

Challenges and Future Directions of Inbound and Outbound University Extension in Institutional Lifelong Learning

The Case of SNU Extension College: A Strategic Analysis of Lifelong Education in the Context of Global Higher Education Transformation



25+

Years of Excellence
in Lifelong Education

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Purpose and Objectives

Presenting the strategic role, development trajectory, and future vision of SNU Extension College

● Strategic Role & Mission

- Clarify SNU Extension College's role within the University's broader **public mission** and institutional framework
- Review historical development, current program portfolio, and **societal contributions**
- Present a forward-looking strategy aligned with SNU's **institutional vision**

● Future Vision & Strategy

- Outline future directions for **sustainable** and socially responsive lifelong learning
- Share an **implementation roadmap** for the next phase
- Emphasize **digital transformation** and platform innovation

● Key Focus Areas

- Historical Development: 9+ years of continuous operation
- Program Portfolio: Professional, career, community programs
- Societal Impact: Regional development and outreach

● Expected Outcomes

- Enhanced **accessibility** to quality education
- Strengthened **regional partnerships**
- Improved **learner outcomes** and satisfaction

Agenda

Strategic overview of SNU Extension College's role, programs, and future directions



Opening & Background

I

Introduction to the Extension College's mission within Seoul National University's framework.

- ✓ Strategic role and institutional positioning
- ✓ Historical development and evolution
- ✓ Current program portfolio overview



Vision, Identity & Structure

II

Comprehensive review of organizational structure, multi-campus system, and offerings.

- ✓ SNU mission and vision 2030
- ✓ Multi-campus system (Gwanak, Siheung, Pyeongchang)
- ✓ Program portfolio and quality assurance



Future Strategic Plan

III

Strategic roadmap for sustainable development aligned with SNU Vision 2030.

- ✓ Change drivers and challenges analysis
- ✓ Strategic framework and implementation



Closing & Q&A

IV

Summary of key findings and interactive discussion session.

- ✓ Key takeaways and conclusions
- ✓ Expected outcomes and impact
- ✓ Q&A and discussion

Vision, Identity & Institutional Structure

From institutional mission to multi-campus delivery: how SNU Extension College advances social contribution through lifelong learning



Mission & Vision

Strategic alignment with SNU's institutional goals and societal contribution objectives



Organizational Structure

Multi-campus system with specialized divisions for professional and community education



Stakeholder Engagement

Partnerships with industry, government, and community organizations

SNU Mission

Advancing knowledge, cultivating talent, and serving the public good



"A leading academic community committed to societal contribution and global responsibility"

Core Mission: Advance knowledge, cultivate talent, and serve the public good as a leading academic community committed to societal contribution and global responsibility.

1946

Founded

15

Colleges

80+

Programs



25+

Years of Excellence in Lifelong Education



50,000+

Students and Learners Served



100+

International Partnerships

Dongil Kim, PhD | Director & Professor, Extension College

SNU Vision 2030

A Creative Academic Community Leading in an Era of Great Transformation

Transformation Era Leadership

In an age of swift scientific and technological progress amid political and economic uncertainty, Seoul National University will stand as a leading academic community. By embracing these challenges as chances for development and progress, we will pave the way forward.

● Core Vision Elements

- Creative Academic Community: Leading innovation in research and education
- Global Responsibility: Social contribution and public engagement
- Future-Oriented: Technological advancement and adaptability

● Strategic Priorities

- Access & Equity: Widen participation through inclusive design
- Digital Innovation: Platform-based teaching and learning
- Partnerships: Regional, industry, and global collaborations

● Implementation Goals

- Enhanced learner outcomes and satisfaction
- Strengthened regional partnerships
- Improved sustainability model

SNU at a Glance

Key statistics and institutional overview



80+

Years of Excellence



50,000+

Students & Learners



100+

International Partners



4

Campuses



Institutional Overview

Seoul National University is Korea's leading national research university with a comprehensive disciplinary spectrum, multi-campus system, and strong ecosystem of research, education, and social contribution.

The university operates three main campuses: Gwanak (Main), Siheung, and Pyeongchang, each serving distinct educational and regional development purposes.



