

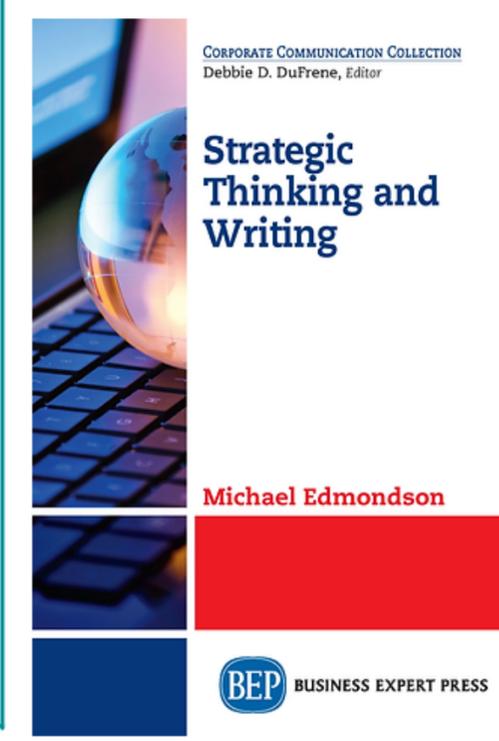
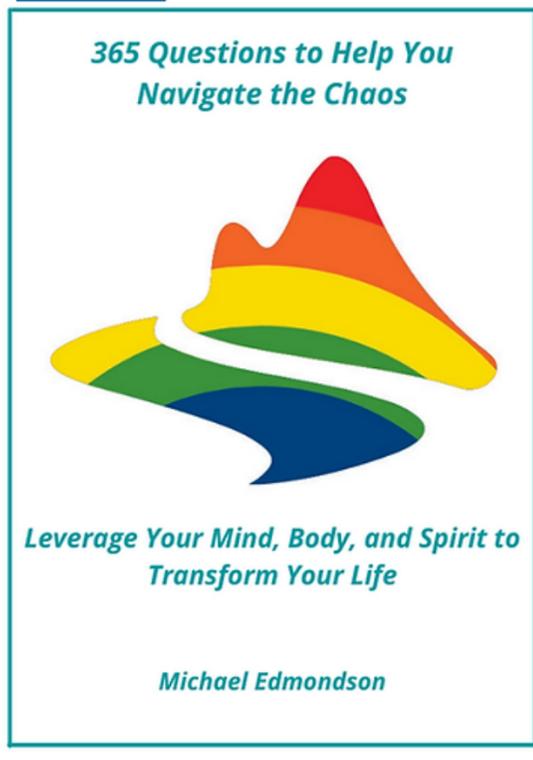
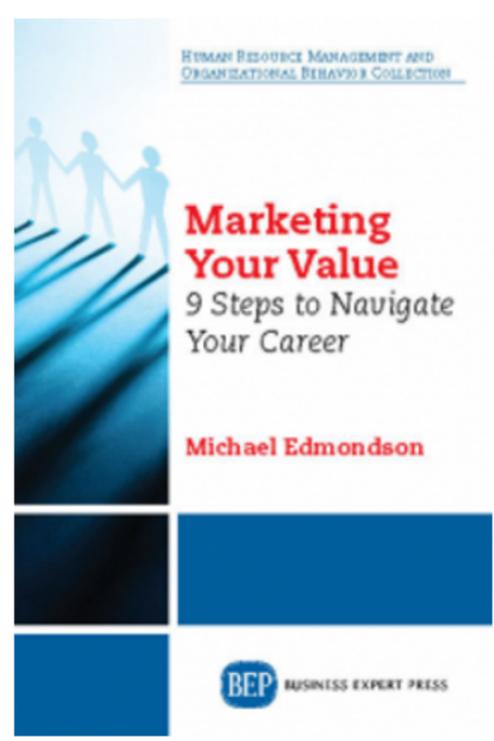
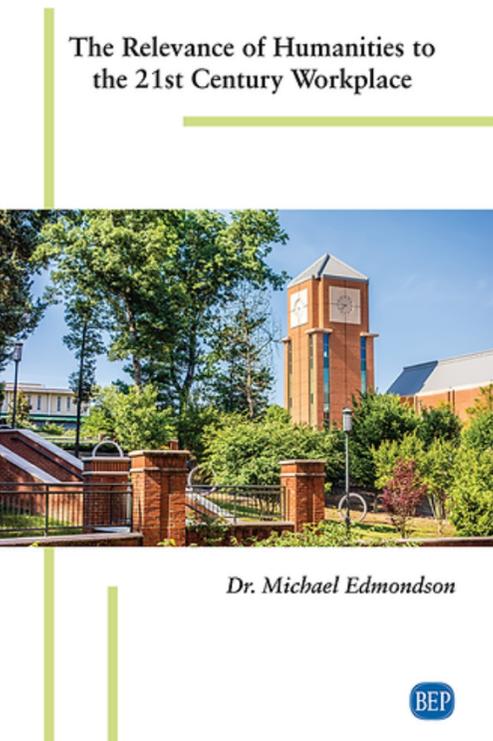
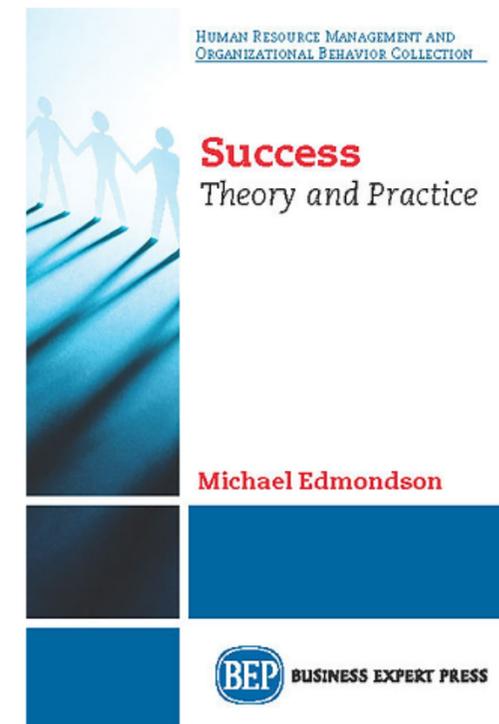
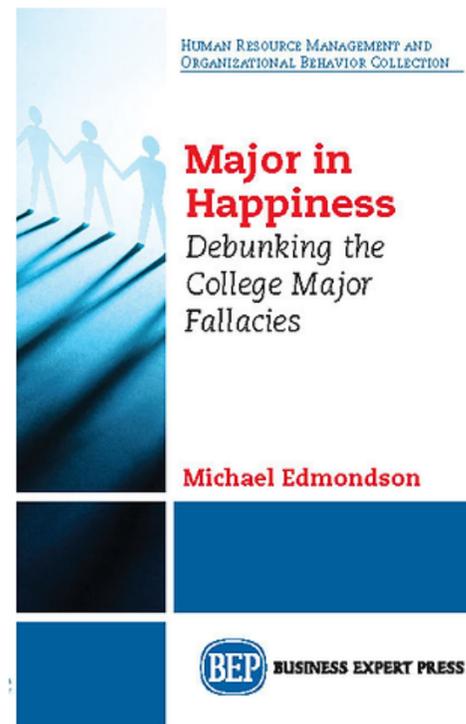
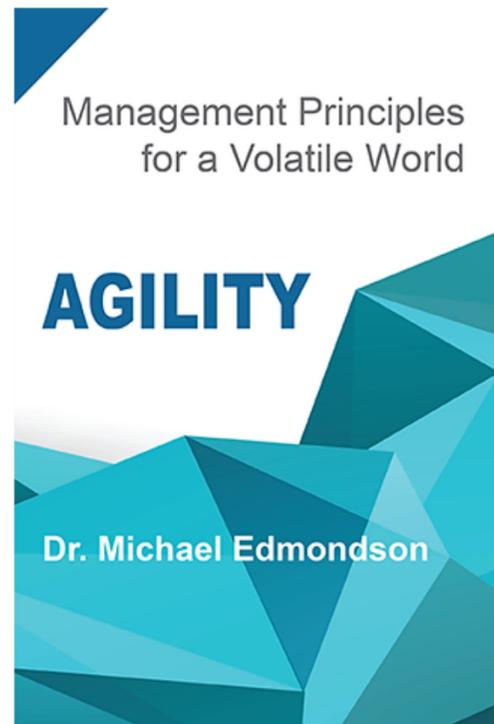
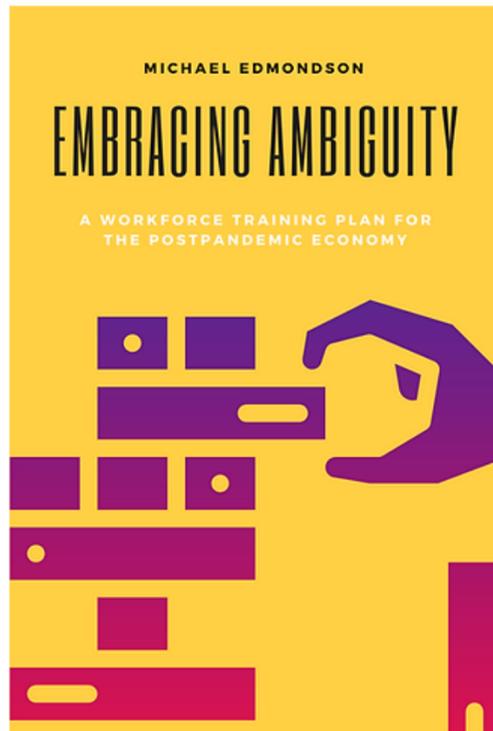


