

The Promise of Outreach

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Outreach Professional Development Conference
February 2004

Making Life Better . . .

Outreach

PENNSTATE



Continuing Education Cooperative Extension Penn State Public Broadcasting World Campus

Today's Remarks

- Celebrating Outreach Successes
- Facing the Brutal Facts
- Preserving the Core and Stimulating Progress

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(R. Glasbergen)

“Craig’s presentation wasn’t so bad. Sometime during the third hour, my spirit left my body and went to the beach!”

Today's University Faculty Senate Meeting

“Penn State is home to the largest unified outreach organization in American higher education, and I am extremely proud to say it is also one of the very best. We have an exceptional record of public engagement and are considered a model by peer institutions...”

President Graham Spanier

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Celebrating Outreach Successes: **Bottom Line**

- **Continuing Education**
 - Revenue Sharing has increased by 57% in five years—\$2.3 million in 2003
 - Grant and contract funding at an all time high of \$6.4 million

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Celebrating Outreach Successes:

Bottom Line

- **Cooperative Extension**
 - Total resources increased \$10 million over 2002/03 levels, despite declining state budgets
 - Grant and contract funding increased by 48%—from \$12 to \$19 million
 - Ag Innovation Center Grant—\$990,000
 - Children, Youth and Families at-Risk Grant—\$750,000

Celebrating Outreach Successes:

Bottom Line

- **Philanthropic gifts to Outreach**
 - More than \$30 million over seven years
- **WPSX Digital Campaign**
 - \$1.3 million toward \$2 million goal
 - additional \$3.3 million has been raised through state and federal grants

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Celebrating Outreach Successes:

Bottom Line

- **World Campus**—student headcount in undergraduate and graduate programs have more than doubled
 - Unduplicated student headcount of 5,247 and another 1,121 students in noncredit courses
 - Total enrollments reached 9,206, a 60% increase in online enrollments over the previous year

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Celebrating Outreach Successes: Milestones

- **WPSX-DT Digital Signed on March 3, 2003**—New frontier for datacasting, digital asset management, and learning objects.

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Celebrating Outreach Successes: Milestones

- **Penn State DuBois**—Educational Foundation Workforce Development and Technology Center and educational programs.
- **Penn State Fayette**—Center for Community and Public Safety— and a National Counter-Terrorism/Homeland Security Training Center.

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Celebrating Outreach Successes: Milestones

- **Construction Underway for \$27 Million Outreach Innovation Building** — Will be home to World Campus, CE@UP, Penn State Public Broadcasting, Marketing



Celebrating Outreach Successes: Programming

- **Cooperative Extension Expands Programming for Diverse Audiences:**
 - Food safety programming for Chinese restaurants owners
 - Spanish conversation for dairy farmers
 - Workforce training for Hispanic workers, assisting Hispanic youth with food choices, and supporting Hispanic literacy
 - Sponsors of Japanese Exchange Program
 - Diversity training for 4-H camp counselors

Celebrating Outreach Successes: **Programming**

- **Campuses collaborate with local businesses and WEDnetPA**
(Workforce and Economic Development Network of Pennsylvania)
 - Penn State Hazleton
 - Penn State DuBois
 - Penn State Mont Alto
 - Penn State New Kensington
 - CE@UP received \$400,000 in WEDnet funding

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Celebrating Outreach Successes: **Programming**

- **New Continuing Education Degrees/Certificates/Courses Launched:**
 - 120 new C&I programs from 2002 to present
 - Statewide OLEAD Bachelors Degree
 - New Statewide Certificate Programs, Associate Degrees & Courses including Reading Instruction for Special Education Certificate

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Celebrating Outreach Successes: **Programming**

- **PSPB K-12 Educational Service Reaches Out to Schools:**
 - Serving 26 school districts and reaching 26,062 students, 150 teachers and 688 care providers trained, 4,000 books distributed

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Celebrating Outreach Successes: **Programming**

- **PSPB Responsible for 200 Original Hours of Local Productions:**
 - Talk Tuesdays, To The Best Of My Knowledge, About Business , Race Matters, Take Note Live!, Creating Health, Center Court and Sports Productions.
 - National PBS stations will air WPSX-produced documentary, “Small Ball: A Little League Story”

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Celebrating Outreach Successes: **Programming**

- **World Campus Is Evolving a Coherent Degree-driven Curriculum:**
 - In 2004: Two new master's degrees (Curriculum and Instruction and Oil and Natural Gas)
 - In 2005: Two new baccalaureate degrees (Nursing and Business) and two more master's degrees (GIS and Project Management)

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“Imagining something may be the first step in making it happen, but it takes the REAL TIME and REAL EFFORTS of REAL PEOPLE to learn things, make things, turn thoughts into deeds, or visions into inventions.”

