

# **Annual Institutional Effectiveness Progress Report**

Division of Continuing Education and Outreach  
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## II

### EXECUTIVE SUMMARY:

The Division of Continuing Education and Outreach has accomplished much over the 2007-08 reporting year in key areas including:

- Continued to manage growth and changes to its internal organizational structure, staff management, and program activities.
- Supported students and other learners through the work of all departments in Continuing Education and Outreach. Regional campuses and centers have continued to grow. The new Manchester campus is near completion and will open in early 2009. Workforce Education has thrived with the addition of new customers and programs. These and other areas are the key components for future successes in CE&O.
- Achieved success in the acquisition of funding to augment base budget dollars and funded special initiatives; greater future activity is yet possible here. The CE&O has continued to review and implement effective budgeting strategies and efforts to strengthen the financial health of departments within the Division.
- Provided programs and services for many learners including nontraditional students, incumbent workers, and participants in enrichment activities. The department of Conferencing and Events continues to expand its role beyond event management in the Perkins facility to other campus venues. A new software application has been implemented for effective scheduling.
- Facilitated collaborative activities and cultivated relationships with diverse groups supporting EKU's regional stewardship mission through community engagement with: Area businesses and corporations, chambers of commerce, federal, state, and local government agencies, and community organizations.

The report that follows will outline substantive areas impacting groups of learners, other customers, and organizations. It will also discuss objectives not completed, modifications, and recommended actions and directions for the current strategic reporting period.

During 2007-08, staff of Continuing Education and Outreach continued to review the work begun in 2006 in the development of the 2006-10 strategic plan. All departments participated in that strategic planning process, which continues as an ongoing, annual assessment effort.

While the Division of Continuing Education and Outreach has accomplished much in the past year, many challenges are ahead in the third year of the strategic planning cycle. The CE&O has enjoyed great leadership in its past. It now looks toward the future with vigor and opportunity with a new chapter that is being written under the leadership of Dr. Charles Hickox, who joined the Division in June 2008 as its new dean.

### III

#### **The Assessment Impact Report for Continuing Education and Outreach is attached to the end of this document.**

#### **Status of Outcomes/Results 2007-2008: Strategic Directions/Goals/Objectives**

##### **(1) How staff members were involved in assessing objectives:**

All departments of CE&O include objectives and strategic directions relating to student learning and other operational areas specific to that department or unit. At least annually, and more often (even monthly) for some CE&O departments, staff and management review and assess goals, objectives, and strategic directions. The mission and vision statements continue to be relevant capturing a vibrant and changing organization responsible for both credit and noncredit areas. Assessment tools are employed to make improvements in the operations of CE&O: use of surveys and analysis, staff teams and reviews, student and customer satisfaction surveys and assessment, among other tools. These areas also become part of performance planning and review at the individual staff level of the organization. A management and executive council are part of the objective assessment process, with a bottom-up approach to management. Regional campuses and centers are also involved in these processes.

New processes, procedures, and business protocols have become highly relevant as CE&O continues to assume new responsibility areas including: dual credit programs in the region, regional stewardship and engagement responsibilities, an increasing presence with workforce education and distance education efforts, and expanded role for conference and events. All staff meetings and retreats for the purpose of strategic planning took place in 2007-08.

##### **(2) What were the significant improvements made to department and unit programs by assessing objectives:**

Organizationally, through the efforts of all units, progress is continually being made in better defining roles and responsibilities to more effectively serve students and customers. Other improvements included efficiencies in payment and contract processing, online registration, event registration with new software, new policies and protocols in certain areas including dual credit, improved data collection, and support to instructors within the appropriate departments of CE&O. In the credit program, more strategic efforts of regional campuses continue to raise both concerns and awareness for the need to offer full degree programs. However, recommendations of the 2007 Regional Campus Task Force Report are yet to be fully implemented. Finally, the collaborative work of CE&O in regional stewardship continues to focus the importance of outreach to the larger mission of the University.

**(3) How will improvements be determined to enhance operational effectiveness (or student learning objectives) in future iterations of this assessment:**

Efficiencies and improvements continue to point toward the effectiveness of internal assessment and implementation of new processes, procedures, and protocols. Student and customers continue to be effectively served based on the analysis of surveys and other data collected. A variety of tools are used in assessments in both workforce and community education noncredit areas, and utilized to streamline programs and services, and offer new programs, as financially feasible, in the future. The CE&O receives both informal and formal data including federal reviews of activities that provided strong support for these areas. Specialized areas of CE&O offer yet another example of CE&O implementation of university initiatives through the Instructional Development Center. The incorporation of QEP principles in online course design and development will be assessed in the context of all other academic areas of the University.

**(4) How will actions taken based on assessing objectives be reflected in department planning and budgeting processes:**

Continuing Education and Outreach is funded by base budget, fee generated activities, grants, and Action Agenda. The Division continuously examines business operations in order to maintain an effective and efficient enterprise. In light of this, the Division pays great attention to budgeting, costing, and planning. However, new initiatives of the University have in the past and will in the future (we believe) be integrated with outreach efforts of CE&O, having budgetary impact without financial support (or limited support) for such areas. One area of note is dual credit activity in 2008. In such cases, planning and budgeting activities will fully involve the Office of Provost, financial management, and other appropriate offices. The complexity of CE&O programs and funding streams has made planning and strategic budgeting a double-edged sword: an opportunity and a challenge.