FAIRLEIGH  
DICKINSON  
UNIVERSITY

*Why FDU? Why Me? Why Now?*

Michael Edmondson, PhD

*My ability to embrace the ambiguity of today's hyper-competitive marketplace will allow FDU to leverage its complex global ecosystem as it looks to address the needs of a skills based workforce by offering relevant continuing education classes, community programs and lifelong learning opportunities.*



*Nurturing Equanimity: Building A Caring Culture* due out in 2023

# EMBRACING AMBIGUITY

A WORKFORCE TRAINING PLAN FOR THE POSTPANDEMIC ECONOMY

MICHAEL EDMONDSON

*"Dr. Michael Edmondson is a seasoned author with a flair for writing that touches the heart and mind. He seeks to understand his readers deeply and in a way that is comprehensive of both work and life. He writes for today, he writes for the future, and most importantly, he writes for now. Dr. Edmondson has a knack for making the reader feel like they are applying wisdom. From his ten attributes of success to his steps for reaching one's potential, this book is a must read."*—Dr. Michael Provitera, Associate Professor of Organizational Behavior, Barry University

*Embracing Ambiguity* fills a tremendous void in today's chaotic marketplace by providing a timely, impactful, and relevant workforce training program designed to enhance the essential skills employees need to thrive in a world of ambiguity. By engaging in self-directed learning employees will increase their business acumen, further their sense of the world around them, and reflect on the impact of their actions.

Required reading for individuals in small-to-medium sized businesses, large corporations, non-profit organizations, and government offices, *Embracing Ambiguity* offers employers and employees alike a practical guide to use as they chart a course forward in a post-pandemic marketplace.

Michael Edmondson, PhD, is the Dean, College of Professional Studies, and Director, Division of Professional Education and Lifelong Learning, and Director, NJCU at Fort Monmouth at New Jersey City University. *Embracing Ambiguity* is his seventh book with Business Experts Press. His other books include *Agility: Management Principles for A Volatile World* (2020), *The Relevance of Humanities to the 21st Century Workplace* (2019), *Strategic Thinking and Writing* (2018), *Success: Theory and Practice* (2016), *Major in Happiness: Debunking the College Major Fallacies* (2015), and *Marketing Your Value: 9 Steps to Navigate Your Career* (2015). He has a PhD in History from Temple University, an MA in History from Villanova University, and a BA in History from Cabrini University.

Human Resource Management and Organizational Behavior Collection  
Michael Provitera, Editor



**Required Qualifications:**  
10. Proven ability to navigate ambiguity and complex situations, problem-solve while being innovative, making independent judgments, recommending courses of action, and balancing competing priorities.

EDMONDSON

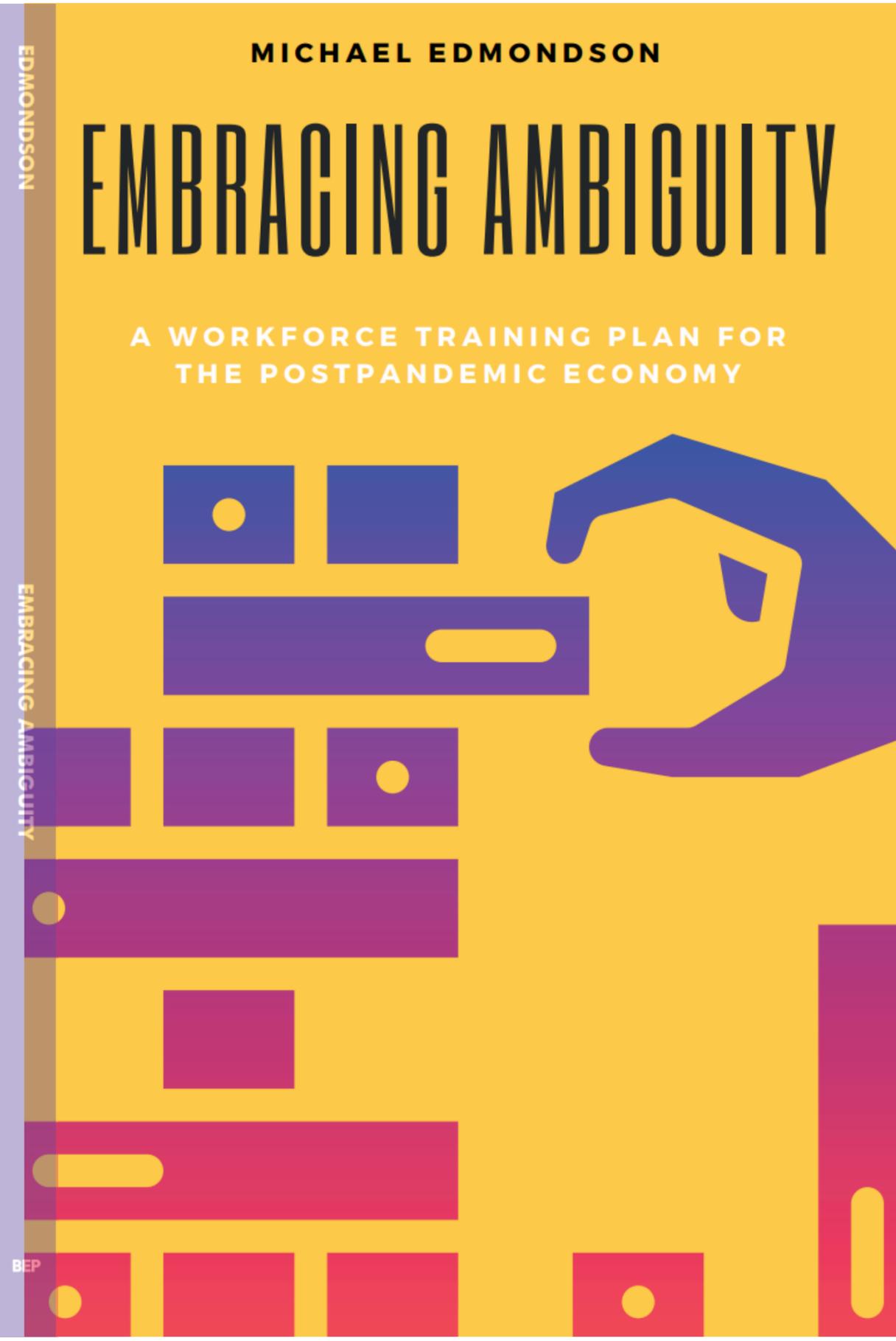
MICHAEL EDMONDSON

# EMBRACING AMBIGUITY

A WORKFORCE TRAINING PLAN FOR THE POSTPANDEMIC ECONOMY

EMBRACING AMBIGUITY

BEP





National organization  
One of 9 Directors from around the country



State wide organization  
Vice-President of NJ Chapter



Monmouth Region  
Board member

# Honoree Spotlight

## Distinguished Leadership Award

Recognizes a leader whose contribution to the understanding of and/or practice of effective leadership are significant, and have resulted in extraordinary impact

***Dr. Michael Edmondson***



## NJCU @ Fort Monmouth – June 21, 2022



NJCU @ Fort Monmouth hosted lunch for the new Accelerated Bachelors of Science in Nursing (ABSN) cohort today. Each student shared their own story as to why they changed their career paths and choose nursing. Like so many others before them, these NJCU ABSN students continue the tradition of service to others.

