

Continuing Studies Program Review

Faculty of Access & Continuing Studies

Dean's Summary

Submitted by:

Dr. Sue Brigden, Dean of the Faculty of Access & Continuing Studies

Harv McCullough, Dean of the Faculty of Trades and Technology

Accepted by:

Senate in September 2011

Academic Planning and Priorities Committee in June 2011

MEMORANDUM

To: Eric Davis, Provost & Vice President (Academic)
From: Sue Brigden, Dean of the Faculty of Access & Continuing Studies
Date: May 14, 2011
Re: Continuing Studies Program Review

To begin with, I would like to acknowledge the contributions made by the faculty, staff, and students of UFV's two Continuing Studies (CS) units – Continuing Studies Interdepartmental (CSI) and Continuing Studies Trades and Technology (CST&T) – during the CS Program Review process. Preparing a Self-Study report, meeting with the External Review Team, and reading and responding to the External Review Report are challenging for any academic unit. The CS Program Review has been especially challenging because the procedures and guidelines for a traditional academic unit review are not always easily applied to non-traditional academic units such as UFV's Continuing Studies units. Nevertheless, all involved stepped up to the challenges and should be pleased with the results of their efforts.

For me, as the new dean responsible for CSI, the program review documents have helped me better understand the unit's history and structure, and its challenges and opportunities. I have been struck by the contributions CSI makes to UFV and the communities it serves educationally, culturally, and financially.

I agree with Harv McCullough, Dean of Trades and Technology, when he observes that many of the recommendations made by the External Team have already been addressed, and also agree that the review addresses short-term rather than long-term planning.

Of the 22 recommendations made by the External Team, these five, in particular, will require long-term solutions in addition to the short-term solutions provided in the CS Response document:

- Examine how the unit as a whole might be more deliberately integrated into the university's academic and administrative decision-making structures and that the unit and its activities be better promoted and given a higher profile within the institution.
- Continue to monitor the structural arrangement of maintaining two separate CS units and further explore the fiscal, personnel and administrative challenges associated with combining them.
- Revise and clarify the mandate of CSI through a broad process of university and community consultation.
- Clarify the appropriate structures and procedures for those academic departments who wish to develop CS programs and activities.

- Clarify the appropriate structures and procedures for academic oversight and ensure that students, staff and community representatives are included on any such committee.

In the long term, the institution needs to provide clarity on the mandates and future of the two CS units and of CS as a whole. The goals between the two units do not appear to align, which could lead to a mandate issue between the two. The institution needs to provide assistance to the units in determining their future.

Much of the current net revenue realized is based upon the college model of CS, not a university model. Does UFV want to build CS on the existing model of entry-level, workplace training, which reflects our college roots; on a model that reflects professional-level training and development; or a model that reflects both? The institution needs to determine which CS model will best serve it and the communities it serves and how that model should be implemented.

If CS is expected to increase its net revenue and provide education and training opportunities that reflect UFV's role and responsibility as a teaching university, then UFV needs to invest some resources in the unit and develop a business case for supporting this investment.

UFV also needs to decide how it will provide support for and deliver contract training across the institution. The Dean of Trades and Technology has suggested the creation of an *Office of Public Inquiries* that is managed by a person "well-versed in the entire university operations ... has a paralegal background ... [who] could address the many Requests for Proposals (RFPs) that are available". He goes on to suggest that this office would "address long-term planning by becoming a point of contact, a legal support for all areas, and an office to find more opportunities ... [it could] could set standard legal contracts and a standard formula for calculating the cost and profit margins".

At the same time, CSI included the following statement in its portion of the CS Response document:

CSI would like to explore the possibility of initiating a UFV policy to govern Continuing Studies and Contract Services initiatives at UFV. It is logical for contract work to be housed in the same area of the institution to ensure consistency and avoid redundancy in the offerings. Continuing Studies has the expertise to offer contract work, based on many years of experience. CSI would like to be given the opportunity to serve as the central location for contract initiatives for UFV. (CS Response, pp. 8-9)

In the short term, support for contract training could be provided by CS on a fee-for-service basis; however, the structures and procedures required to "provide consistency and avoid redundancy" in the UFV's continuing studies and contract training initiatives in the long-term need to be articulated and developed. Such support could

The CS Review has provided much information about UFV's Continuing Studies units. To be of value, however, this information now must be used to inform a larger institutional discussion that results in a long-term plan that will promote greater integration and a higher profile for Continuing Studies here at UFV.



May 3, 2011

Continuing Studies Review

A great deal of credit goes to Cheryl Issac and Rolf Arnold for their work on the Continuing Studies Program Review. It has been a difficult task, as we have a standard traditional academic program review process to follow, yet continuing studies is anything but traditional.

The hope was for this review to be more of an operational review, rather than a program review. I believe we have received something that could be viewed as a bit-of-both.

The review does highlight some important areas that I believe warrants some thought. The most important item is regarding additional help in some strategic areas. I believe the concept is as simple as – more profit added to the year-end operation – more help added to assist with the additional work load. More careful thought should go into where those strategic areas might be for a long-term plan.

Many of the suggestions have already been addressed and measures put in place. My personal opinion is this review addresses short-term planning and I believe we need to look at long-term planning. As it stands right now, many departments are already offering types of contract training which are directly related to their areas of expertise. This training is done outside the envelope of Continuing Studies and I believe this will continue and most likely increase.

To increase external revenue streams, I believe there should be an Office of Public Inquiries. This office could be managed by a person that is well versed in the entire university operations. As an example, I typically get external calls approximately once a week from someone wanting information on programming from UFV. I also believe this office should be managed by someone that has a paralegal background. These skills will certainly help with the many legal contracts that come our way from different areas. Also, with that type of background, this person could address the many Requests for Proposals (RFP's) that are available and those could become a new revenue stream for UFV.

This office would begin to address long-term planning by becoming a point of contact, a legal support for all areas, and an office to find more opportunities. Regardless of what we think, other departments and areas will continue to be involved with contract training. This very concept is highlighted under UFV's Strategic Plan, #3 "to be innovative, entrepreneurial and accountable in achieving our goals."

Areas within UFV will want to be seen as supporting the Strategic Plan and would become more engaged if they had control of training and the revenues generated by contract training. The Office of Public Inquiries could set standard legal contracts and a standard formula for calculating the cost and profit margins. After that point, each area would then be in control of the budget with a projected and expected profit that would be contributed to general revenue.

The Office of Public Inquiries should be a priority for funding from the revenue generated by Continuing Studies and hence a self-funded position. This is the one way UFV can become more entrepreneurial in the future.

Respectfully Submitted,

Harv McCullough