Research Excellence

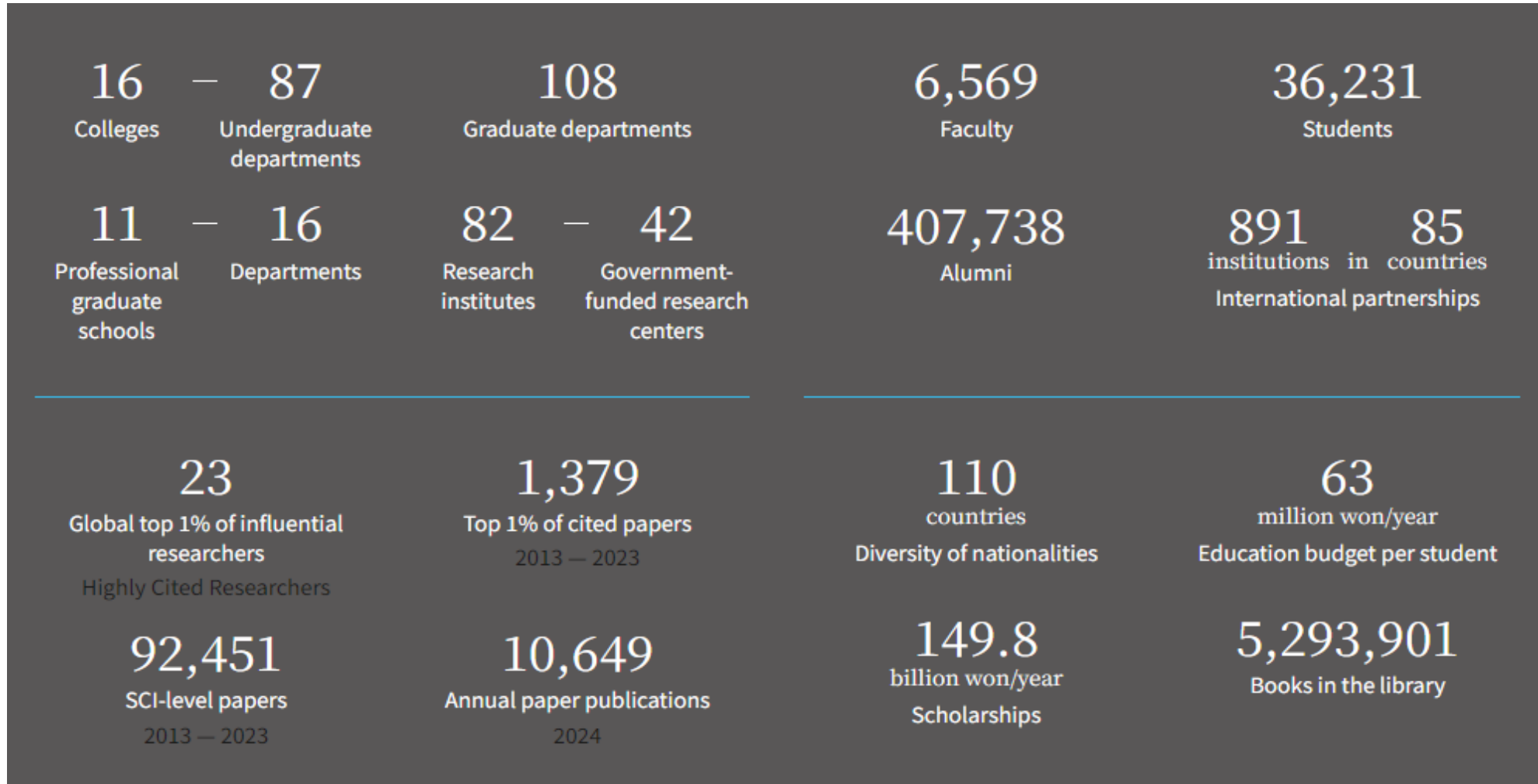
Top-ranked university in Korea with world-class research facilities and faculty.



Industry Collaboration

Active partnerships with leading industries for practical education and research.

Seoul National University at a Glance



Multi-Campus System

Strategic distribution of educational resources across multi-campuses



Gwanak Campus

Main Campus - Academic Hub

- ✓ Central Governance: Academic hub and administrative center
- ✓ Research Excellence: World-class research facilities
- ✓ Faculty Engagement: Leading scholars and researchers

15
Colleges

80+
Programs



Siheung Campus

Industry-Linked Education

- ✓ Future-Oriented: Industry collaboration and practical training
- ✓ Regional Demand: Local industry partnerships
- ✓ Innovation Hub: Technology and research

25+
Partners

500+
Students



Pyeongchang Campus

Regional Lifelong Learning

- ✓ Community Focus: Regional development and engagement
- ✓ Lifelong Learning: Adult education programs
- ✓ Local Impact: Community outreach

9
Years

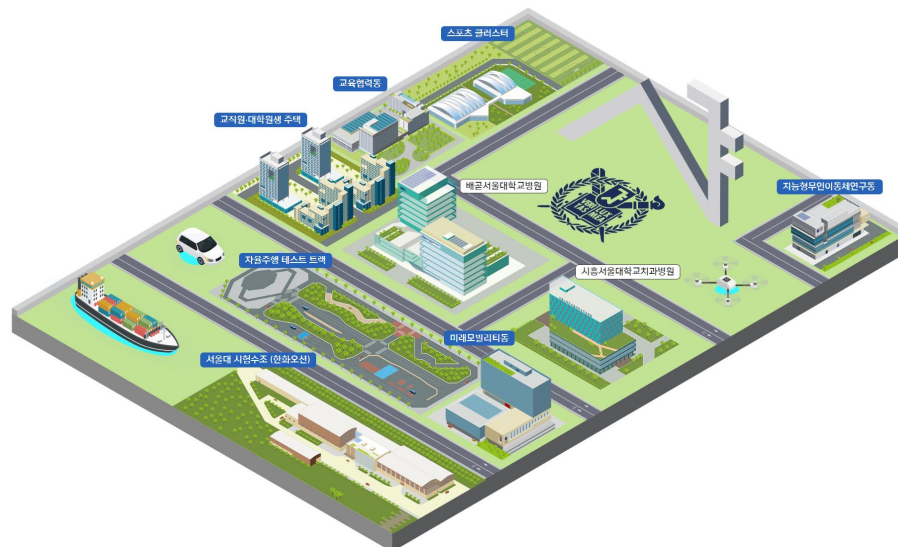
200+
Hours

Multi-Campus System



Pyeongchang Campus: Region-based lifelong learning and community-linked education

- | | | |
|--|---|---|
| 01 Industrial Cooperative Research Park | 02 Cargill Agri Purina Technology Research Institute | 03 Glass greenhouse / cultivation facility |
| 04 Industry-Academy Institute | 05 Outdoor Sports Facilities | 06 Ranch administration building |
| 07 Residential facility | 08 Evergreen Student Dormitory | 09 Cowshed facility |
| 10 Guesthouse | 11 Administrative Facilities | 12 Housekeeping facility |
| 13 Neighborhood facility | 14 Educational Facility | 15 Farm Animal Clinical Training and Research Center/ large animal hospital |
| 16 West Gate | 17 Front Gate | 18 East Gate |
| 19 Ecological environment observation road | 20 Research Facility / Clean laboratory Animal Center | 21 South Gate |



Siheung Campus: Future-oriented education linked to regional demand and industry collaboration

Main Campus: Gwan-ak

GWANAK CAMPUS MAP

HOW TO USE

200+ Gwanak campus has more than 200 buildings, 40 of which have their own courtyards. They are divided into 11 zones, using area codes A-K.