Rogers, F. (2003). The World According to Mister Rogers. Page 99

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Today's University Faculty Senate Meeting

“...Public service is one of our greatest strengths, but sustaining these initiatives in the face of lagging state support has become difficult.”

President Graham Spanier

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Facing the Brutal Facts

- Reduction in public funding for state higher education—\$2 million reduction for Outreach
- Elevated fiscal expectations for Outreach to provide a greater financial return to the University
- Greater expectations for higher education to address economic, social, and educational issues

Facing the Brutal Facts

- Increasing need for Outreach to build funds for R&D of new programs and technologies
- New challenges for content and instructional delivery created by digital technologies, including digital broadcasting and online learning
- Expanding opportunities for increased integration across delivery systems in support of programmatic, functional, and administrative enhancements and efficiencies

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Facing the Brutal Facts

- Growing competition for adult markets demanding higher levels of quality, greater flexibility, lower costs, and faster turnaround (especially non-credit)
- Declining enrollments for adult learners across Penn State's locations
- Missed strategic advantage to leverage statewide resources to address PA workforce issues

“Our time calls us to move beyond the old walls and together find the courage to carry on as we are called to do....whatever the challenge, leaders will rise, finding the heart, the language, the caring that embraces and sustains.”

Frances Hesselbein, Chair

Board of Governors of the Drucker Foundation

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My Change



Your Change



Big Change



No Change



(R. Glasbergen)

University/Outreach Actions for Today, Tomorrow, and the Future:

- Task Force on Continuing Education
- Cooperative Extension Plans of Work
- On-line Course Sharing Task Force
- Engaging Faculty in a Digital Future
- University Outreach Council
- Outreach Diversity Council
- Outreach Strategic Positioning Process

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Outreach Strategic Positioning Teams

- Outreach Core Competencies
- Fiscal Stewardship
- Academic Relationships
- Innovation

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Outreach Strategic Positioning Process

- Focus on a more entrepreneurial culture
- Focus on execution, eliminate bureaucracy, and push decision-making down
- Identify and build future core competencies
- Build a new organizational structure to ensure the alignment of our resources with our strategic priorities

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Outreach Strategic Positioning Process

- Create innovative programs, products, fiscal models, and delivery systems
- Develop new strategies to improve services and increase revenue for academic departments and our own internal R&D
- Advance the scholarship of engagement within the core academic mission; and,
- Foster an organization that inspires passion and creativity.