# What is VUCA (Volatility, Uncertainty, Complexity, Ambiguity)?

## Volatility

Volatility refers to the speed, volume, nature, magnitude of a phenomenon that may or may not be in a pattern form. Volatility increases complexity.

## Complexity

Complexity describes the amount of different states a system can get into at a certain point in time. The more states a system can get into, the higher its complexity and the harder it gets to manage it.



## Uncertainty

Uncertainty occurs when there are no concrete trends or patterns, which makes it difficult to establish what will happen next and base decision on it.

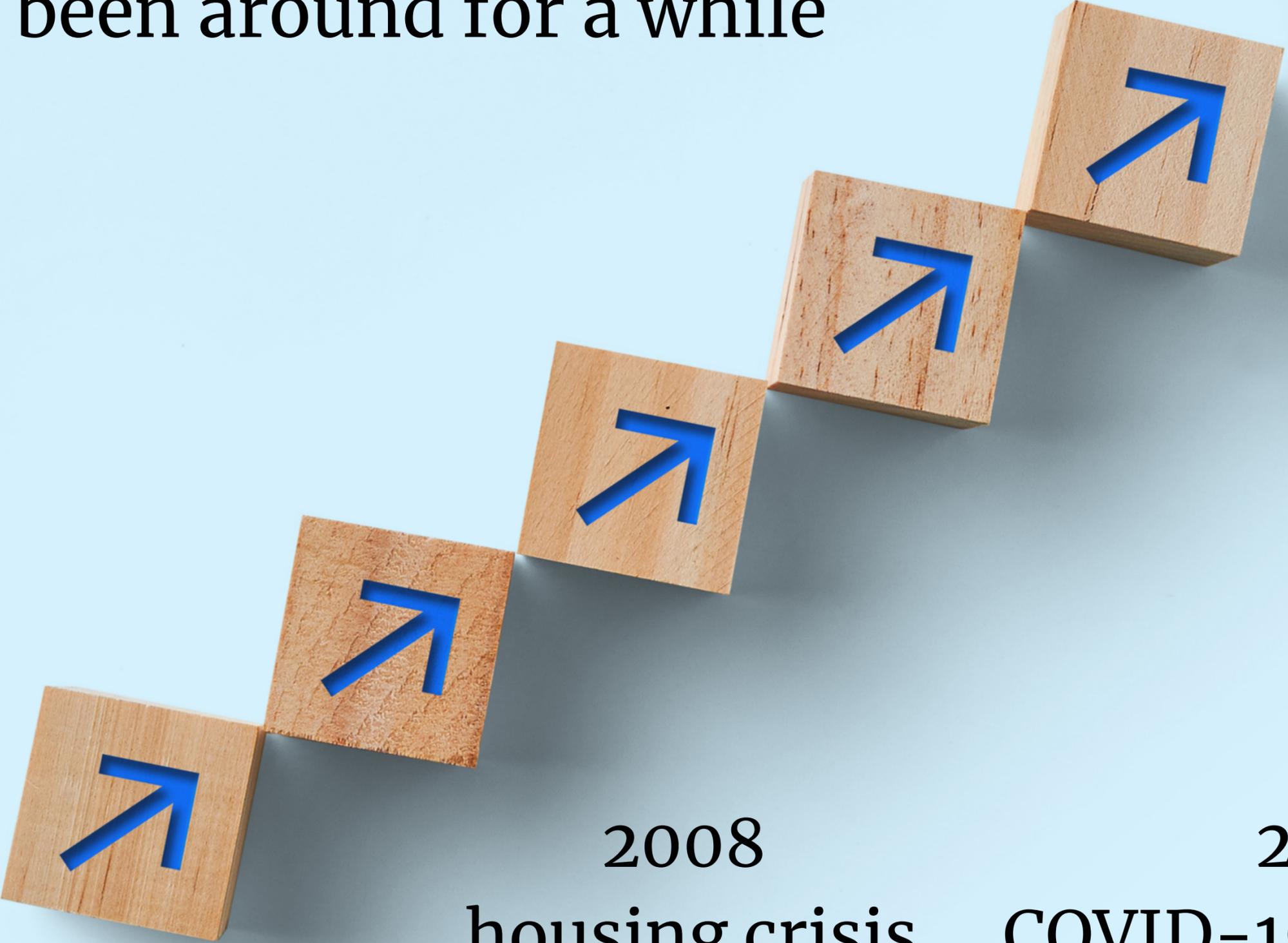
## Ambiguity

Ambiguity describes a situation where multiple interpretations are permitted and equally valid. This makes it hard to decide what to do in order to achieve a desired outcome.



COVID-19 was a **complex** health crisis that created **volatility** in the global marketplace causing substantial **uncertainty** about the future and generated a residue of **ambiguity** as to how to emerge from the pandemic.