Note that some buildings are not listed below.

BUILDINGS

- M-1, 4, 14 College of Humanities
- M-4 Shinyang Humanities Hall
- M-9-13 College of Education
- M-15, 15-17 School of Law
- M-16 College of Social Sciences
- M-16-1 Shinyang Social Sciences Hall
- M-18-15, 22-28 College of Natural Sciences
- M-20-21 College of Pharmacy
- M-25 College of Engineering
- M-30-43-1 College of Engineering
- M-44-1 Shinyang Engineering Hall
- M-45-44, 48, 48-1 Observatories
- M-47 Design Center & Concert Hall
- I-50-52 College of Fine Arts
- I-53-55 College of Music
- E-56 College of Natural Sciences
- I-57, 57-1 Graduate School of Public Administration
- I-58 College of Business Administration
- I-59 Graduate School of Business
- E-60 Administration Building
- M-61 Center for Teaching and Learning
- E-62, 62-1 University Library
- E-63 Student Center
- M-64 BK Communication Center
- M-65 Faculty Club
- M-67 Dure Cultural Center
- M-69 Institute of Laboratory Animal Resources
- I-70 University Museum
- A-71 Gymnasium
- A-71-1 Sports Education and Research Building
- A-71-2 POSCO Sports Complex
- M-72 Law Library
- E-73 University Cultural Center
- I-74 Arts Education & Research Building
- D-75 University Newspaper
- M-79-1 Cafeteria
- M-79 Cafeteria
- M-80 Veterinary Medical Teaching Hospital
- I-82 Graduate School of Environmental Studies
- M-83 Multimedia Lecture Building II
- M-84 Conventual Building, College of Law
- M-85 College of Veterinary Medicine
- M-86 SPA/Animal Hospital in Gwanak
- A-97-18 Institute of Environmental Protection and Safety
- M-100 Pocheon Outdoor Theater
- M-101 Area Center
- M-102 Office of Information Systems and Technology
- E-103 Kanggaek Archives
- M-104 Brain-Computer Interface Research Center
- M-105 Institute for Molecular Biology & Design
- M-109 Cafeteria Jajapan
- M-111 Cafe
- M-113 Dongjeon Dining Hall
- M-122 Faculty Apartments A-C
- M-120-121 Hwan Faculty House
- E-129 Sangnam Mathematical Sciences Building
- E-132-131 College of Engineering
- E-132, 135-139

- A-131, 131-1 Language Education Institute
- A-137-2 Daewon International House
- I-140-140-2 Graduate School of International Studies
- B-141-143 College of Pharmacy
- A-150 Office of Admissions
- A-151 Museum of Art (3rd Fl.)
- A-152 Office of International Affairs
- A-153-1 Lotte International Hall
- A-153 Weogangum
- B-200 College of Agriculture and Life Sciences
- I-220 College of Liberal Studies
- I-221 Graduate School of Public Health
- I-222 College of Human Ecology
- F-200 BKU In-jeon Library
- F-301-302 College of Engineering
- F-310 Engineer House
- F-311-316 College of Engineering
- D-500 College of Natural Sciences
- J-500-500, 510-520 Student Residence
- K-501-509 Global Student Residence
- K-510 Staff Apartments
- K-560 Research Park Building
- K-561 Child Education Center
- K-562-565 BKSD Centers
- K-746 BK International House
- K-750 International Vaccine Institute

- Under Construction
- A D G J
- B E H K
- C F I

- ① Gate to parking area
- ② Open parking area
- ③ Bus stops
- ④ Airport Limousine
- ⑤ Roadway
- ⑥ Health care
- ⑦ Dining
- ⑧ Cafés



Why Extension College Matters

Translating SNU's academic excellence into public value through openness, inclusiveness, and public engagement

● Public Value & Social Impact

- Translates SNU's academic excellence into tangible public value for diverse communities
- Broadens access to high-quality learning beyond traditional university boundaries
- Serves as a platform for knowledge sharing, co-learning, and civic impact

● Institutional Role

- Embodies SNU's commitment to social service through openness
- Opportunity for individuals to learn from one another and grow together
- Explores new possibilities beyond institutional boundaries

● Key Contributions

- Social Service: Openness, inclusiveness, and public engagement
- Knowledge Sharing: Platform for sharing university's wisdom with society
- Community Building: Learning from one another, growing together

● Strategic Value

- Enhances regional development through educational outreach
- Strengthens lifelong learning ecosystem
- Promotes educational equity and access

Mandate & Value Proposition

Three pillars of SNU Extension College's strategic approach to lifelong learning



Continuing Professional Education

Practice-oriented, stackable learning

- ✓ **Field-Ready Professionals:** Practice-oriented programs preparing professionals for diverse settings
- ✓ **Modular Credentials:** Stackable certificates for career advancement
- ✓ **Industry Alignment:** Responsive to societal needs and market demands

