



University Professional &
Continuing Education Association

STRATEGIC PLAN

MISSION



UPCEA advances leadership in professional, continuing and online education. The Association is dedicated to meeting the needs of professional members and the institutions they serve.

GUIDING PRINCIPLES for STRATEGIC PLAN



1. Building more value for members is the central touchstone of the Strategic Plan.
2. UPCEA depends on the investment of time, energy, creativity, and other resources of its members and volunteer leaders. This investment in the work of the Association should foster a sense of ownership on the part of members and create a sense of community.
3. The UPCEA organizational structure is not an end in itself, but a means to accomplishing the work of the Association and meeting the needs and interests of its members.

GUIDING PRINCIPLES for STRATEGIC PLAN



4. Organizational units, programs and services that are fiscally unsustainable or that cease to be valued should be discontinued in order to redirect limited resources and the energy of volunteers toward more valued and useful ones. Barriers should be kept low for creating new organizational units, programs and services to address the needs of members, but care should be taken to avoid duplication and unnecessary complexity.

GUIDING PRINCIPLES for STRATEGIC PLAN



5. The financial sustainability of the Association is imperative; thus, the fiscal impact of all aspects of the Strategic Plan must be taken carefully into consideration.
6. At all organizational levels, transparency and accountability must be asserted as core values of the Association.

GOAL 1



**STRENGTHEN THE VALUE PROPOSITION
FOR MEMBERSHIP**

GOAL 1: STRATEGIES



- *Develop more innovative conferences with programming relevant to areas of practice.*
- *Make networking between meetings a valuable element of professional development*
- *Expand access with technology.*

GOAL 1: STRATEGIES



- *Provide more research and benchmarking information.*
- *Offer more meaningful and rewarding volunteer leadership opportunities that are appropriately supported by the National Office.*
- *Be more visible and effective in advocating for the profession.*

GOAL 2



**BUILD A COMPREHENSIVE
PROFESSIONAL DEVELOPMENT
AGENDA THAT RESPONDS TO THE
EVOLVING NEEDS OF MEMBERS AND
THEIR INSTITUTIONS**

GOAL 2: STRATEGIES



- *Create a culture of innovation and continuous improvement in programming, and develop an assessment structure to measure effectiveness.*
- *Continuously re-invent the Annual Conference.*
- *Develop content aligned with areas of practice, with more focus on growth areas.*
- *Align programming to address multiple levels of experience, and develop a CE career laddering strategy.*

GOAL 2: STRATEGIES



- *Develop an intentional strategy that rationalizes the Annual and Regional Conferences within a comprehensive framework in order to maximize their respective potential.*
- *Use technology to expand access.*
- *Leverage networking as a key element of professional development.*
- *Investigate the possibility of a credentialing initiative for CE professionals.*
- *Explore programming opportunities for faculty and professional school personnel.*

GOAL 3



**MEET MEMBER NEEDS FOR RESEARCH
AND INFORMATION**

GOAL 3: STRATEGIES



- *Build the Center for Research and Consulting to provide research and information to all UPCEA members and premium services for paid members and other clients.*
- *Develop a repository of research and information for general membership.*
- *The CRC should continue to build value in its paid membership program.*

GOAL 3: STRATEGIES



- *Build a cadre of member consultants for organizational or program reviews and other targeted areas of expertise.*
- *Articulate a corporate partner strategy to extend the capacity and scope of CRC.*
- *Create an advisory council to guide future development of the CRC and ensure responsiveness to member needs.*

GOAL 3: STRATEGIES



- *Make more strategic use of the Continuing Higher Education Review.*
- *Promote the Continuing Higher Education Review and the work of the CRC to the public, heightening UPCEA's recognition as the leader in professional, continuing and online education.*

GOAL 4



**ADVOCATE FOR OUR PROFESSION AND
THE STUDENTS WE SERVE**

GOAL 4: STRATEGIES



- *Engage vigorously on a select number of key issues where UPCEA's leadership is valuable, and collaborate with other organizations to amplify our impact on federal and state policy.*
- *Develop a Speakers Bureau of member experts to serve as a media resource and to facilitate speaking opportunities beyond UPCEA events.*
- *Advocate for access to higher education opportunities for adult and nontraditional students.*

GOAL 4: STRATEGIES



- *Leverage the Continuing Higher Education Review and the work of the Center for Research and Consulting to “tell our story,” both internally within member institutions and externally in the arena of public policy.*
- *Appoint short-term task forces to address specific policy issues that arise which require member expertise to engage.*

GOAL 5



**ALIGN UPCEA'S ORGANIZATIONAL
STRUCTURE WITH NEW STRATEGIC
GOALS AND PRIORITIES**

GOAL 5: STRATEGIES



- *Unify the Communities of Practice, Commissions, and Knowledge Networks in a single new structural unit, streamlining the organization's complex structure and making it easier for members to access programs and information about their core areas of practice.*
- *Clarify and strengthen the relationship between the National Office and the Regions.*
- *Streamline the Committee Structure.*

GOAL 5: STRATEGIES



- *Develop clear lines of support from the National Office for each element of the volunteer leadership structure.*
- *Develop more effective succession and orientation plans for volunteer leadership.*
- *Review UPCEA's Bylaws and Policies and Procedures and align with best practices in association governance.*

GOAL 6



**MODERNIZE UPCEA'S INFRASTRUCTURE
AND ALIGN ITS BUSINESS MODEL WITH
BEST PRACTICES IN ASSOCIATION
MANAGEMENT**

GOAL 6: STRATEGIES



- *Become the recognized leader among organizations serving professional, continuing and online education.*
- *Marshal UPCEA's limited financial resources to meet the objectives of the Strategic Plan.*
- *Reconfigure the National Office staffing structure to execute UPCEA's new business model and strategic objectives.*
- *Diversify revenue streams to achieve financial stability.*

GOAL 6: STRATEGIES



- *Re-examine the membership and pricing structure.*
- *Build an effective vendor relationship management strategy for the mutual benefit of UPCEA, our members, and industry partners.*
- *Explore strategic partnerships and mergers to enhance the value of UPCEA programs and services, and position UPCEA as a critical hub for the important issues emerging in professional, continuing, and online education.*

GOAL 6: STRATEGIES



- *Invest in technology.*
- *Build an implementation plan to fulfill the Strategic Plan over a three-year time horizon, and develop corresponding metrics for goal setting and tracking of performance.*