# VUCA has been around for a while

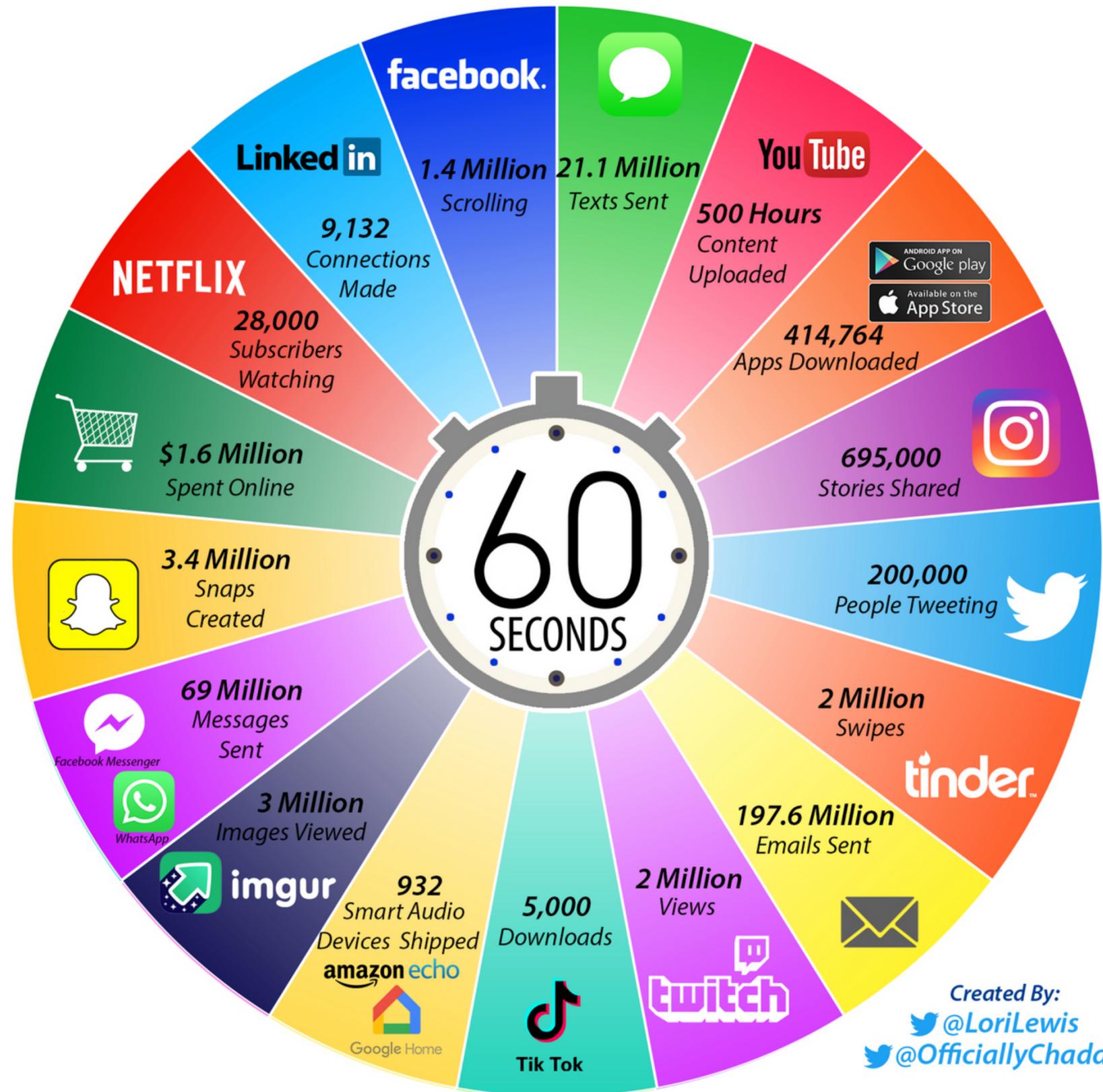


1987  
military

2008  
housing crisis

2019  
COVID-19 pandemic

# 2021 *This Is What Happens In An Internet Minute*

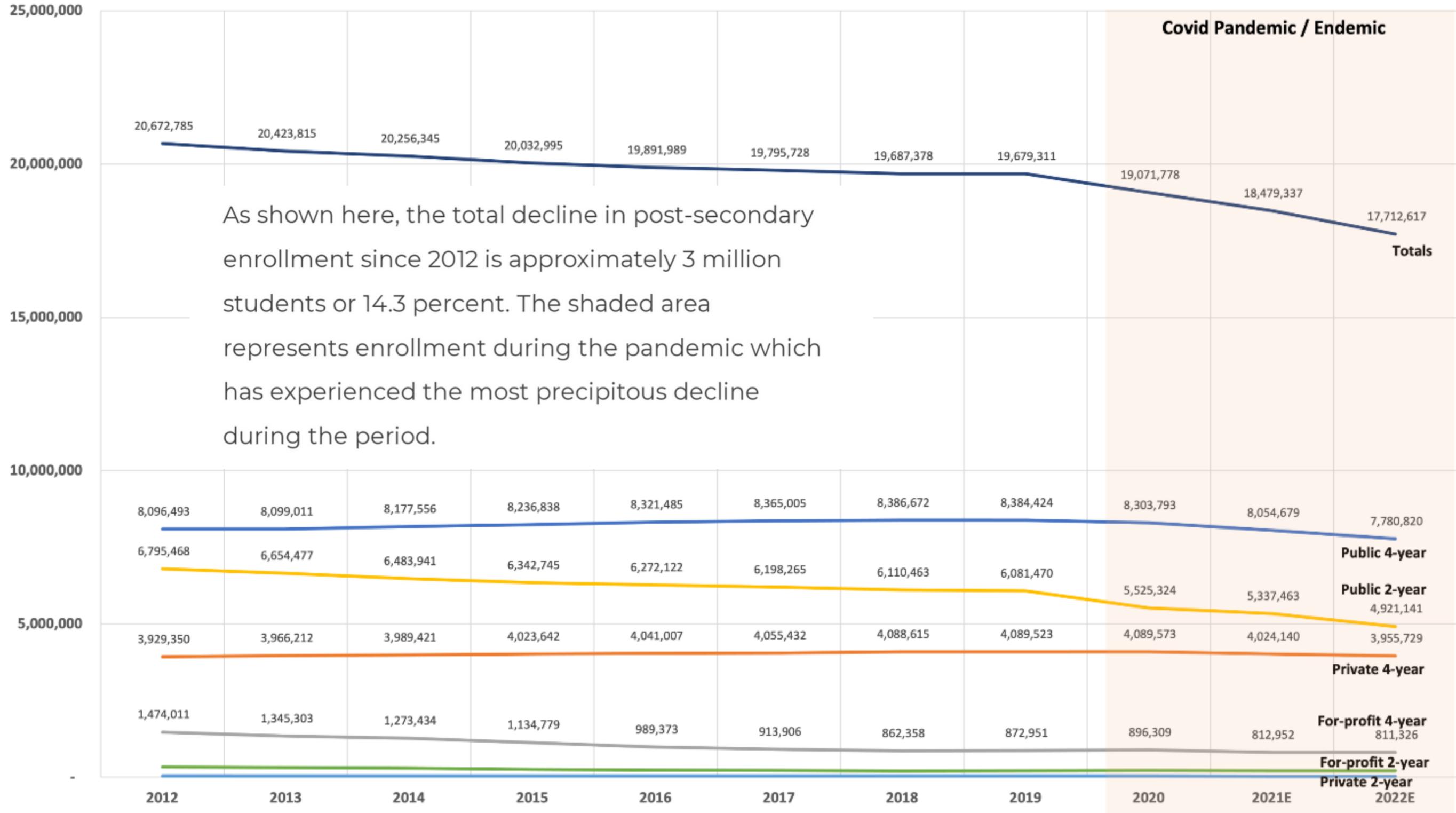


Created By:  
[@LoriLewis](#)  
[@OfficiallyChadd](#)

### MindWires Model of US Higher Education Enrollment by Adjusted Sector 2012 - 2022

IPEDS data for Fall 2012 - Fall 2020; NSC extrapolations for 2021 - 2022

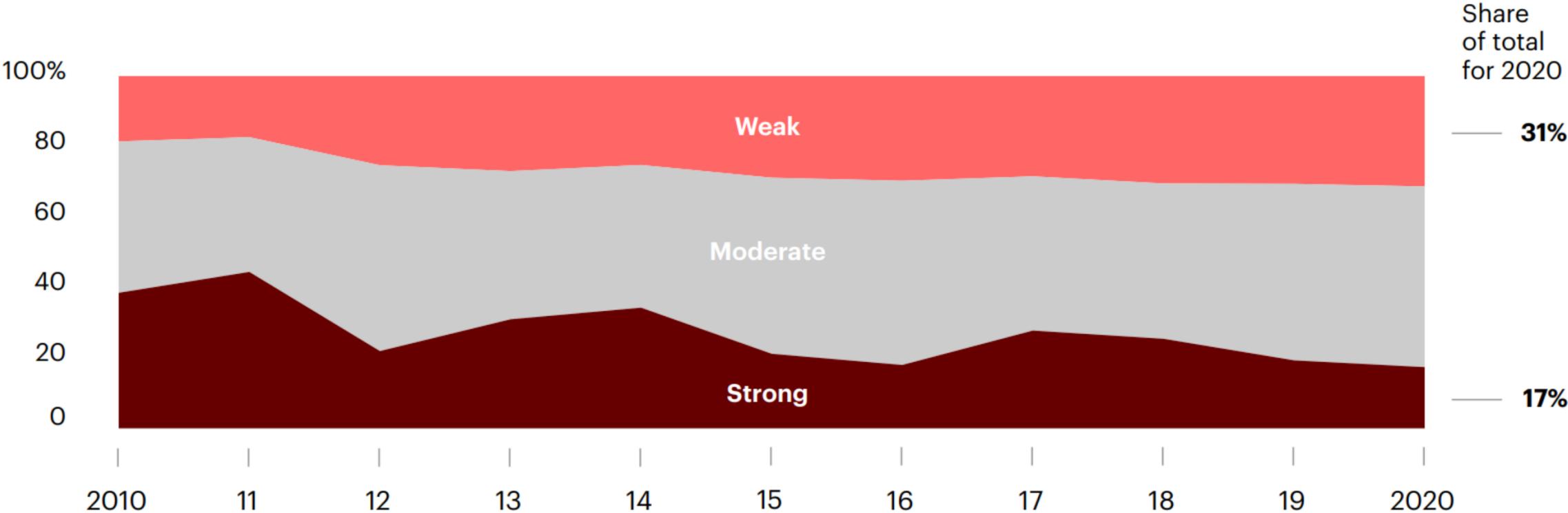
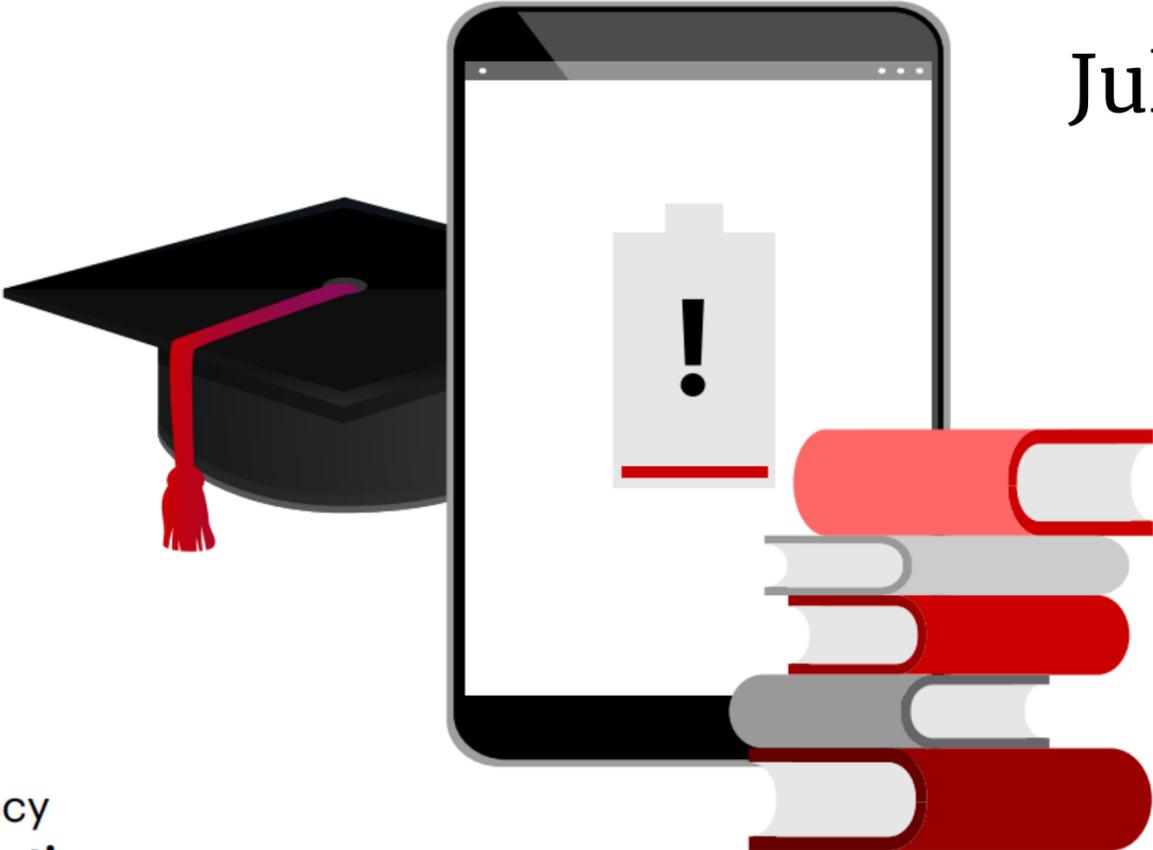
Negates sector changes since 2012 for community colleges adding 4-year degrees and for nonprofit conver