50+

Programs

2,000+

Graduates



Social Contribution Programs

Inclusive, citizen-centered

- ✓ **Community Engagement:** Inclusive programs for diverse communities
- ✓ **Public Value:** Citizen-centered approach to education
- ✓ **Regional Impact:** Local development and outreach

15+

Partnerships

5,000+

Beneficiaries



Knowledge Sharing

Open educational content

- ✓ **Open Access:** High-quality education for all
- ✓ **Digital Platform:** Online learning resources
- ✓ **Content Creation:** Educational materials and resources

100+

Resources

10,000+

Downloads



Organizational Structure

Extension College governance and operational framework

Director
Dongil Kim, PhD
Extension College

Steering Committee
Academic oversight & strategic
planning



Professional Programs
Specialized education



Career Development
Student-centered learning



Community Learning
Regional engagement



Online Learning
Digital education



Gwanak Campus
Main campus & central hub



Siheung Campus
Industry collaboration



Pyeongchang Campus
Regional lifelong learning

Governance & Operations

Evidence-based planning with academic oversight and quality assurance mechanisms

● Evidence-Based Planning

- **Data-driven decision making:** Utilizing enrollment analytics and learner feedback
- **Academic oversight:** Faculty-led curriculum review and quality assurance committees
- **Strategic alignment:** Programs mapped to regional development needs

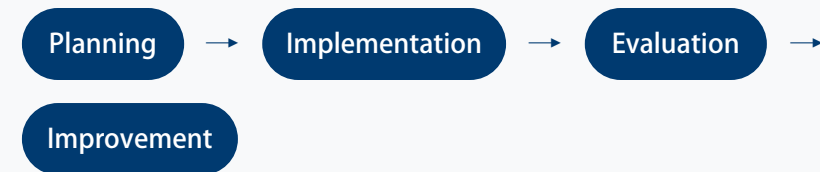
● Operational Structure

- **Multi-campus coordination:** Gwanak, Siheung, and Pyeongchang operations
- **Partnership management:** Collaboration with local governments and industry
- **Resource allocation:** Efficient distribution of educational resources

● Quality Assurance Framework

- **Continuous evaluation:** Regular program assessment and learner outcome tracking
- **Faculty development:** Training and support for instructional excellence
- **Accreditation compliance:** Meeting national standards for lifelong education

● Process Flow



Career Development Programs



Student-centered opportunities for exploration, major discovery, and educational outreach



Youth Career Camp

An experiential career education program that helps students explore their interests, aptitudes, and potential while proactively planning their future pathways.

Career

Youth

Exploration



Advanced Major Exploration

An advanced exploration program enabling secondary school students to gain a deeper understanding of university disciplines and clarify their academic directions.

Academic

Majors

Clarity



University on the Move

An outreach-based program that brings Seoul National University's educational resources directly to schools and communities, expanding access to learning.

Outreach

Community

Access



Career Aptitude Assessment

Comprehensive assessment tools to help students identify their strengths, interests, and career compatibility through scientific evaluation methods.

Assessment

Skills

Evaluation



Mentorship Program

Connecting students with industry professionals and SNU alumni for guidance, networking, and real-world career insights.

Mentorship

Network

Guidance



Career Planning Workshop

Structured workshops providing students with practical tools and strategies for effective career planning and goal setting.

Planning

Strategy

Workshop

Professional Programs Portfolio

Theory-practice integration for field-ready professionals



Music Education & Orchestra Conducting

Practice-oriented preparation for diverse music education settings. Enhances conducting expertise and classroom/practice competencies for orchestra conductors.

Music

Conducting

Certification



Forest Healing Instructor

Level 1 & 2 certification for designing and facilitating forest-based healing programs using forest resources for effective healing activities.

Wellness

Nature

Certification



Youth Career Camp

Experiential career education program helping students explore interests, aptitudes, and potential while proactively planning future pathways.

Career

Youth

Education



Advanced Major Exploration

Advanced exploration program enabling secondary school students to gain deeper understanding of university disciplines and clarify academic directions.

Academic

Majors

Exploration



University on the Move

Outreach-based program bringing SNU's educational resources directly to schools and communities, expanding access to learning opportunities.

Outreach

Community

Access



Online Learning Center

Digital platform expanding access to high-quality education through SNU's academic expertise and digital infrastructure.

Digital

Online

Platform

Signature Initiatives (Career Development)

Three key programs designed to support student career exploration and major discovery



Youth Career Camp

Career exploration and planning

- ✓ Interest Exploration: **Experiential** program helping students explore their interests and aptitudes
- ✓ Future Planning: **Proactive** approach to career pathway planning
- ✓ Hands-on Activities: **Practical** experiences in various career fields
- ✓ Mentorship: **Guidance** from career professionals

500+

Participants

95%

Satisfaction



Advanced Exploration Program

Academic major discovery

- ✓ Major Understanding: **Deep** exploration of university disciplines
- ✓ Academic Direction: **Clarity** on academic and career directions
- ✓ Secondary School Focus: **Targeted** for high school students
- ✓ University Connection: **Bridge** to higher education

300+

Students

85%

Enrollment



University on the Move

Outreach and community engagement

- ✓ Outreach Program: **Bringing** SNU resources to schools and communities
- ✓ Educational Access: **Expanding** learning opportunities
- ✓ Community Connection: **Direct** engagement with local communities
- ✓ Mobile Learning: **Flexible** delivery of educational content

