I meet with deans, chairs, and other U leadership. The impact CECE makes in the community is demonstrated by the programs we provide for community members. We work to reach a multitude of audiences through our marketing and promotion. We are also continually improving our marketing materials to better tell that story. This year we've brought Youth Education and Professional Education catalogs in-house in order to tell our story more effectively and more creatively.*

Year 3 (2018-19) Goals from Budget Narrative

- **Goal 1: Reach Alternative Student Audiences** (Alignment with U Goals: *Promote Student Success, Transform Lives, and Ensure U Viability*)
 - Post-Traditional Students
 - Launch and track Return to the U program
 - Expand Noncredit Academic Department Partnerships program
 - International
 - Develop an integrated international recruitment plan that includes agent partnerships
 - Support the UGlobal program
 - Underrepresented
 - Create and deliver One Refugee ESL High School program
 - Expand Zions Bank/UofU scholarship program
 - Develop and deliver a community ESL program
- **Goal 2: Strengthen Osher Institute Member Ties to the U** (Alignment with U Goals: *Ensure U Viability*)
 - Identify improved or new space for the Osher Institute
 - Develop and launch a 15-year anniversary capital campaign