# More universities face a financial crisis

The financial resiliency of **nearly one-third** of universities was weak in 2020, while **fewer than one-fifth** of them were strong, continuing a downward trend even prior to Covid-19

The annual composite score measures a university's resiliency based on three equally weighted metrics: **primary reserve ratio**, **net margin**, and **three-year enrollment growth**



# Jobs do not require four-year college degrees. Employers do.



Companies Hiring

# 15 More Companies That No Longer Require a Degree—Apply Now

Posted by Glassdoor Team

Career Advice Experts

Last Updated November 8, 2021

## Dropping the Degree as a Hiring Requirement

The state of Maryland joins numerous employers in no longer requiring a bachelor's degree for many jobs. What are the implications for colleges and universities?

By [Doug Lederman](#) // June 3, 2022

# No degree? No problem. Tech firms move away from college requirement for new hires

With a 2% unemployment rate, the tech industry is rethinking what job applicants need to get hired. Skills-based hiring is on the rise, and 59% of employers are considering eliminating college degree requirements — changes that could reshape the IT workforce.

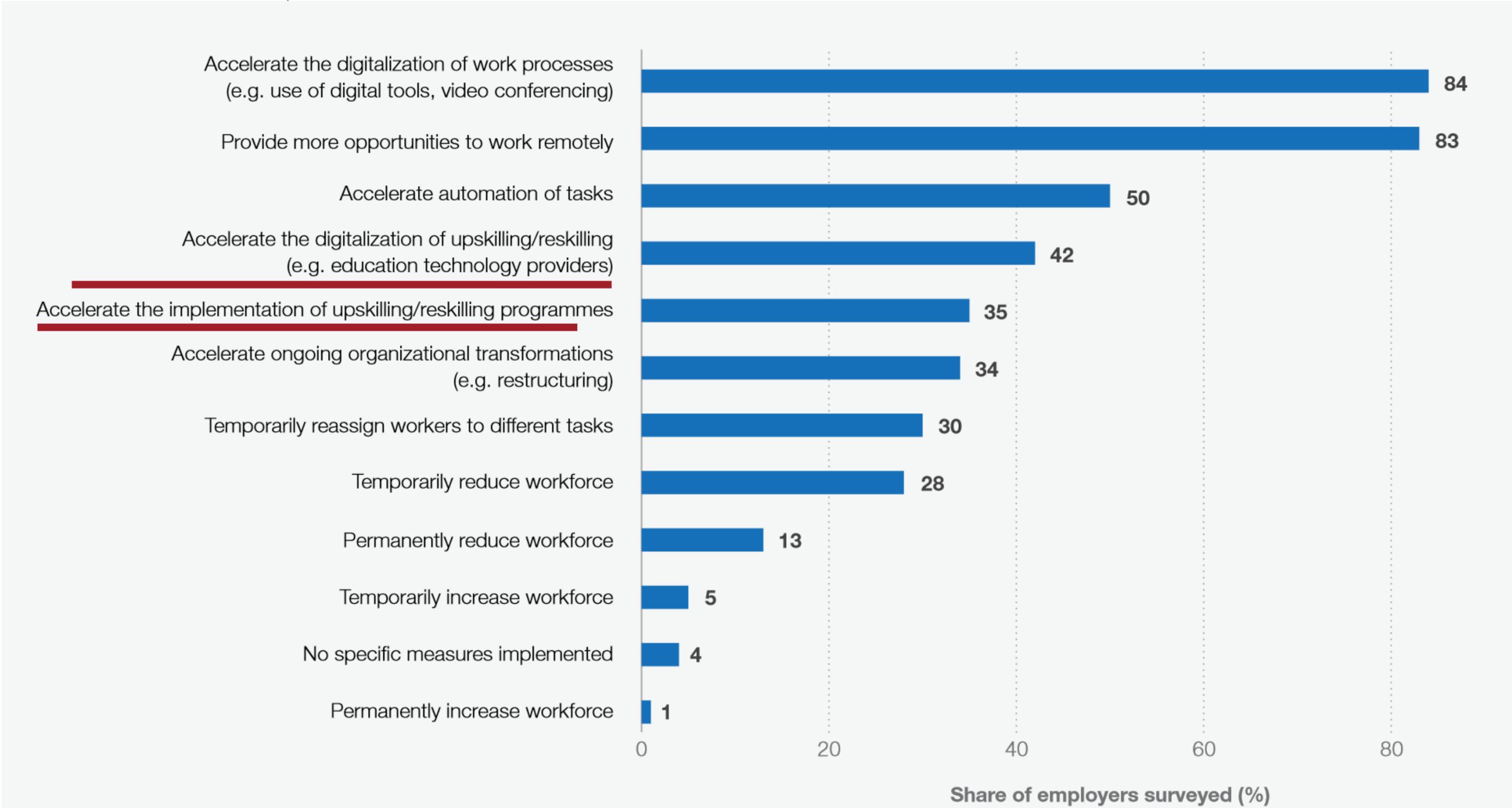


By [Lucas Mearian](#)

Senior Reporter, Computerworld | MAY 16, 2022 3:00 AM PDT

FIGURE 5

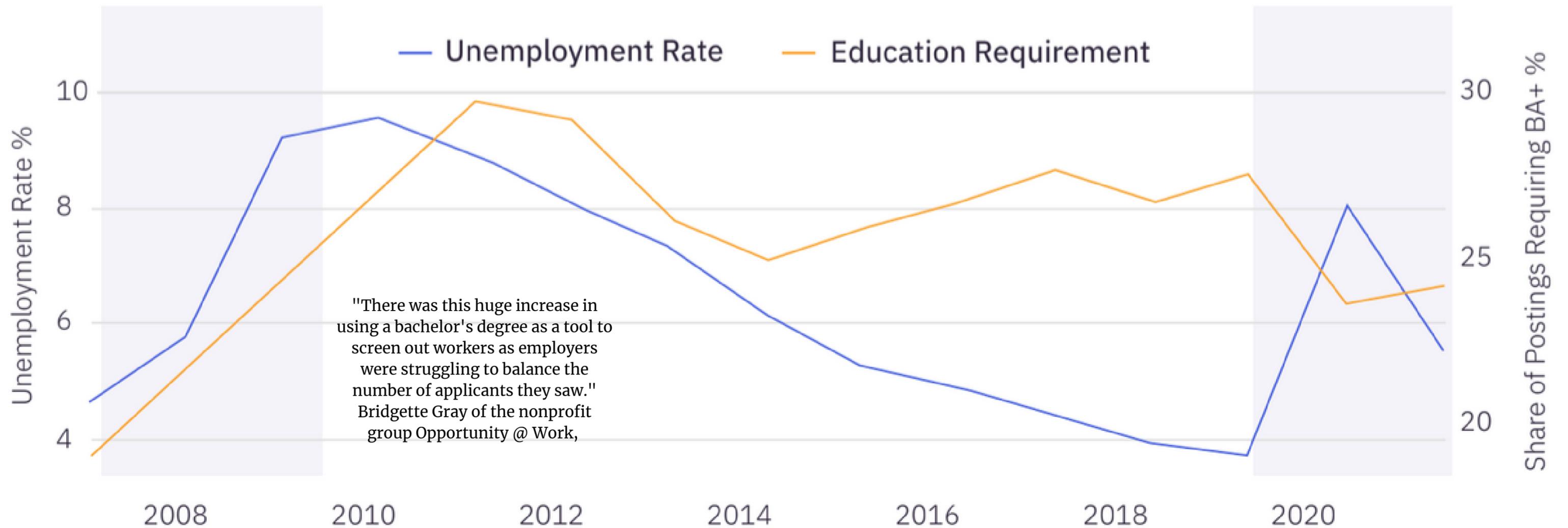
### Planned business adaptation in response to COVID-19

