

Unit Name: UW Educational Outreach

- 1. Academic Units:** Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.
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Please see item #3

- 2. Academic Units:** If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.
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- 3. Administrative Units:** Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.
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UWEO Top Line Strategic Summary

Programs

In addition to maintaining the core self-sustaining academic programs of fee-based degree programs, professional certificate offerings, contract programs, summer quarter, online learning and English language programs, during fiscal year 2014 UWEO will focus resources and energies toward new and strategic programmatic opportunities that leverage UWEO's expertise to support the broader mission of the university:

1. **Low-cost Online Undergraduate Degree Completion Program**
We have made great progress on this initiative during the summer. The leadership in Arts and Sciences has approved the degree; we have support from several chairs; and we have secured an Educause grant (\$884,000). We have had ongoing conversations about this degree with members of the Faculty Senate, students, legislators, UW Marketing and others and will continue the discussions.
2. **Coursera**
We have spent much time and effort to launch the UW courses on Coursera. Though work intensive, this initiative has brought much positive publicity to the UW as a leader in online education. Currently, we have 3 courses on Coursera, each with more than 20,000 students. Likely the UW will have another 8 or 9 classes during this academic year. We are in the process of testing a business model of premium or enhanced courses, which incorporate the Coursera classes but add an instructor, more content and more assessments. Hopefully, these enhanced versions of the classes will fund the free Coursera versions.
3. **Summer Quarter Expansion**
Unless we make a concerted effort, summer-quarter enrollment and revenues will begin to shrink. We have several strategies and have identified a point person to work with the academic units to implement these initiatives.
 - a. We will expand the summer quarter certificate initiative, which offers matriculated students a way to complement the skills in their majors.
 - b. We will also try to group summer-quarter credit classes into certificates for nonmatriculated students.
 - c. Third, we will develop a number of online classes in the summer to serve UW students who do not live in the area.
 - d. Finally, we will package and market areas of strength for the institution (e.g. the languages) to better attract students from other institutions to the UW in the summer.
4. **Bellevue**
Kenyon and I have a meeting scheduled with several Bellevue luminaries to discuss the role of the UW in the Eastside. I suspect that they will invite Mike to seriously consider a more focused UW presence on the Eastside.

Student Service

UWEO has invested time and resources to conduct an in-depth evaluation of our students' perception of UWEO. The methodology used was originally pioneered by the Disney Company and is referred to as Student (Customer) Experiences Design. Across the end-to-end student lifecycle, we have examined and documented detailed aspects of our impact on the student experience. This research and documentation will steer organizational priorities to further improve the student relationships we so highly value.

Fiscal Health

UWEO continues to enjoy strong enrollments, and we operate our self-sustaining programs within targeted revenue parameters. We continue to find opportunities for service and efficiency improvements. To further enhance data-driven management decision making, we are investing in a modern financial management system to greatly improve financial report quality and to improve accounting controls.

Our Team

Along with our students, faculty and partners, UWEO recognizes our staff to be a strategic asset and at the core of our success. UWEO will continue to develop employee professional development programs, strengthen management to staff communications strategies and continue to refine evaluation and recognition programs that align employee knowledge, skills and performance with our broader goals and strategies.

Operational Risks

1. First-to-Market

To maintain its preeminent position in professional and continuing education, UWEO must consistently help develop new innovative programs, whether degree-based, certificates, short classes, online program and international education. This innovative environment relies upon top-flight, entrepreneurial staff and willing academic and corporate partners. UWEO must establish the best relationship management program in the UW, so we can represent the UW with the best, high-quality programs delivered in a timely fashion.

2. Program Portfolio Diversity

To be successful, UW must continue to have the most diverse portfolio in the country. In addition, we must identify new market areas for expansion and ensure that our current programs have a diversity of audiences (e.g. Intensive English Program with a broad range of country represented).

3. Economic Factors

The continued economic downturn may have negative effects on enrollments and revenue. Though short-term economic downturns traditionally push people back to school, extended economic downturns have not been recently experienced and few know the implications of continued economic distress. We hope that UWEO can expand within the constrained fiscal context.

4. Competitors

The educational landscape has been changing quickly with the emergence of for-profits, competency-based solutions such as WGU, open courseware, free education and competitors from other locations (e.g. Northeastern). Though some of these new institutions and developments do not offer direct competition, UWEO must work doubly hard to offer high-quality, flexible and innovative education to its students. It must remain at the forefront of education to maintain its status and enter into partnerships with new groups to test new educational paradigms, all the while protecting the UW brand.

- 4. Academic and Administrative Units:** Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:
- Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
 - Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.
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UWEO has two space related constraints. First and by the end of calendar year 2014, UWEO will no longer have adequate staff workspace in the UW Tower. We would like to revisit the construction of a new UWEO headquarters. Assuming our program portfolio remains stable, our operating cash flow could support a new facility for staff. A building would accommodate our space capacity needs and could free up 3.5 floors of UW Tower space to be repurposed for faculty associated with the undergraduate online degree completion initiative.

Our second constraint deals with adequate on-campus daytime classroom spaces for our IELP programs. Our noncredit IELP programs are scheduled after credit offerings and on a space-available basis. To mitigate classroom space shortages as our IELP program enrollments have continued to expand, we have acquired leased classroom space on the corner of 45th street northeast and Brooklyn avenue northeast. We operate five dedicated classrooms, and three more classrooms are now under construction for a winter 2013 start. These leased spaces are supported by the IELP operating budget.

- 5. Academic and Administrative Units:** Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.
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During FY2014, UWEO has modeled a 3% professional staff salary increase and a 2% SIEU 925 classified staff increase. We are in the process of negotiating salary increases for the IELP teachers. These increases will be financed through our self-sustaining operations, and no state funding will be required.

Our nominal provost reinvestment fund (\$25K) is dedicated to our financial management system project.

- 6. Academic and Administrative Units:** Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).
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UWEO makes no requests for additional Provost Reinvestment funds but, when appropriate, we would like to discuss available UW land that could be purposed for a new UWEO staff headquarters.