20+

Schools

1,000+

Students

Music Education / Orchestra Conducting Program

Practice-oriented preparation for diverse music education settings with enhanced conducting expertise

● Program Overview

- Comprehensive **practice-oriented** program preparing professionals for diverse music education settings
- Enhances **conducting expertise** and practical competencies required for orchestra conductors
- Integrates **theory and practice** to develop field-ready professionals

● Curriculum Components

- Conducting Technique: Baton handling, score reading, rehearsal techniques
- Music Theory: Advanced harmony, orchestration, form analysis
- Ensemble Management: Leadership skills and orchestra administration

● Key Features

- Practical Training: Hands-on conducting sessions with professional orchestras
- Expert Faculty: Learn from experienced conductors and music educators
- Performance Opportunities: Regular concerts and ensemble participation

● Career Outcomes

- Professional **orchestra conductor** positions
- Music education **teaching roles** in schools and universities
- Freelance **conducting opportunities**

Program: Forest Healing Instructor Certification

Competency-based curriculum aligned with national guidelines for forest healing professionals

● Program Overview

- Certification program training Level 1 and Level 2 professionals
- Design customized forest healing programs using natural resources
- Facilitate effective healing activities for diverse populations

● Core Competencies

- Knowledge: Forest ecology, healing mechanisms, safety protocols
- Skills: Program design, facilitation, risk assessment
- Attitudes: Empathy, professionalism, environmental stewardship

● Certification Levels

Level 1: Forest Healing Assistant

Entry-level certification for supporting healing activities under supervision. 60 hours of training required.

Level 2: Forest Healing Instructor

Professional certification for independent program design and facilitation. 120 hours of training required.

● Curriculum Structure

- Theory: 40% - Forest ecology, psychology, research methods
- Practice: 50% - Fieldwork, program design, facilitation
- Assessment: 10% - Written exam, practical evaluation

Professional Programs Division

Specialized Professional Education

Our specialized professional education programs integrate theory and practice to develop highly skilled professionals equipped for diverse professional fields.

1. Music Education / Orchestra Conducting Program

A practice-oriented program that prepares professionals for diverse music education settings and enhances the expertise and practical competencies required for orchestra conductors.



Professional Programs Division

2. Forest Healing Instructor Certification Program

A certification program that trains Level 1 and Level 2 professionals to design customized forest healing programs and facilitate effective healing activities using forest resources.



Career Development Programs

The Career Development Programs Division provides student-centered learning opportunities that support career exploration, major discovery, and educational outreach through Seoul National University's academic resources and expertise.

1. Youth Career Camp

An experiential career education program that helps students explore their interests, aptitudes, and potential while proactively planning their future pathways.



Career Development Programs

2. Advanced Exploration Program for Academic Majors in College

An advanced exploration program that enables secondary school students to gain a deeper understanding of university disciplines and clarify their academic and career directions.



Career Development Programs

3. University on the Move

An outreach-based program that brings Seoul National University's educational resources directly to schools and communities, expanding access to learning and career exploration opportunities.



Community Lifelong Learning

Operating campus- and region-specific lifelong learning programs through SNU's multi-campus system

● Pyeongchang Citizen University

- Region-based lifelong learning initiative operated for 9 consecutive years
- Honorary citizen degree system for learners completing 200 cumulative hours
- Strong community-linked education focused on regional development
- Collaborative programs with local universities and organizations

● Siheung Future ON Campus

- Future-oriented education programs for parents and students
- Includes bio-related fields and autonomous driving courses
- Industry collaboration and practical skill development

● Regional Lifelong Education Programs

- **Community Outreach**
Delivering learning opportunities to underserved communities
- **Multi-campus Access**
Expanding university resources to regional areas
- **Citizen University**
9+ years of continuous operation and impact

Community Lifelong Learning Division

Operating campus- and region-specific lifelong learning programs through Seoul National University's multi-campus system

1. Pyeongchang Citizen University

A region-based lifelong learning initiative operated for nine consecutive years, with an honorary citizen degree system for learners completing 200 cumulative hours.



2. Siheung Future ON Campus

Future-oriented education programs for parents and students in Siheung, including bio-related fields and autonomous driving



서울대학교 서울캠퍼스 서울대학교 평생교육원

시흥시민과 함께하는 서울대학교 걸쳐 프로젝트
서울대학교 서울캠퍼스와 시흥시의 상생발전을 위한 「대학과 도시 포럼」

시흥 시민을 위한

AI 시대 진로 컨설팅, 우리 아이의 배움과 진로를 켜다 ON

QR 코드

초등 12/22(월)		중·고등 12/23(화)	
<p>13:00~14:30</p> <p>자기주도학습 우리 아이 시간 루틴 세우기</p> <p>김동일 교수 서울대 서울캠퍼스 교육학과</p> 	<p>14:30~16:00</p> <p>소통 문해력 독서지도와 자녀의 문해력</p> <p>진니아 교수 서울대 서울캠퍼스 인공지능학과</p> 	<p>13:00~14:30</p> <p>중·고등 진로 AI 시대, 이런 진로는 처음이야</p> <p>이찬 교수 서울대 연세대학교부</p> 	<p>14:30~16:00</p> <p>고교학점제 자기주도적 학습 전략</p> <p>신영호 교수 서울대 서울캠퍼스 교육학과</p> 

일 시 2025. 12. 22(월) ~ 12. 23(화)

장 소 서울대학교 서울캠퍼스 109호 대명강의실

대상 시흥시 관내 초·중·고등 학부모

신청방법 포스터 QR코드 스캔 후 구글 폼 작성

신청기간 2025. 12. 1(월) ~ 12. 19(금)

수강료 무료



3. Other Regional Lifelong Education Programs

Outreach programs that deliver learning opportunities to communities with limited access to university resources.