One of the most significant areas for ongoing review and assessment is CE&O regional campus/center growth. Accounting for up to 15% of all EKU enrollments, new facilities along with prior commitments have budget impact: Corbin Technology Center, Lancaster Higher Education Center, Manchester Campus (capital project completed in 2009), and activities in Danville and Somerset of note. Coordinated resource planning and budgeting will be central to all these efforts and continue to challenge current budgeting priorities.

## IV

### OUTCOMES AND RESULTS FOR 2007-08 STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

#### (a) Goals, objectives and strategic directions that were not achieved:

**While a number of activities were not achieved in the Division of Continuing Education and Outreach, it can be noted that many of these activities are ongoing.**

Four broad categories address this area:

**Managerial and Administrative:** CE&O has been impacted by organizational issues including the pilot dual credit program and staff management of that effort beginning in early 2008. Maintenance of some functional areas of Summer Sessions will continue. The responsibility of regional campuses and centers, each one presenting different dimensions of both opportunity and challenge, will continue. These areas will require collaboration and support from internal and external constituents. Also, new initiatives of the University will require important interactions of such units with CE&O (i.e., regional stewardship). Marketing presents unique challenges and opportunities, and the new dean of CE&O will initiate new directions and focus for marketing in 2009.

**Financial:** Work continues in the fee support and base budget areas with some progress being made here. Financial support of course development in the online arena has been limited; more work is needed. The Division is challenged by the need to implement new budgeting methodologies and costing models that would have provided new tools in support of services and programs. Staffing needs are also critical especially with the opening of the Manchester Campus in first quarter 2009. Other staffing should be addressed. “Special-needs” budget requests will be ongoing, given the dynamic nature of CE&O programs. The CE&O will continue to adapt to such opportunities in a collaborative spirit that has always been at the core of its mission.

**Program:** Building more organizational capacity has been limited for the Instructional Development Center (IDC). There is however, more keen interest of departments in the roll-out of online courses for 2009, and CE&O will continue its proactive stance to realize a full complement of general education courses to support programs. Implementation of new programs for regional campuses has not progressed and represents one of the most critical areas for ECU in realizing University and CPE goals for future enrollment.

**Technology, Equipment, and Other Capital Needs:** Technology upgrades and other equipment are areas of need in CE&O with antiquated equipment in Hummel Planetarium. Each regional campus and center presents ongoing equipment and capital needs’ requests.

## IV

### **OUTCOMES AND RESULTS FOR 2007-08 STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES (Continued)**

#### **(b) Modifications: Actions to achieve strategic directions, goals and objectives during 2006-10.**

First, limitations of budget delayed some hiring for staff positions in 2008. In the area of distance education, lack of resources has impacted development of courses; however collaboration (and pooling resources) with identified departments and colleges in the University offers another avenue to achieve goals by 2010.

Second, marketing, budget planning and analysis will play a greater role in Continuing Education and Outreach efforts in the future. The CE&O has seen the benefits of the position established in 2006 for (Director for) budget management, planning and analysis. More effective and timely financial data has improved Division operations, including regional campus budgeting. New scheduling (and online scheduling and registrations) will enhance the capacity and effectiveness of departments of Conferencing and Events and Workforce Education in the future. Acquisition of federal and state grants holds significant potential for CE&O in the future, and possible modifications could result in a funded position (even if part-time) to enhance this area of CE&O in this planning cycle.

Third, Continuing Education and Outreach departments perform assessment and planning, utilizing a variety of tools and methodologies. The process of reviewing and evaluating those tools is ongoing in the 2006-10 strategic plan. Activities will continue into 2006-10 enlisting the help of staff and appointed committees and task forces charged to review or recommend software applications. New conferencing and scheduling software (Resource 25) is being implemented for University-wide scheduling in 2008-09. It has been in test stage during 2008. Digital Measures is being reviewed, as will applications specific to distance learning through IDC.

Fourth, some modifications in strategic directions and goals will take place as a result of pilot efforts in Dual Credit. This represents an organizational configuration that will be significant in 2009 planning updates. Summer Sessions Task Force recommendations from 2007 suggest a limited, howbeit, important administrative role for CE&O in the future. Modification in the online student service arena (including exam proctoring) may necessitate an expanded role for student services staff in CE&O.

Finally, the Division continues to strongly support the professional development of all staff. Staff training and development have occurred in many areas and are priorities for 2006-10. Also, the TEAM committee (Together Everyone Achieves More) has developed a staff orientation handbook for training to better acquaint new and current employees about programs, services, and initiatives of Continuing Education and Outreach.

