

Task Force: Academic Portfolio

Committee Name: Extended Campus

Committee Chair(s): Nancy Rubin, Executive Director of the Extended Campus and Kiki Gilderhus, Associate Dean and Associate Professor, College of Visual and Performing Arts

Committee Members and Titles:

Spencer Weiler, Professor and Chair of Department of Leadership, Policy and Development

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Report

Summary of Recommendations

There are divergent views among committee members as some items for consideration. Differing recommendations are represented in the report for consideration.

Vision, Mission and Goals

- Clarify the mission of the Extended Campus.
 - Rebrand the Extended Campus as a School of Professional Studies and Continuing Education. This school would be the revenue generating division of the University of Northern Colorado delivering fast, flexible and affordable degrees, professional development, credentials, and certificates for working professionals and members of the community.
 - Expand dual enrollment offerings and create a path to a degree

Alternative Model:

- The mission of the Extended Campus should be reviewed and updated to something akin to **supporting** different units across the campus in their efforts to take high quality educational opportunities to prospective students in a manner that reduces or eliminates barriers related to access and, simultaneously, branching into under-utilized (at UNC) aspects of distance education including, but not limited to, professional development, dual enrollment, and professional certification/continuing education.”

Organizational Structure and Administration

- The Executive Director should report to the Provost.
- Separate the Center for International Education from the Extended Campus.
- Set up advisory groups for Professional and Continuing Studies e.g. Colorado employers, College Deans
- Draft a plan to return programs to the colleges that are not aligned with the reframed mission.
- Establish a transparent and sustainable plan for program oversight (coordination) and advising.
- Regularize practices and ensure adherence to BOT Policy and Regulations.
- Improve communication between the business operations of the colleges and the re-focused school.
- Research: Best location for administrative staff, consider on-campus alternatives

Optimize

- Establish procedures to avoid cannibalizing on-campus programs.
- Determine profitability and best use of satellite campuses (Loveland, Denver, Colorado Springs)
- Create a bachelors completion program with a narrow selection of market informed majors, probably ones not currently offered at UNC.
- Expand offerings for certificates, badges, and micro-credentials.
- Expand dual enrollment programs beyond local area high schools.
- Increase the number of fully online offerings and services to support them.
- Research:
 - Appropriate balance of FT faculty and adjuncts.
 - Undertake and publicly share student satisfaction assessments.
 - Best practices in enrollment coaching and advising for professional and continuing education programs.
 - Determine the effectiveness of outsourcing and partnerships, and then create a University policy, e.g. the new MBA partnership.

Consistency

- Establish a transparent faculty compensation plan.
- Ensure policies are consistent across campuses.

Detailed Discussion of Recommendations

1. In what ways do these recommendations align with the guiding principles for all task force committees?

The observations and recommendations in this report stem from the Task Force Guidelines.

2. What resources would be saved or required to implement and sustain these recommendations? Remember that resources include human, financial, technology, and facilities.

- Establish an advisory board consisting of UNC administrators, faculty, and professionals
- Improve access to data and reporting to determine profitability of each program managed by the Extended Campus
- Decide which underperforming programs to be discontinued.
- Cost savings can be realized in:
 - Rent
 - Faculty compensation (Overloads and Coordination)
 - Covering deficits for underperforming units and programs
 - Duplication of services – running programs on main campus and extended campus and administrative costs for services provided

3. How would implementation of these recommendations improve existing programs and services?

While the Extended Campus is profitable, creating substantial revenue for the University, there are areas that can operate more efficiently to increase profits.

New program offerings, targeted to working professionals, that are fast, flexible and affordable can increase our enrollment and revenue without cannibalizing students from main campus.

We currently have almost 1000 dual enrollment students from high schools surrounding the Greeley area. Expanding the school partners, courses offered, they vary from school to school; creating a path to a degree, incentivizing these students to continue their education at UNC will all lead to more enrollment.

4. What services or programs could be phased out because they would no longer be needed or because implementation of the recommendations would represent a more effective and efficient use of university resources?

Determine best mix of programs to be offered through Extended Campus so as to not compete with on-campus programs.

Decide which satellite locations are profitable and which are important strategically for UNC.

Create a better mix of online programs and courses for students.,

5. Who would be primarily responsible for implementing these recommendations and have those individuals/units been consulted?

The administration of the Extended Campus along with the President and Provost should determine the strategic mission of the Extended Campus.

Include appropriate units on campus in decision making following shared governance guidelines

The Deans, Provost, ExC leadership and faculty from programs in ExC should work together to decide the right mix of program offerings and the role of faculty.

6. Action Plan

Action Plan (add lines as needed)

Recommendation 1: Create an advisory committee with representation from programs in the Extended Campus, Extended Campus members, and industry professionals		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Seek members for committee and establish a charter	Executive Director, Extended Director	Short
Review mission of Extended Campus and update	Committee	Long
Hold regular committee meetings		Ongoing
Recommendation 2: Examine Extended Campus operational procedures to ensure there is consistency between campuses OR Create a School of Professional Studies that operates independently		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Align business practices between Extended and Main Campus (Directed Study Courses, Independent Study, Non-Scheduled Courses)	Executive Director, Extended Campus	Short
Review coordinator compensation and faculty overload pay	Extended Campus, Business Manager	Short
	Chief Financial Officer	
Create a School of Professional Studies that operates independently		Longer
Recommendation 3: Program Portfolio Review		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
In collaboration with university administration, other task forces and departments on campus perform a comprehensive program review	Executive Director, Extended Campus	Short
Avoid competition with programs on campus	Deans	
Determine which programs can return to main campus	Provost	
Increase Graduate Certificate Offerings and market to external customers	Faculty in programs housed in ExC	Long

Recommendation 4: Review Extended Campus leases and strategy for offsite locations		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Examine leases, expenses, and revenue for Loveland, Colorado Springs and Denver	Executive Director, Extended Campus	
	Business Manager, Extended Campus	
	Chief Financial Officer	
	Provost	
Recommendation 5: Determine appropriate mix of programs for satellite campuses		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Assess which programs are offered at each site	Executive Director, Extended Campus	
Offer more programs at satellite locations	Deans	
	Program Coordinators	
	Faculty in respective programs	
Recommendation 6: Increase High School Dual Enrollment		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Increase the number of school partners for dual enrollment	Director of Professional Development	Short
Create a pathway to a degree instead of ad hoc course offerings	Director of Undergraduate Admissions	Long
	Deans	

Recommendation 7: Instructional Design		
Performance Metric(s):		
Action	Responsibility	Short or Long Term
Review mission of the Instructional Design Department which serves the entire university (not just extended campus)	Executive Director, Extended Campus	Short
	Director of Instructional Design	
Review incentives for Quality Matters and Course Development to determine effectiveness	Short	