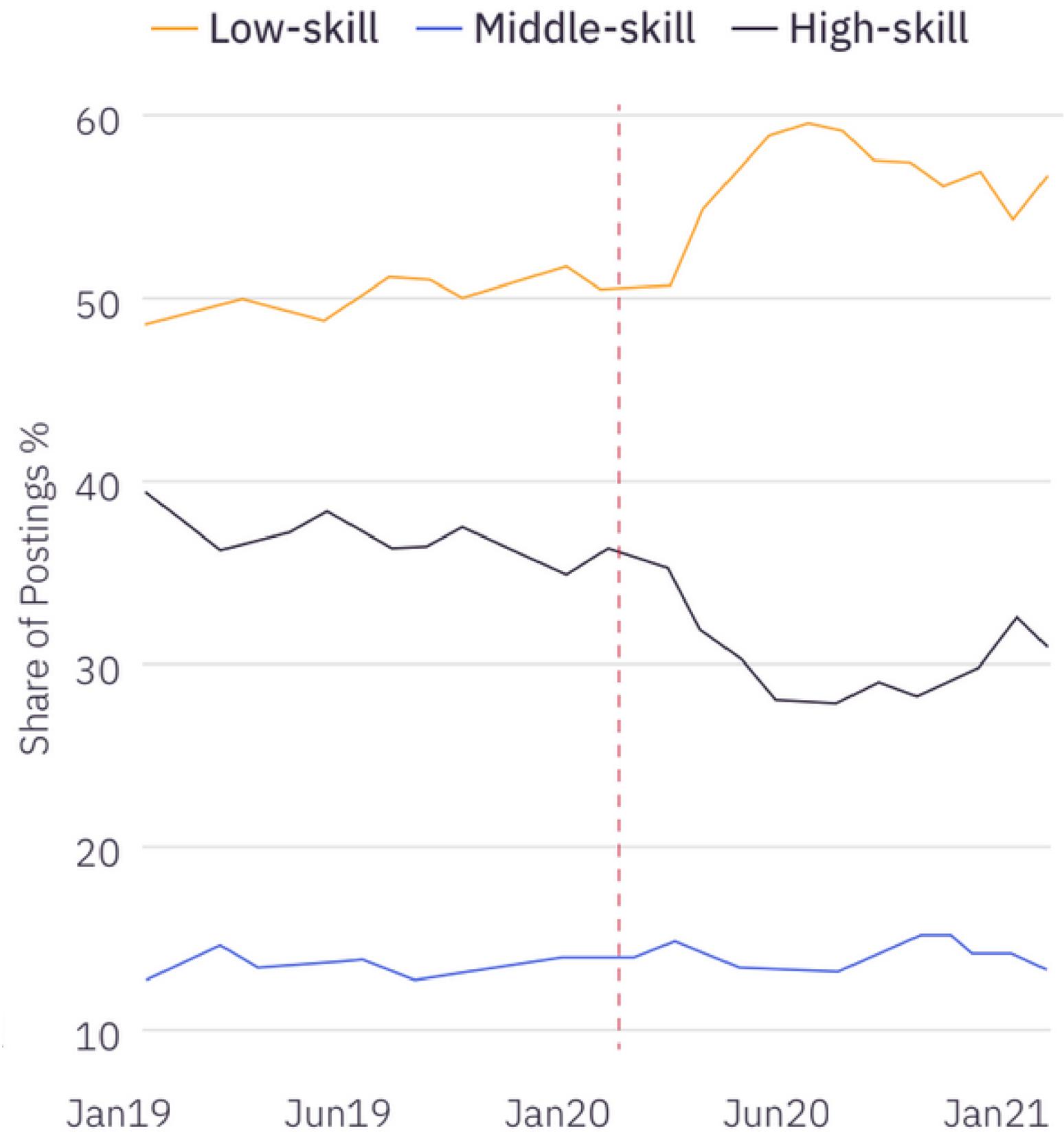


**FIGURE 1: Relationship between minimum education requirements in job postings and unemployment rate**

Notes: The shaded areas indicate the Great Recession and the Covid-19 Recession.

Source: Analysis of data from Emsi Burning Glass and Bureau of Labor Statistics, 2007-2021.



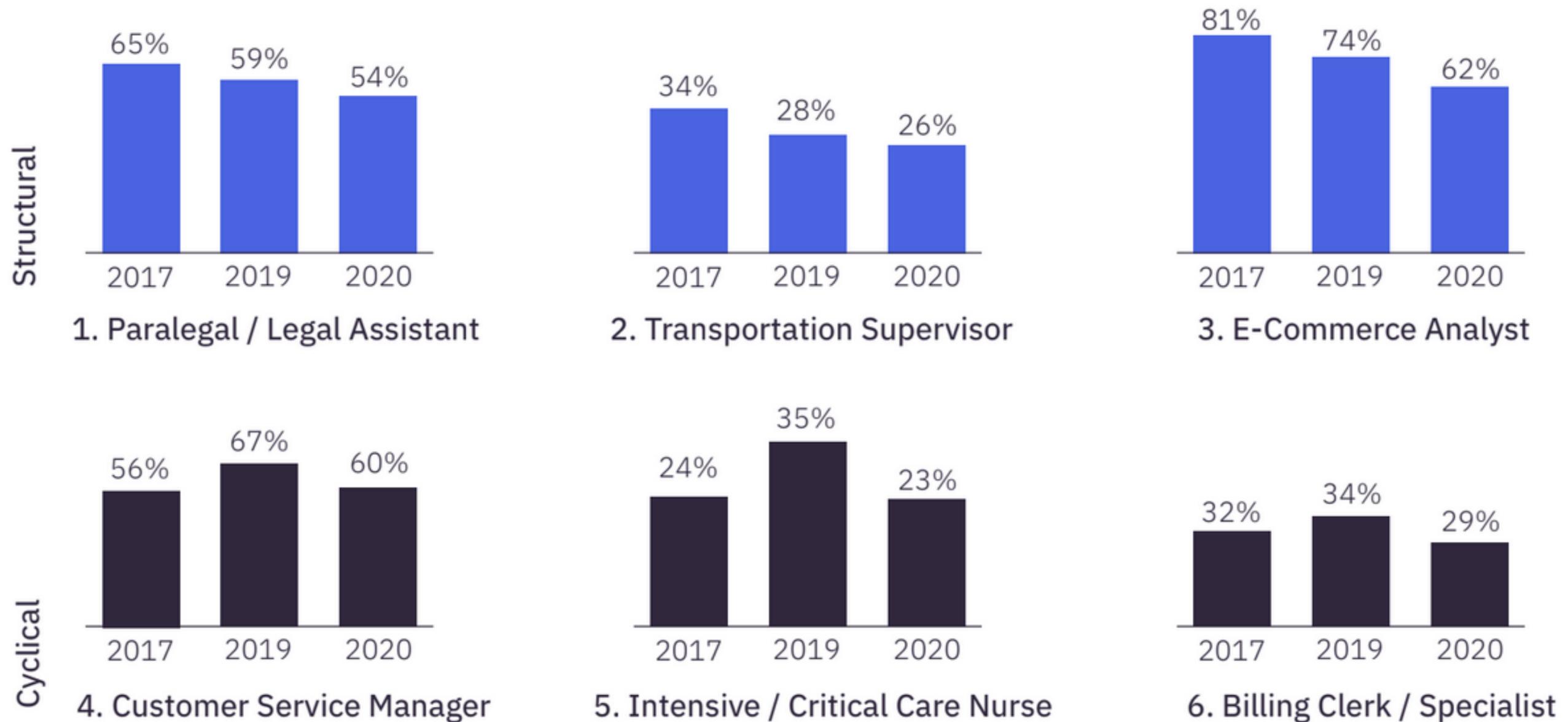


Only 27% of the changing occupations could be considered “cyclical resets,” or short-term responses to the pandemic. The majority (63%) appear to be “structural resets” that began before the pandemic, representing a measured and potentially permanent shift in hiring practices.

