New Enterprise Models for Community Colleges

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Why a new model?

- U.S. will be unable to improve its global standing
- Current business models are not sustainable in the long term
The Solution

1. Align community colleges with a global economy
2. Consider structural transformations that move from a business model to an enterprise system
   a) Focus on “networks”
   b) Less emphasis on “hierarchical ownership”
   c) More “short-term” connections
Business Models Address These Issues

- The value proposition(s) of what is offered to the market
- The specific market segments served
- Distribution methods
- Resources needed
- Revenue sources and streams
- Relationships
Business Models are Changing

- What’s happening that would cause changes in our current models?
- How secure are our current models?
Changes that Affect Business Models

- Price to the consumer
- Value of our services
- Strength of our differential advantages
- Predictability of subsidies
Enterprise Systems

Goal: To change the organizational structure to better react and adapt to change.
Enterprise System Advantages

- Creates a framework that is systemized but allows for flexibility within the framework
- Increases meaningful collaboration
- Leveraging resources, including personnel
Enterprise System Development

- Apply systematic, rational methods through
  - Common goals and outcomes known by all members of the organization
  - Systems based on process, not personnel
  - Common language
- Focus on the individual, essential pieces and how they fit together towards the organizations goal
- Look at both how the system currently works and how the system can work
Enterprise System Development

*Rules that can transform the quality of an organizations strategy:*

1. Keep it simple, make it concrete.
2. Debate assumptions, not forecasts.
3. Use a rigorous framework, speak a common language.
4. Discuss resource deployments early.
5. Clearly identify priorities.
7. Reward and develop execution capabilities.
Enterprise System Development

Building vibrant human networks:
1. Deploy pervasive collaboration technology
2. Keep work visible
3. Build communities of trust
4. Think modularly
5. Encourage teaming
The United States Approach

*Cost Containment & Productivity Increases*

- Larger class sizes
- Use more adjunct faculty
- Streamline administrative functions
- Pass costs to employees
- Add technology (maybe)
- Concentrate on “core functions”
- Discard “less productive units or programs”
The United States Approach

Revenue Replacement

- Increase tuition or fees
- Differential tuition
- Local tax revenue increases
- Establish equity ventures (auxiliary to college)
- Fundraising
- Convert assets
- Grow enrollment
- Beg the state
- Wait for the bail out
New Models in Higher Education

**Bologna Process**

- Belief that economic and social growth and sustainability rely on educated population
- Achieve global competitiveness in the education marketplace
- Leverage resources across national boundaries
- Establish “common European answers to common European questions”
New Models in Higher Education

Bologna Process in Higher Education

- Common framework of readable and comparable degrees
- Under and post-graduate degrees in all countries
- First degree not less than 3 years
- Compatible credit systems including lifelong learning
- Quality assurance system
- Elimination of obstacles to “free mobility”
Enterprise System Successes

- Northwestern Michigan
- Burlington County College
- Pima Community College
Northwestern Michigan College
Systemic Enterprise “Experiments”

• Convergent Business Curriculum
  ▪ Collapsing Multiple “Silos”
    • Credit
    • Non-credit
    • Corporate training

• Hoped for Results: “Common Outcomes for multiple learners”
Northwestern Michigan College
Systemic Enterprise “Experiments”

- Asset Mapping the Region’s Resources
  - Global
  - Entrepreneurial
  - Water
- Establishing a “Consistent Regional Strategic Agenda”
- Establishing Quarterly NMC Scan and Published Assumptions
Northwestern Michigan College
Systemic Enterprise “Experiments”

- Networked vs. Hierarchical International Relationships
  - Aviation
  - Water Studies
- Regional Economic Development Strategy
  - Chamber, Council of Governments, K-12, NMC, Business
Northwestern Michigan College
Systemic Enterprise “Experiments”

- National/International Competencies to compete in Global Market Space
  - Water: technical, commercial shipping, policy, research
  - Value Added Agriculture – Viticulture & Enology
  - Entrepreneurship and Innovation
  - Advanced Manufacturing (Composites)
  - Residential Renewable Energy
  - Health Care Alliance
Burlington County College

- Culinary & Restaurant Management
- Café
- Bakery
Burlington County College

Culinary Arts, Hospitality & Tourism

Groundbreaking

April 6, 2010
Burlington County College
Science Incubator Tenants 2009

Core Tech Solutions, Inc

ESI

LABEL INDEPENDENT

BCC

L3 communications

Six Sigma Technology, Inc.
Burlington County College
High Technology Incubator New Tenants 2009

MyAlumniWebsite.com

UNIVERSITY
Admission Guru Inc

SJPAdvisors LLC

SENIOR CARE
WHERE QUALITY IS STANDARD

CORPORATE SEVEN
GLOBAL
Burlington County College
Incubator Graduates 2007-2009

F & H Applied Science
Holocom, Inc.

Delaware Valley Technical Group
My Best Kitchen
Achievement Dynamics

Label Independent Inc/MANNIX
Plescia & Company
PTC Organics
Performance Solutions
Rite Code
Burlington County College
Incubator Revenue and Expenses

- Technology
- Science
- Total Revenue

- 2008
- 2009

Revenue amounts:
- $250,000
- $200,000
- $150,000
- $100,000
- $50,000
- $-
Burlington County College
The Corporate College Goals

- To become the education and training provider of choice
- To support the business community in developing employees
- To provide strategic, consistent and high quality training
- Help companies maximize their human capital
Burlington County College
Strategic Partnership with the Military

Develop an extension center at the Joint Base in Wrightstown
Burlington County College
Foundation Support

Actively work with your Foundation to increase donations to the college and leverage the funds in the Foundation
Burlington County College
Center for Public Health Preparedness

- Mission: To train 1st responders using simulation technology
- Clients: Hospitals, long term care facilities, schools, businesses, fire & law enforcement agencies
- To date, over 15,000 NJ responders trained
Burlington County College
International Alliance

Partner with a multinational corporation to create training programs in career technical education using interactive video conferencing with delivery on a global scale
Burlington County College
Retaining Auxiliary Income

- Unrestricted Fund Balance
- Restricted Fund Balance
- Leverage Foundation funds
Burlington County College
Retaining Auxiliary Income

- Establish a non-profit business center with a dedicated business plan [501C3]

- Lease/Purchase charge back agreements
Pima Community College
Establishing Enterprise Systems at PCC

- Build a framework of policy and systems to create an environment for innovation
- Train staff to know and identify possibilities
- Leverage internal and external resources
  - Develop organizational partnerships
Pima Community College
Building Centers

- Leverage internal resources to create centralized staff and faculty support
- Combining support services provides wider array of services with smaller staff
- Examples: Center for Learning Technologies, Campus Resource Centers, Workforce and Business Development Center
Pima Community College
ITCAP

- Outside corporation created in 1997 through a partnership with Microsoft and PCC
- Offers training in technology, sales, customer support to meet employee/employer needs
- Provides PCC credit to students
Questions?