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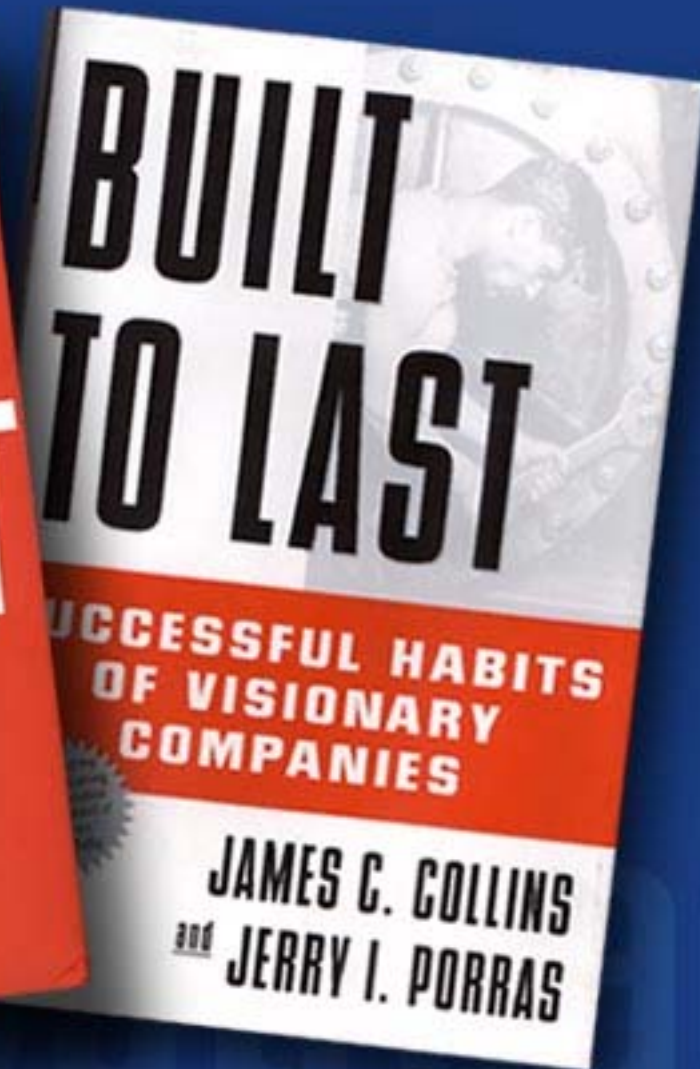
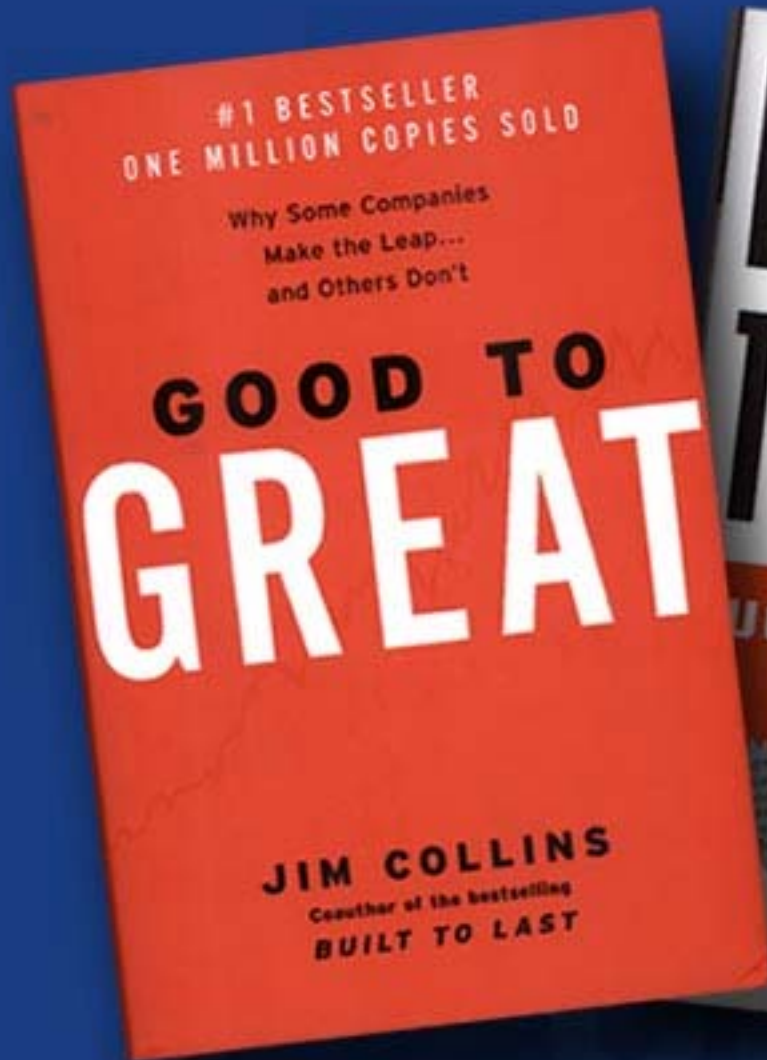
Outreach Strategic Positioning Timeline

- March 5: Final Team Reports Due
- April 1: Outreach Plan Draft Due
- Mid April: Outreach Town Meeting and Discussion with University Outreach Council
- April 30: Implementation of Outreach Plan
- May 14: Board of Trustees Presentation

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**Framework for the Future :
“preserving the core and stimulating progress”**



A Conversation with Collins...

”preserving the core and stimulating progress”



Never/Seldom Change

Core Values

Core Purpose

BHAG (20 year goal)

Base Camps (5-year objectives)

Annual/Semiannual Priorities

Change Frequently

A Conversation with Collins...

- All the best organizations have an iterative strategic thinking process. Plans are useless; planning is priceless.
- Seek deeper and deeper understanding through disciplined thinking.
- Brutal Fact: Everyone has external constraints and regulator bodies. Manage them smart.
- Lead regardless of your place in the organization—everyone reports to someone.