Online Lifelong Learning Center

Expanding access to high-quality education through SNU's academic expertise and digital infrastructure

● SNU Research Methodology Academy

- Target Audience: University learners and the general public
- Content: Qualitative and quantitative research methods
- Format: Online courses taught by SNU faculty
- Outcome: Enhanced research capabilities for diverse learners

● SNU Data Analysis Academy

- Focus: AI-powered, data-driven coding education
- Approach: Step-by-step learning for beginners
- Components: Fundamentals + hands-on project development
- Result: Practical project presentation skills

● Key Features

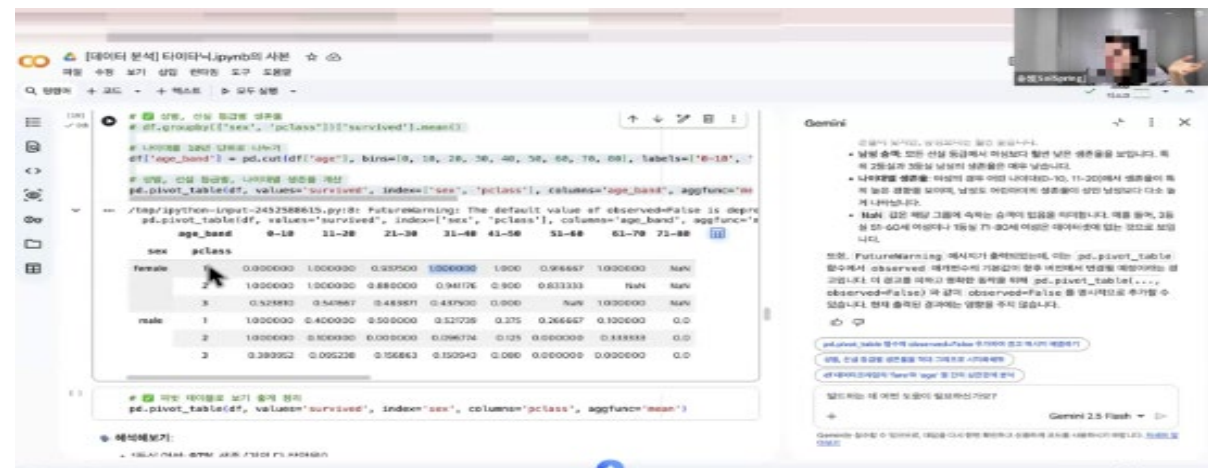
- Comprehensive coverage of research methodologies
- Practical application through case studies
- Expert instruction from SNU faculty

● Digital Learning Platform

- Online accessibility for diverse learners
- Interactive content with real-time feedback
- Flexible scheduling for working professionals

2. SNU Data Analysis Academy

This course introduces AI-powered, data-driven coding in a step-by-step format, allowing even beginners with little or no knowledge of AI or programming to follow with ease. After learning the fundamentals, participants engage in hands-on practice by developing and presenting their own projects.





Future Strategic Plan

Building a sustainable university-society learning platform aligned with SNU Vision 2030 and institutional lifelong learning goals



Strategic Framework

Comprehensive strategic planning with clear objectives, implementation roadmap, and performance metrics



Program Innovation

Expanding program portfolio with new offerings in AI, data science, and emerging fields



Community Engagement

Strengthening partnerships with industry, government, and community organizations

Why a New Strategy Now

Three critical drivers necessitating strategic transformation in institutional lifelong learning



Technological Acceleration

AI-driven skills transitions

AI & Automation: Rapid technological change requiring new skill sets

Digital Literacy: Critical thinking and data analysis capabilities

Cloud Computing: Remote learning infrastructure demands

85%

Jobs affected

2.5x

Skill gap growth



Demographic Shifts

Widening learning inequities

Aging Population: Lifelong learning needs for seniors

Education Access: Regional disparities in learning opportunities

Social Inclusion: Diverse learners requiring tailored support

65+

Age group growth

40%

Rural access gap



Credential Demands

Flexible, work-integrated learning

Stackable Certificates: Modular learning pathways

Industry Alignment: Job-ready skills and competencies

Continuous Learning: Upskilling for career transitions

75%

Employers seeking credentials

3.2x

ROI on training

Benchmarking Global Models

Comparative analysis of leading university extension programs worldwide

15+
Universities

6
Key Metrics

	Civic learning to professional education	Dedicated units for digital delivery	Certificates, modular completion	Platform-based teaching	Tuition, partnerships, philanthropy
	Alumni and community-linked education	Integrated with academic departments	Flexible recognition systems	Adaptive learning pathways	Executive programs, grants
	Global access to MIT education	Independent learning units	Micro-credentials, badges	Self-paced online courses	Corporate partnerships
	Lifelong learning for professionals	Departmental collaboration	Professional certificates	Blended learning models	Course fees, donations
	Social contribution through openness	Multi-campus system	Stackable certificates	Hybrid delivery	Public funding, partnerships

Key Trends
Shift from civic to professional education

Best Practices
Dedicated units for digital delivery

Innovation
Flexible credential recognition systems

Strategic Framework Aligned with SNU Vision 2030

SNU Vision 2030

Five strategic pillars for sustainable and socially responsive lifelong learning



Access & Equity

Widen participation through inclusive design and remove barriers to learning

95%
Access

+40%
Diversity



Academic Excellence

Faculty-led rigor with quality assurance and continuous improvement

98%
Satisfy

A+
Rating



Digital Innovation

Platform, data, and content innovation for enhanced learning experiences

100%
Digital

24/7
Access



Partnerships & Impact

Regional, industry, and global collaborations for mutual benefit

50+
Partners

85%
Success



Financial Sustainability

Diversified, mission-aligned revenue models for long-term viability

+25%
Revenue

80%
Eff.



