



Vice President Kim Becicka and her CE&TS Team after receiving their LERN Best Practices recognition plaque.

Kirkwood Community College's Continuing Education & Training Services Team (CE&TS) was recognized by LERN as a leading North American continuing education program as part of the LERN Best Practices Summit at Kirkwood Community College in Cedar Rapids, Iowa on June 14-17, 2016. Over 100 people attended the Summit where CE&TS staff presented the best practices they have implemented and are utilizing. The Summit afforded ample time for 1:1 meetings with CE&TS staff, as well as networking.

Why Winners Win

The most successful continuing education and/or contract training units are:



Financially self-sufficient.



Data driven.



Operate in the "right" structure and utilize a business operating system.



Follow industry course programming, marketing, operations and contract sales best practices.



Use the "right" software system.



Operate following a one-year business plan, as well as a two- to five-year strategic plan.



Have a connected and visionary leader.

"Thank you to CE&TS for opening the doors of your business and being transparent and willing to share and aid other continuing education programs change and grow."

Maura Jones, Northeast Iowa Community College

"The presenters and presentations were experienced-based and allowed me to connect with a program moving from great to greater."

Kent Towne, Kiamichi Technology Centers

"It was extremely insightful to see and understand how a best practice program operates."

Joe Miera, University of New Mexico

"The Summit included great practical advice and a 'how-to' approach for action items our program can implement."

Angela Martin, Western Technical College



Bill Harley sharing his thinking on the role of story.

BILL HARLEY

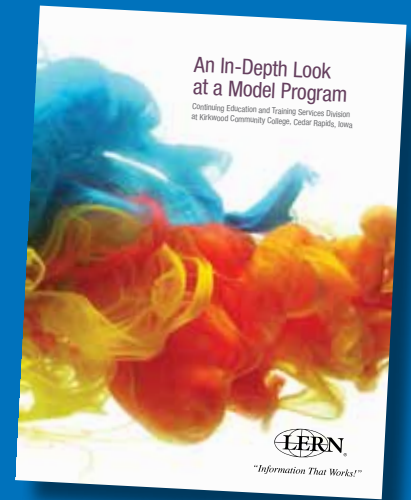
Grammy Award-Winning Performer Talks Story

Bill Harley, two-time Grammy award-winning artist, recipient of a Lifetime Achievement Award from the Rhode Island Council for the Humanities and a NPR commentator, presented the Story of Learning – Tales of an Uncertified Teacher during the Summit’s first lunch. His presentation was a combination of songs and stories and focused on the importance of the use of story when communicating. During the evening Harley did a free Community Show for CE&TS’ local community.

CASE STUDY

CE&TS Case Study a Great Resource

One year prior to the Summit, the LERN Member Services Team produced a CE&TS case study detailing the journey CE&TS traveled the last 20 years transitioning to a leading North American continuing education program. The case study was used to promote the Summit, but includes a wealth of information on the actions CE&TS took in open enrollment course programming, marketing, operations, contracted training, and much more. For those people unable to attend the Summit, the case study is an excellent resource to read and discuss with your staff.



To get a free copy of the CE&TS case study contact info@lern.org.



THANK YOU

LERN would like to thank Kirkwood Community College President, Mick Starcevich for hosting the Summit; Vice President Kim Becicka and her CE&TS Team for their hard work and great presentations; CE&TS Executive Assistant Karen Friederich for her Summit coordination and amazing customer service; The Kirkwood Center and Hotel, especially Holly Webster, for outstanding event management; and LERN’s Paul Franklin and Katie Lynch-Morin for their work promoting the Summit and providing ‘A1, Second to None’ onsite service.

SUMMIT SESSIONS

The following are the sessions presented at the Summit. If there is a particular session of interest, contact info@lern.org and we will forward you the PowerPoint presentation.

- From the First Blind Date to a Happy Marriage, Non-Credit/Credit Relationship Pathway
- Contracted Training and College Resource Development: Synergy that Makes Sense
- Designing Your Contract Training Unit for Profit
- Lead Generation: Keep Your Contract Training Program Vital
- Using Salesforce to Manage your Contract Training Program
- Bridging Two Worlds: Programming for Credit and Non-Credit
- Building Effective Partnerships with Economic Development and Workforce Leaders
- Partnerships and Pathways in Career Training
- Stand Up and Be Counted: Commanding the Attention of Your President and Community
- There is No Silver Bullet: Policy Making Tips That Benefit Your Institution
- Go with the Flow: A Flexible Leader Fits the Bill in Continuing Ed
- Innovation + Collaboration = Inclusion
- Internal and External Impact of CE&TS, ROI Beyond \$\$\$ and Cents
- Intrapreneurship – Generating New Opportunities
- Navigating in Uncharted Waters – Don't Drown In Your First Management Job
- Success: Being Data Driven and Focused on Performance
- The Art of Budget Forecasting
- There Is No I in Team: Management Roles Designed for Team Success
- Developing Your One-Year Market Plan
- Marketing Data and Metrics
- Marketing Mix: Continuing Education, Contract Training and Workforce Development
- The Ins and Outs of Marketing at CE&TS
- Winning Print Production and Distribution Strategies
- Camp Kickstarter: Kirkwood Interactive Camp for Kids (KICK)
- Dissecting Open Enrollment: Organization, Planning, Launching Programs
- Health Programming in Continuing Education – The Kirkwood Story
- Recruiting, Training and Evaluating Instructors
- Big Data Collection Guidelines for Programming Benchmarks and Metrics
- Mix it Up: Delivery Decisions for Online and Face-to-Face Offerings
- Pricing – It's All About that OM!
- Become Customer-Centric: #1 Golden Rule
- Leading the Charge of Operational Efficiency: Academia Meets the Real World
- Making Centralized Operations Work
- Process Development and Documentation Essentials
- The Changing Landscape: From ERP to Solution Specific Software
- The Critical Role of the Information Specialist



10 GREAT SUMMIT TAKEAWAYS

The information and best practices shared by the CE&TS Team was practical and innovative. The following are LERN's most impactful and industry-leading takeaways.