## V. FIVE MAJOR ACCOMPLISHMENTS FOR THE PAST YEAR (2007-08)

First, the EKU Workforce Education department and initiatives under its management continues to thrive. During this period, over 800 individuals completed a workforce education class with 115 individuals completing a certificate program. Community Education offered over 800 courses to Richmond, Corbin, and Danville. Marketing and ongoing business contacts have increased, as has new customers. The OSHA program at Ft. Rucker has been a significant success and now enters into its second year of operation. The Corbin Technology Center continues to flourish and offer workforce education programs. (*EKU Goal 3—promote learning through high quality programs.*)

Second, new developments in distance learning. During 2007-08, ITV equipment was replaced at Corbin, Danville, and Manchester with new state-of-the-art Tandberg two-way equipment as a result of the award of a USDA/DLT grant valued as \$525,000.00 (federal and match dollars). In addition, monies were also expended for infrastructure support for ITV and Codian Bridge at ECU Richmond. This was a critical development in that equipment was aging and no other university funds were available. Other units coming off-line were deployed to Ft. Knox, Somerset, and Hazard. New connectivity was provided to Ft. Knox and Somerset, and after some past years of discussion, Ft. Knox was able to receive two-way classes beginning in fall 2008. This was a CE&O and IT collaboration. The Instructional Development Center (IDC) organized in 2005, continues to offer support to all academic units of the university. (*EKU Goal 2—improve programs, services, and infrastructure of the University to support and maintain high quality program; Goal 3 – promote learning through high quality program.*)

Third, building organizational capacity. CE&O has continued to manage and grow a number of programs and services including Summer Session administration, Media Production, expanded outreach of WEKU Radio, and Hummel Planetarium. New scheduling and event software (Resource 25) will move from testing to full implementation in 2008-09 in Conferencing and Events. The Perkins facility has received a make-over with new carpeting and wallpaper to enhance CE efforts. GED students continue to be effectively served through Student Support Services. Yet a new focus has been established for CE&O in 2008 – Dual Credit. A key change implemented in 2006 was in the establishment of two organizational units in CE&O – credit and noncredit administration. This organization grouping has worked effectively. (*EKU Goal 2 – assess and improve services; Goal 3, quality programs; and, Goal 5—to increase and enhance external and internal constituency engagement.*)

Fourth, the growth of regional campus/centers and student activities is best evidenced with the anticipated opening of the Manchester Campus in 2009 and continuation of the Lancaster Higher Education Center, now with a new building purchased for future use. (*EKU goal 2—to continuously improve the...infrastructure of the University.*) Student activities, multicultural efforts, and diversity (student service learning projects) were also implemented. As noted above, ITV connectivity was established for Ft. Knox and Somerset. (*EKU goals 2, 3, 4—to improve services, promote learning, develop environment facilitating intellectual curiosity.*)

Finally, community engagement and outreach capacity. This activity is evidenced in every CE&O planning unit. A few examples include (*EKU goals addressed are: 1, 2, 3, 4, 5,*):

- Operations of the ECU Second Street Center (City of Richmond, ECU Small Business, CE&O).
- Operations and work of the Corbin Technology Center (CE&O and City of Corbin).
- WEKU Radio partnering with local businesses and Habitat for Humanity during fund drives.
- Active participation and leadership with chambers of commerce, P-16 Councils, CPE initiatives, local businesses and communities, work on behalf of ECU Regional Stewardship effort.

## VI

### **ADJUSTMENTS MADE TO CONTINUING EDUCATION AND OUTREACH STRATEGIC ACTION PLAN FOR 2008-09**

Directors and managers of each reporting unit within CE&O were engaged in a process to develop the new 2006-10 strategic plan for the division during April and May 2006. The process was facilitated by Bill St. Pierre (system director of credit programs) with the assistance of Tammy Cole (system director of noncredit programs). There were several meetings where objectives, goals, and strategic directions were developed for each reporting department. All staff of CE&O were (and are) engaged in the strategic planning process. The vision and mission statements did not change as a result of that review, nor has subsequent review informed any recommended changes. Both statements are viable and are stated as follows:

**Vision Statement:** The Division of Continuing Education & Outreach of Eastern Kentucky University will become a nationally recognized leader by developing and providing innovative educational programs and services through collaboration and entrepreneurship.

**Mission Statement:** It is the mission of the Division of Continuing Education & Outreach of Eastern Kentucky University to provide high-quality student and client-centered educational opportunities and services to enhance the quality of life for the diverse communities we serve.

The 2006-10 goals for Continuing Education and Outreach are outlined as follows and did not change during the current planning cycle:

- Enhancing partnerships and collaborations;
- Improving our systems and processes, and creating more efficient processes in many areas;
- Providing the highest quality support services for customers and students; and,
- Stimulating intellectual and cultural growth, while supporting the goal of diversity.

Goals, objectives, and strategic directions were last reviewed in spring of 2007; no changes were recommended at that time. In 2008, with the anticipated appointment of a new dean of CE&O at mid-year, it was felt that such review would take place in 2009.

In closing, it is anticipated in 2008-09, with the impact of dual credit, work of regional campuses and centers, and potential impact of growing outreach and engagement of CE&O, some adjustments to the strategic plan may be appropriate and necessary.