Short-term: Years 1-2 Establish governance & QA



Mid-term: Years 3-5 Scale programs & partnerships



Long-term: Years 6+ Global reach & sustainability

Redefining Core Functions

Four key areas for strategic transformation: Design, Delivery, Credentialing, and Evaluation

Design: Market-Responsive Program Development

- Research-informed curriculum design aligned with industry needs
- Modular structure for flexible learning pathways
- Stakeholder engagement for relevance

Delivery: Hybrid-First Pedagogy

- Blended learning combining online and in-person
- Robust learner support systems
- Adaptive technology integration

Credentialing: Micro-Credentials & Stackable Certificates

- Micro-credentials for specific skill recognition
- Stackable certificates building toward degrees
- Recognition of prior learning









Evaluation: Continuous Improvement

- Outcomes-based assessment
- Feedback loops for program enhancement
- Data-driven decision making

Program Expansion Strategy

Priority themes: AI/data, bio-health, climate/sustainability, culture/arts



 <h2>AI & Data Science</h2> <p>AI-powered data analysis, machine learning, and data-driven decision making programs for professionals and students.</p> <p>AI/ML Big Data Priority</p> <p>Professionals</p>	 <h2>Bio-Health</h2> <p>Biotechnology, healthcare innovation, and life sciences programs with industry collaboration and research focus.</p> <p>Biotech Healthcare Priority</p> <p>Researchers</p>	 <h2>Climate & Sustainability</h2> <p>Environmental science, sustainable development, and green technology programs for future-ready professionals.</p> <p>Climate Green Tech Priority</p> <p>Students</p>	 <h2>Culture & Arts</h2> <p>Creative arts, cultural heritage, and design programs fostering creativity and cultural appreciation.</p> <p>Arts Design Priority</p> <p>Creatives</p>
 <h2>Micro-Courses</h2> <p>Short, focused courses (4-8 weeks) on specific skills and topics for rapid skill acquisition.</p> <p>4-8 weeks Skill-focused</p> <p>Professionals</p>	 <h2>Bootcamps</h2> <p>Intensive, immersive programs (12-16 weeks) for career transition and skill development.</p> <p>12-16 weeks Intensive</p> <p>Career changers</p>	 <h2>Executive Seminars</h2> <p>High-level professional development programs for senior executives and leaders.</p> <p>2-3 days Executive</p> <p>Senior leaders</p>	 <h2>Global Programs</h2> <p>International collaboration programs with partner universities worldwide.</p> <p>International Partnerships</p> <p>Global learners</p>

Digital Transformation & Platform Innovation

Building a unified learning ecosystem with advanced technology infrastructure and data governance

● Unified Learning Management System

- Integrated LMS Platform: **Unified system** for seamless course management and learner tracking
- Learning Analytics: **Data-driven insights** for personalized learning pathways
- Adaptive Learning: **AI-powered** content recommendation and assessment

● Data Governance & Security

- Privacy by Design: **GDPR-compliant** data protection framework
- Data Governance: **Structured policies** for data access and usage
- Security Protocols: **Multi-layered** cybersecurity measures

● Content Production Studio

- High-quality Production: **Professional studio** for online/hybrid content creation
- Multimedia Resources: **Interactive content** and video production capabilities

● Technology Stack



Multi-Campus Utilization Strategy

Strategic roles and functions of each campus in the SNU Extension College network



Gwanak Campus
Main Campus - Central Hub

- ✓ Academic Hub: Central governance and administrative center for all programs
- ✓ Faculty Engagement: Leading scholars and research excellence
- ✓ Quality Assurance: Academic oversight and program development
- ✓ Resource Center: Library and research facilities

15
Colleges

80+
Programs



Siheung Campus
Industry-Linked Education

- ✓ Future-Oriented: Industry collaboration and practical training
- ✓ Regional Demand: Local industry partnerships and engagement
- ✓ Innovation Hub: Technology and research development
- ✓ Career Support: Employment and entrepreneurship programs

25+
Partners

500+
Students



Pyeongchang Campus
Regional Lifelong Learning

- ✓ Community Focus: Regional development and engagement
- ✓ Lifelong Learning: Adult education and community programs
- ✓ Local Impact: Community outreach and support
- ✓ Cultural Programs: Arts and cultural education

9
Years

200+
Hours

Partnership & Collaboration Model

Three strategic partnership types for sustainable university-society engagement



Academic Units

Co-branded certificates & courses

- ✓ Co-branded Certificates: Joint credentials with SNU colleges
- ✓ Joint Courses: Interdisciplinary program development
- ✓ Faculty Collaboration: Shared expertise and resources
- ✓ Research Integration: Academic research partnerships

15+

Colleges

50+

Programs



External Partners

Local govts, industry, NGOs

- ✓ Local Governments: Regional development projects
- ✓ Industry Partners: Corporate training programs
- ✓ NGO Collaboration: Social impact initiatives
- ✓ International Networks: Global partnerships