**FIGURE 3: Distinction between structural and cyclical degree resets<sup>15</sup>**

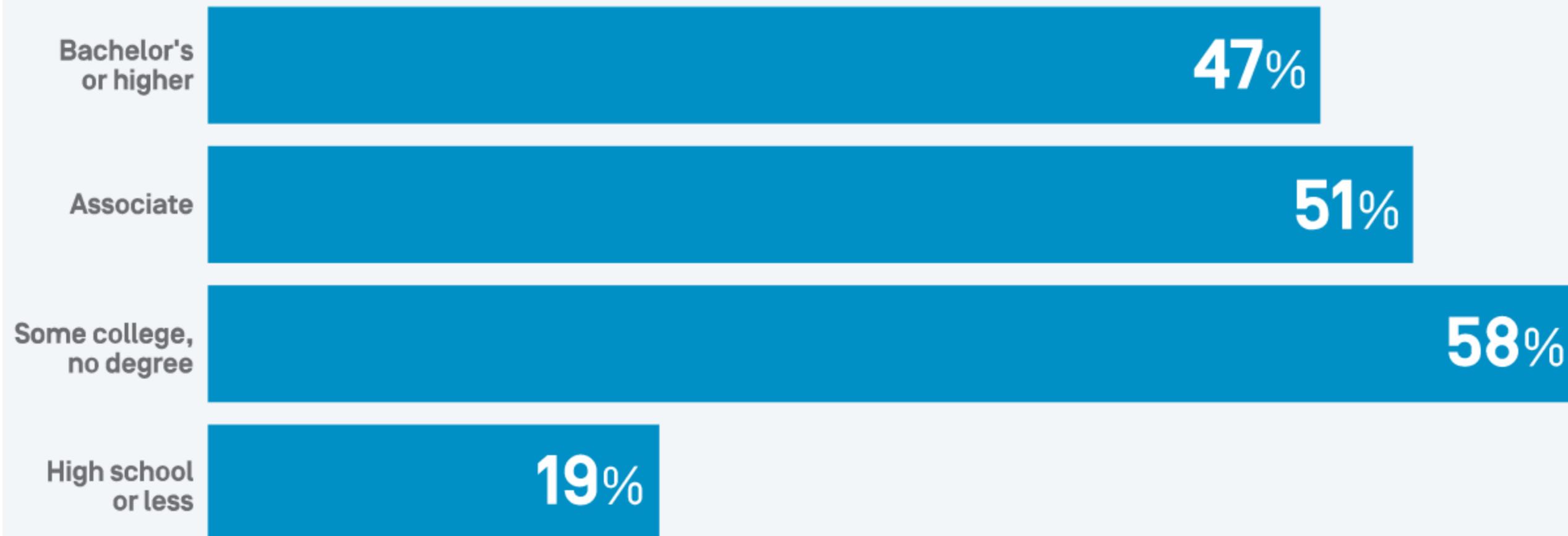
Notes: Shown are examples for occupations that experience resets removing degree requirements between 2017 and 2019 and 2019 and 2020.

Source: Analysis of Emsi Burning Glass data.



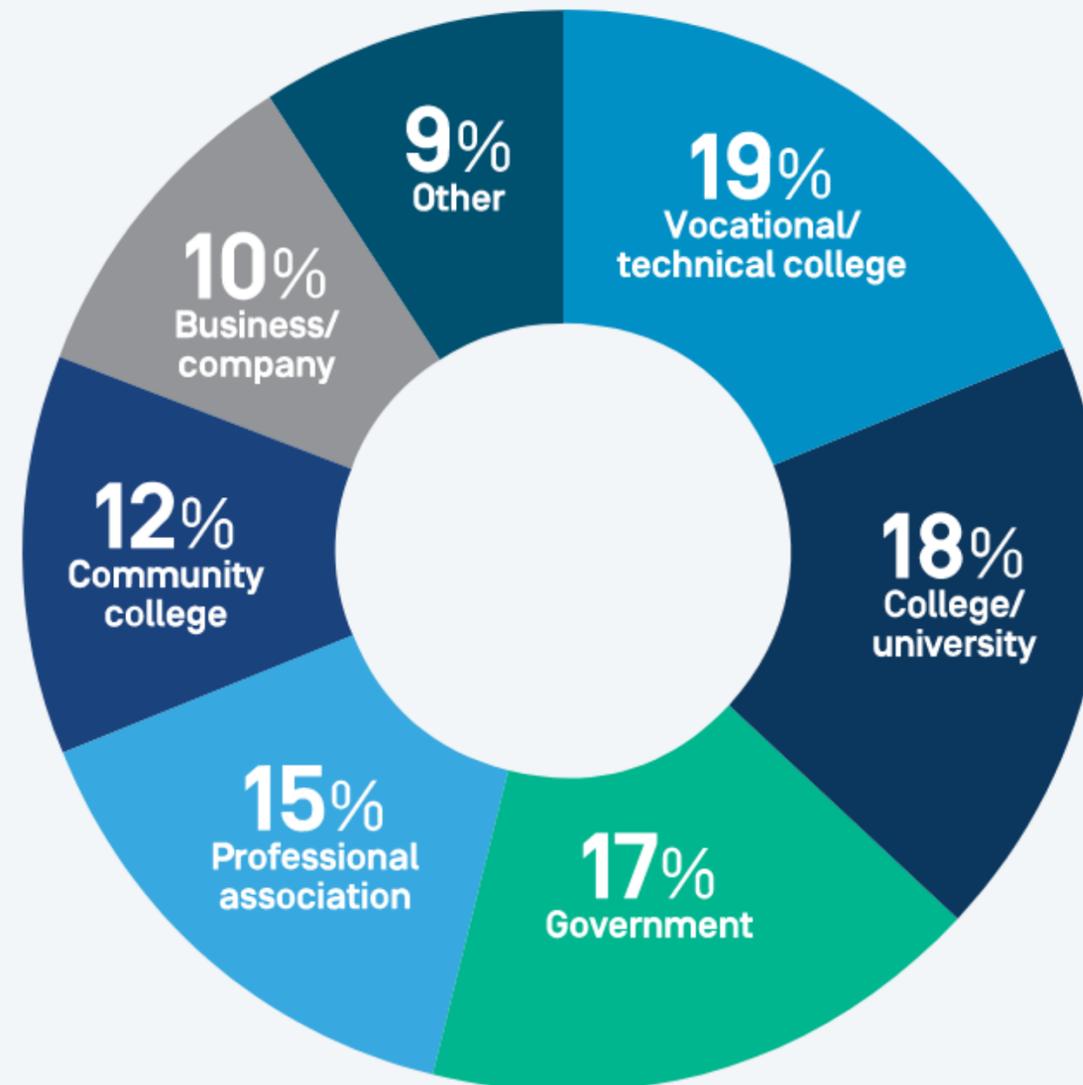
## Nearly half of college degree holders also have completed nondegree programs