- 1. Data, Data & More Data.** Managing data is a key to success. In order to get optimal information out of their data CE&TS is collecting more data; developing reports specifically for open enrollment course programming, marketing, and contracted training; and requiring staff to take accountability for the numbers. Numbers such as operating margin, repeat rate, cancellation rate, and so on are reported on per schedule and at a variety of reporting levels so groups of staff as well as individuals have the information they need to make smart decisions.
- 2. Sell Products, Not Contracted Training.** The Kirkwood Training & Outreach Services (KTOS) Team is shifting from information to solutions by dedicating time to understanding their clients and developing the products and services they need today and tomorrow, not yesterday. By doing needs assessment and good listening, the KTOS Team is better allocating resources to get the highest return-on-investment, as well as positioning KTOS as the local leader in contracted training.
- 3. Operations Harmony.** Why has CE&TS been so successful with the centralization of operations, while other continuing education programs struggle? The Operations Team is dedicated to standardizing before centralizing, thus having the process in place that will ensure the centralized tasks are handled with the greatest efficiency and productivity possible. CE&TS has shifted from the Operations Team supporting program areas to supporting the tasks each program area should be consistently following.
- 4. CE & Credit.** Many continuing education programs are working with academic departments and schools to include credit programming in their mix. CE&TS is on the same bandwagon, but they are working most diligently to a) build relationships and b) prove their worth. Whether they are filling seats, providing stackable certificate programs, or encouraging CE&TS students to enroll in credit programming, they are supporting both noncredit and credit opportunities.
- 5. Critical Role of Leadership Team.** Vice President Kim Becicka is able to do her job of identifying new initiatives and revenue streams because she has a Leadership Team that works together to resolve issues and plan, but also take accountability for the performance of their individual Teams. With decisions being made by the Leadership Team and not just handed down, there is buy-in that permeates the whole organization.
- 6. Revenue Generator Flexibility.** Open enrollment course programmers and contracted training salespeople are the revenue generators. CE&TS works very hard standardizing processes so Operations and Marketing can run smoothly. But the revenue generators are given the flexibility in the manner that works best for them, as long as they are hitting their numbers. Not everyone does needs assessment or sells the same, thus the need to empower individuals to use their strengths.
- 7. Customer-Centric Selling.** Customer-centric selling is all about creating a positive consumer experience at the point of sale and post-sale. A customer-centric approach can add value to a continuing education program by enabling it to differentiate itself from competitors who do not offer the same experience. For both customers and clients CE&TS asks what they can be doing better and focus on correcting the problem. Their efforts are proactive and shift them from providing good customer service – a part of customer-centric selling – to being customer and client partners.
- 8. No Cold Calls.** There is a myth that salespeople should do cold calling. KTOS reports that the less cold calling a salesperson does the more sales are generated. The goal is to get salespeople in front of potential clients and sharing information about KTOS and products to build a relationship. Relationship building takes time, but is time better spent than cold calling. Inside sales staff is better at lead generation, discovery, and setting appointments.
- 9. Partnering Increasing.** Whether partnering is with Kirkwood Community College, the community, or regionally and/or nationally, CE&TS understands the importance of partnering. No continuing education program has the programs/services, marketing, sales, and so on resources to generate all the growth possible. CE&TS is diligent about identifying potential partners, vetting them, and building a win/win relationship.
- 10. Talent Management.** To ensure CE&TS' staff is the best staff possible, CE&TS dedicates time to staff training. But also CE&TS encourages staff to earn LERN certifications so they can be recognized for their knowledge and skills to others they interface with. Within the various Teams, time is spent solving problems that could be ignored.

GREAT JOB KIM & TEAM



LERN President William Draves presents CE&TS Vice President Kim Becicka a plaque recognizing outstanding achievement and leadership. The CE&TS Team was also given commemorative Summit cups.

CE&TS FUTURE

Why CE&TS Will Continue to Win

The next five years will be an exciting but potentially challenging time for North American continuing education programs. Only continuing education programs willing to be customer and client-oriented and utilizing industry best practices will succeed and grow.

CE&TS has a clear vision for the next five years that includes:

- Continuing to centralize operational tasks so revenue generators can generate revenue,
- Remaining financially self-sufficient,
- Increasing their integrated marketing efforts,
- Implementing one new initiative/revenue stream each year,
- Making the shift from information to solutions in both open enrollment course programming and contracted training,

- Each year building a one-year business plan and updating their strategic plan,
- Operating like a business by requiring accountability and running effective meetings,
- Following the 30% Rule thus having a diverse program/service area, market segment, and delivery method mix,
- Deep-diving their data analysis,
- Staying three to five years ahead of their customers and clients,
- Collaborating and innovating so they remain included at Kirkwood Community College and in the community,
- Growing their primary market segments,
- Living their unique selling proposition,
- Exploring and implementing new learning trends, and
- Leaning on LERN.

LERN will continue to track and report on the good work being done by CE&TS as well as the other winning North American continuing education programs.

12 Reasons LERN Recognized CE&TS

- 1 Focus on Innovation
- 2 Clear Mission & Vision
- 3 Diversified Portfolio
- 4 Use of Best Practices
- 5 Caring Heart for KCC and Community
- 6 Focused on the Numbers
- 7 “Little Engine that Could” Attitude
- 8 Increasing Staff Intellectual Capital
- 9 Leading the Industry
- 10 Willing to Take Risks
- 11 Sharing with Other CE Programs
- 12 Making Work Fun

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