25+

Partners

10+

Countries



Alumni Engagement

Mentoring, lectures, philanthropy

- ✓ Mentoring Program: Alumni mentorship for students
- ✓ Guest Lectures: Industry expertise sharing
- ✓ Philanthropy: Scholarship funding for access
- ✓ Career Support: Networking opportunities

5,000+

Alumni

200+

Mentors

Implementation Roadmap - Short Term (Years 1-2)

Strategic initiatives for establishing governance, pilot programs, and foundational infrastructure



Governance & QA

Establish framework

Active

- ✓ Establish Governance: Steering committee and oversight structure
- ✓ Quality Assurance: Academic standards and evaluation criteria
- ✓ Policy Development: Operational guidelines and procedures



Pilot Programs

3-4 priority areas

Pending

- ✓ Micro-credentials: Digital certificates in priority fields
- ✓ Short Courses: 4-8 week intensive programs
- ✓ Skill Bootcamps: Industry-aligned training



Content Studio

Infrastructure setup

Pending

- ✓ Studio Setup: Professional recording facilities
- ✓ Content Creation: High-quality course materials
- ✓ Tech Infrastructure: LMS and analytics tools



Access Initiatives

Equity & inclusion

Pending

- ✓ Scholarship Programs: Financial aid for underserved learners
- ✓ Outreach Programs: Community engagement
- ✓ Online Access: Digital learning platforms



Faculty Development

Training & support

Pending

- ✓ Training Programs: Pedagogical skills development
- ✓ Workshops: Technology integration
- ✓ Mentoring: Peer support and guidance



Evaluation

Metrics & KPIs

Pending

- ✓ Performance Metrics: Enrollment and completion rates
- ✓ Feedback Systems: Student satisfaction surveys
- ✓ Quality Indicators: Learning outcomes

Implementation Roadmap - Mid Term (Years 3-5)

Strategic initiatives for program scaling, partnerships, and international expansion



Program Scaling

Expand across campuses

Active

- ✓ Scale Programs: Cross-campus expansion
- ✓ Regional Reach: 5+ regions coverage
- ✓ Enrollment Growth: 300% increase



Partnerships

Industry & academic

Pending

- ✓ Industry Links: 20+ companies
- ✓ Academic Networks: 10+ universities
- ✓ Research Projects: Joint initiatives



Stackable Certificates

Modular credentials

Pending

- ✓ Micro-credentials: 10+ programs
- ✓ Recognition Pathways: Credit transfer
- ✓ Digital Badges: Blockchain verified



International Collaborations

Global reach

Pending

- ✓ Exchange Programs: 5+ countries
- ✓ Joint Degrees: Dual certification
- ✓ Global Conferences: Annual events



Quality Enhancement

Standards & accreditation

Pending

- ✓ Accreditation: International standards
- ✓ Quality Audits: Annual reviews
- ✓ Faculty Training: Professional dev.



Technology Integration

Digital transformation

Pending

- ✓ AI Tools: Adaptive learning
- ✓ Analytics: Data-driven insights
- ✓ VR/AR: Immersive experiences

Key Performance Indicators (KPIs)

15,000+

Total Enrollment

↑ 12% YoY

85%

Completion Rate

↑ 8% YoY

92%

Learner Satisfaction

↑ 5% YoY

45+

Partnerships

↑ 20% YoY

78%

Employment Rate

↑ 15% YoY

4.2/5

Course Rating

↑ 0.3 YoY

95%

Faculty Engagement

↑ 10% YoY

\$2.5M

Revenue Generated

↑ 18% YoY

Quality Assurance Mechanisms

Faculty Peer Review

Regular evaluation of teaching quality through peer observation and feedback sessions. Faculty members review each other's course materials and teaching methods.

Assessment Rubrics





Standardized assessment criteria for all courses with clear learning objectives and measurable outcomes. Regular calibration of grading standards.

Curriculum Refresh

Annual review and update of curriculum content to ensure relevance and alignment with industry standards. Quarterly content updates for technical courses.

Risk Management & Mitigation

Strategic risk assessment and mitigation strategies for sustainable operations

ID	Risk Category	Description	Mitigation Strategy	Status	Priority
R01	 Policy/Budget Volatility	Potential changes in government funding policies and budget allocations affecting program sustainability	<ul style="list-style-type: none">• Scenario Planning: Develop multiple budget scenarios• Diversified Revenue: Reduce dependency on single source	High	Critical
R02	 Tech Obsolescence	Rapid technological changes requiring continuous infrastructure upgrades	<ul style="list-style-type: none">• Modular Stack: Flexible technology architecture• Continuous Upgrades: Regular system updates	Medium	High
R03	 Data Privacy/Cybersecurity	Potential data breaches and privacy violations in digital learning platforms	<ul style="list-style-type: none">• Compliance: Regular security audits and updates• Staff Training: Cybersecurity awareness programs	High	Critical
R04	 Faculty Capacity	Insufficient qualified instructors for expanded program offerings	<ul style="list-style-type: none">• Incentives: Competitive compensation packages• Workload Models: Flexible teaching arrangements	Low	Medium



Thank You for Your Attention

Welcome your questions and discussion on the future of university extension in lifelong learning

Presenter

Dongil Kim, PhD

Director & Professor

Extension College

Seoul National University

Contact Information

https://snui.snu.ac.kr/el/main/main_form.acl

Q&A Session

Welcome your questions on:

Strategic planning

Program development

Partnership opportunities

Implementation roadmap