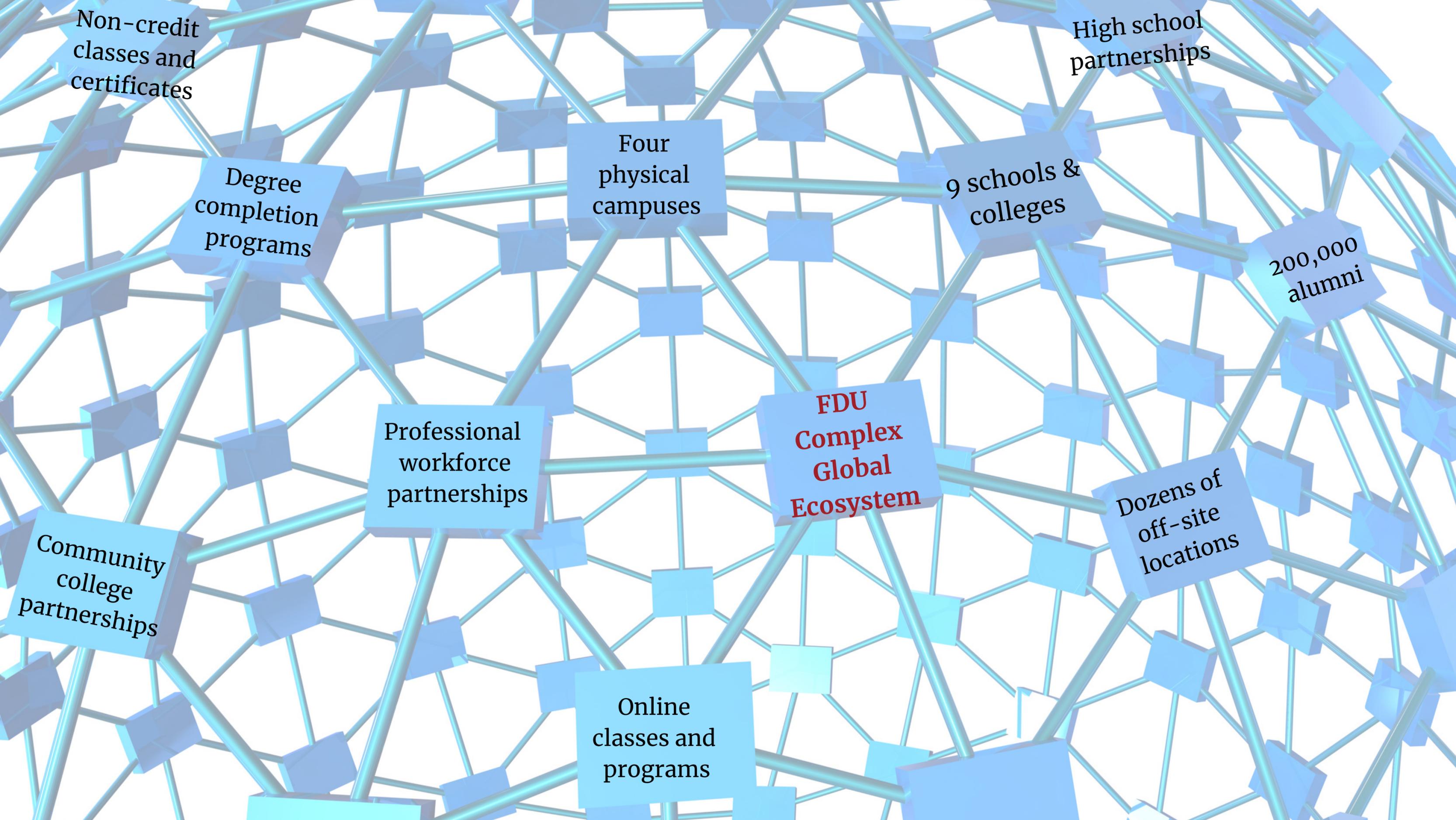
Nondegree credential attainment by education level  
Share of working-age adults



## The institutions that issue nondegree credentials are diverse

Issuers of nondegree credentials





Non-credit classes and certificates

High school partnerships

Degree completion programs

Four physical campuses

9 schools & colleges

200,000 alumni

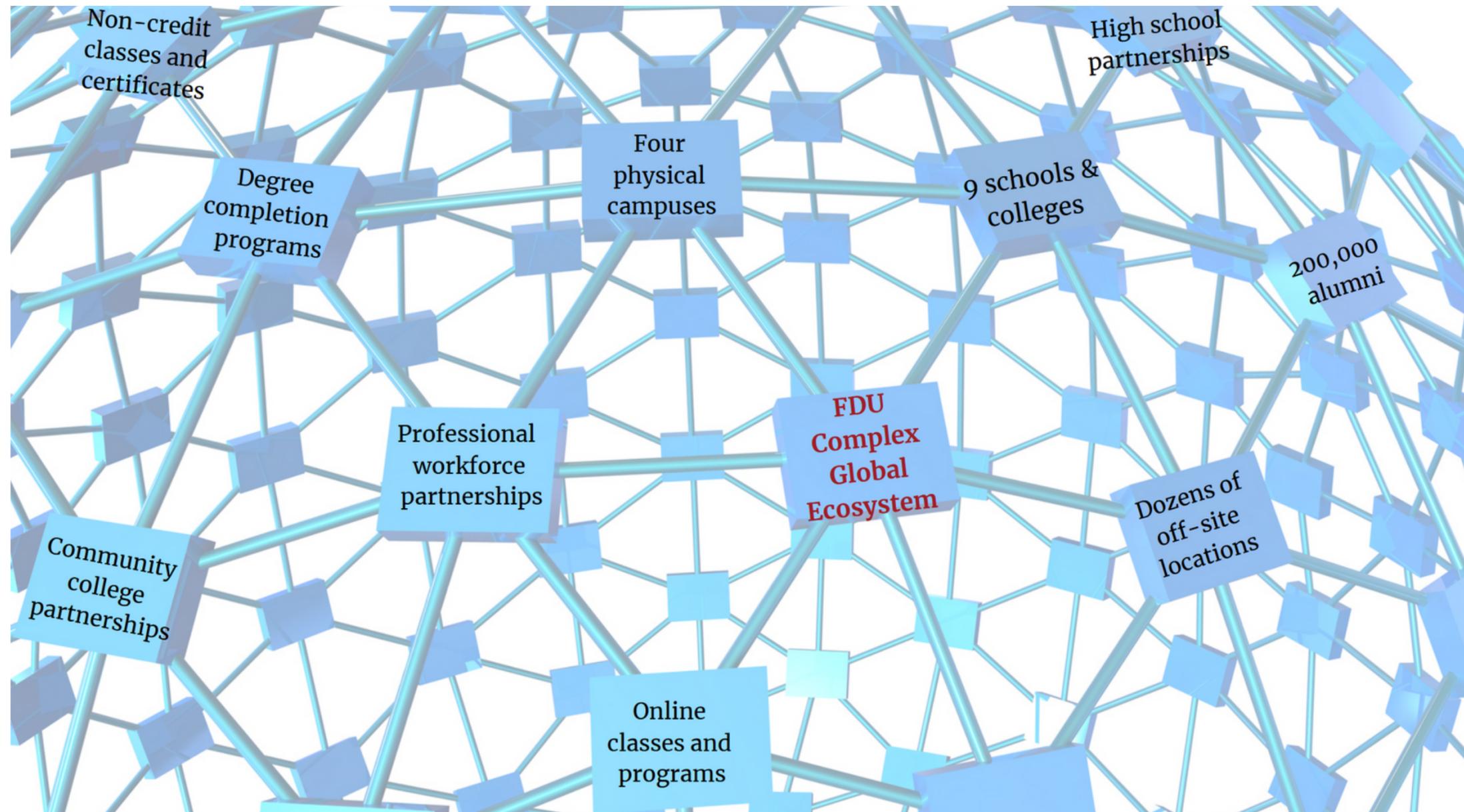
**FDU  
Complex  
Global  
Ecosystem**

Professional workforce partnerships

Dozens of off-site locations

Community college partnerships

Online classes and programs



FDU's ecosystem is uniquely positioned to address the needs of the marketplace at the local, state, regional, national and international levels.

- *Build upon current portfolio*
- *Restart dormant programs*
- *Design new classes and programs with faculty*
- *Create new external partnerships (ex: corporate, high school & community college)*
- *Leverage 3rd party partners (ex: Center for Legal Studies)*
- *Construct FDU Now (where alumni have access to library of skill-based classes and programs)*

*FDU has various strategies available to leverage its complex global ecosystem to address the needs of the marketplace.*



Fairleigh Dickinson University is a center of academic excellence dedicated to the preparation of world citizens through global education. The University strives to provide students with the multi-disciplinary, intercultural, and ethical understandings necessary to participate, lead, and prosper in the global marketplace of ideas, commerce, and culture.

*My ability to embrace the ambiguity of today's hyper-competitive marketplace will allow FDU to leverage its complex global ecosystem as it looks to address the needs of a skills based workforce by offering relevant continuing education classes, community programs and lifelong learning opportunities.*

*<https://www.michaeledmondsonphd.com/>*

*<https://www.linkedin.com/in/edmondsonphd/>*

**T H A N K Y O U**