Applying Collins' "Good to Great" Framework to Outreach



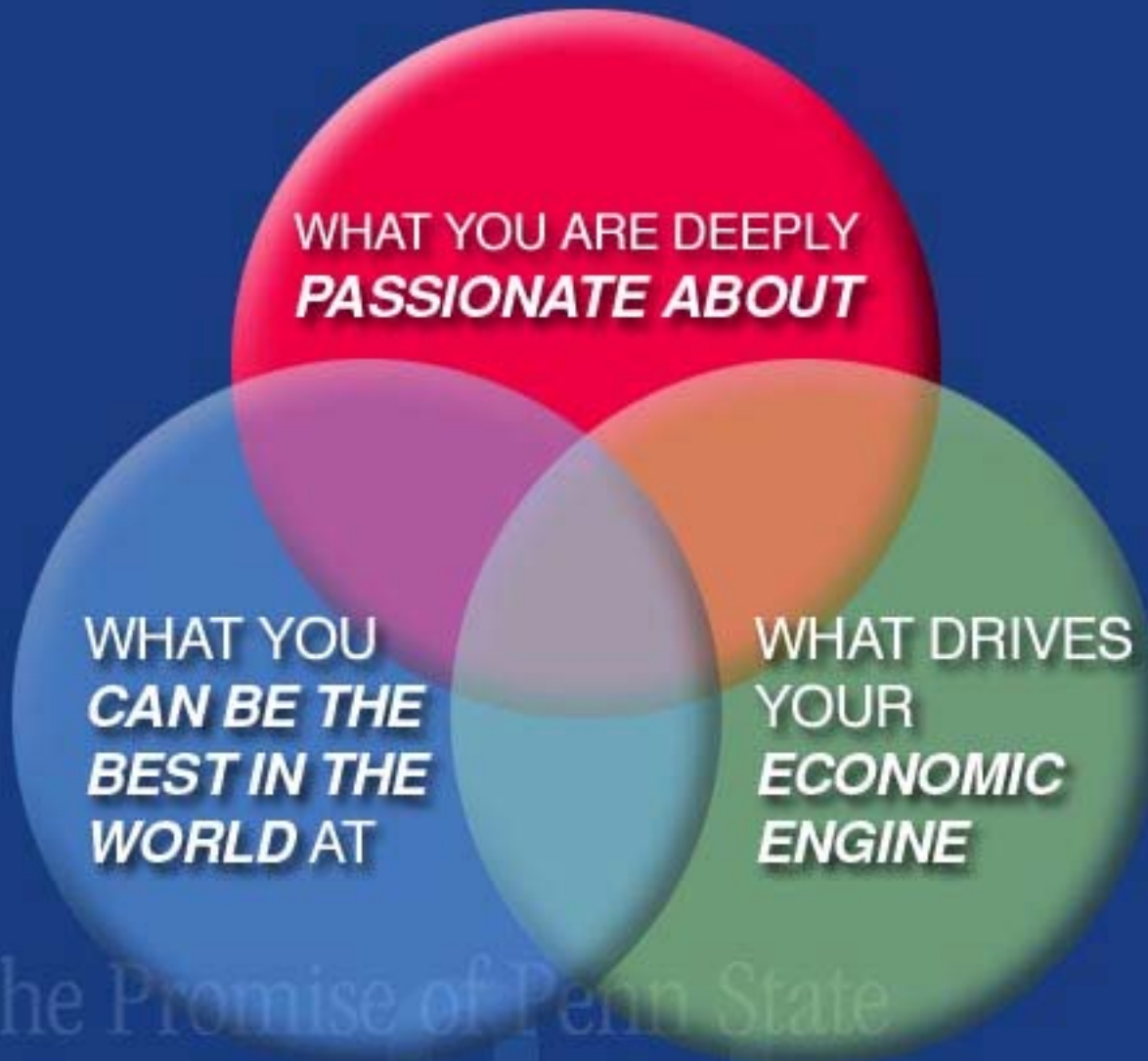
A Conversation with Collins...

What do we need to achieve the Promise of Outreach

Disciplined People → **Disciplined Thought** → **Disciplined Action**

- First Who...Then What?
- Embrace Diversity of Talent: People on the bus share core values but are comprised of many different types of people who think independently
- Confront the Brutal Facts
- Hedgehog Concept

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Three Circles of the Hedgehog Concept

A Conversation with Collins...

Questions to help define the Outreach hedgehog:

- **What would be lost if Outreach went away?**
- **What would you take if you were moving your unit to another institution?**
- **Who would miss Outreach the most if it went away?**
- **What does Outreach do exceptionally well?**

A Conversation with Collins...

“Essentially the cornerstone of your hedgehog concept... if you strip it all away...is the identification of the intersection between community needs and the academic offerings, and it's really a two-part process: 1) finding the match and 2) delivering the match.”

A Conversation with Collins...

Optimize the matching process itself to create two kinds of value:

- economic for freedom, self-sufficiency, and sustainability; and
- perceived value to create social currency with both the academy and the community.

This is our unifying concept—and the question becomes how to bring multiple standards together in pursuit of this.

A Call to Action: ***Your Role in Outreach***

Embrace the Culture of Discipline:

Disciplined people engaged in
disciplined thought leading to
disciplined action.

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(R. Glasbergen)

“Memo: next week’s Leadership Seminar has been postponed until we can find someone who’s willing to take charge of the program.”

“Whatever you can do, or dream you can do, begin it. Boldness has genius, power, and magic in it. Begin it now.”

Goethe

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