



August 1, 2011

Educational Support and Administrative Review

Continuing Studies and Outreach

1. Overview of Department

1.1 Brief overview of department/area

Formalized in 1985, Continuing Studies and Outreach provides community service programs and professional development courses/programs to meet the changing needs of the people of our state and region. Annually, the department serves over 5000 students through approximately 450 courses and programs. The courses and programs range from those of a public service orientation to certificate programs sanctioned by professional associations. Additionally, numerous public and private sector organizations contract for on-site delivery of seminars and programs. Increasingly, the professional certificate and contract programs have required the department to deliver training at locations throughout the state of Alabama and the Southeast. As a result of expanding its geographical service area, the department has focused on developing partnerships with other educational institutions in Alabama.

The Department of Continuing Studies and Outreach is an auxiliary unit. Staff salaries, benefits, and all other expenses apply

Course Listing: Documentation: <http://www.una.edu/continuing-studies/>

The following table describes the programs offered by the Department of Continuing Studies and Outreach for 2011-2012 and projected outcomes.

A. Program	A. Goals	B. Special Needs and Expenses	C. Projected Outcomes <ul style="list-style-type: none"> ▪ Registrations ▪ Revenue ▪ Expenses (does not include staff time)	Methodology for Evaluating Programs
Accounting <ul style="list-style-type: none"> ▪ Annual Acct. Forum ▪ Governmental Auditing ▪ Payroll Courses/CPE ▪ UNA Bookkeeping Certificate 	Provide Continuing Professional Education (CPE) seminars and workshops for Public Accountants and Certified Public Accountants.	Instructor honorarium & travel; staff travel; handouts/ textbooks; meeting room; meals & refreshments; promotion; audio visual (laptop, LCD projector, screen, lapel microphone)	<ul style="list-style-type: none"> ▪ Registrations: 1300 ▪ Revenue: \$350,000 ▪ Expenses: \$200,000 (43%) projected profit margin	Student Evaluation
Alabama Planning Institute <ul style="list-style-type: none"> ▪ Certified Alabama Planning & 	Provide Continuing Education Units (CEUs) and certification training for Alabama	Instructor honorarium & travel; staff travel; handouts/ textbooks; meeting room; meals & refreshments;	<ul style="list-style-type: none"> ▪ Registrations: 650 ▪ Revenue: \$75,000 ▪ Expenses: \$41,000 (45%) projected profit margin	Student Evaluation

<p>Zoning Official (CAPZO) Certificate Program</p> <ul style="list-style-type: none"> ▪ Recertification Seminars 	<p>municipalities and local citizens.</p>	<p>promotion; audio visual (laptop, LCD projector, screen, lapel microphone)</p>		
<p>Health Care</p> <ul style="list-style-type: none"> ▪ Conferences ▪ Gerontology Certificate Program 	<p>Provide Continuing Education seminars and workshops for health care providers.</p>	<p>Instructor honorarium & travel; staff travel; handouts; meeting room; meals & refreshments; promotion; audio visual (laptop, LCD projector, screen, lapel microphone); signs; Alabama Board of Nursing approval (per course); application fee</p>	<ul style="list-style-type: none"> ▪ Registrations: 500 ▪ Revenue: \$68,000 ▪ Expenses: \$40,000 (41%) projected profit margin 	<p>Student Evaluation</p>
<p>Human Resource Management</p> <ul style="list-style-type: none"> ▪ Conferences ▪ Online & Classroom - SHRM Learning System® ▪ Certificate in HR Mgmt. 	<p>Provide Continuing Education Units (CEUs) and certification training for human resource professionals.</p>	<p>Instructor honorarium & travel; staff travel; handouts/ textbooks; meeting room; meals & refreshments; promotion; audio visual (laptop, LCD projector, screen, lapel microphone)</p>	<ul style="list-style-type: none"> ▪ Registrations: 200 ▪ Revenue: \$40,000 ▪ Expenses: \$25,000 (38%) projected profit margin 	<p>Student Evaluation</p>
<p>Institute for Learning in Retirement (ILR)</p> <ul style="list-style-type: none"> ▪ Spring and Fall enrollment ▪ Day trips ▪ Computer training 	<p>To promote continued intellectual and social stimulation to anyone of retirement age regardless of educational background or work experience.</p>	<p>Staff travel; handouts/ textbooks; meeting room; refreshments; coffee pots; paper products; promotion; audio visual; (DVD player; laptop, LCD projector, screen, lapel mic., podium mic.; mounted speakers)</p>	<ul style="list-style-type: none"> ▪ Registrations: 200 ▪ Revenue: \$10,000 ▪ Expenses: \$5,500 (45%) projected profit margin 	
<p>Online</p> <ul style="list-style-type: none"> ▪ Computer ▪ Professional Development ▪ Personal Enrichment ▪ Certification Prep 	<p>Provide Continuing Education Units (CEUs) for learners wishing to acquire knowledge & information for current or future job positions; to become more marketable;</p>	<p>Promotion</p>	<ul style="list-style-type: none"> ▪ Registrations: 300 ▪ Revenue: \$35,000 ▪ Expenses: \$18,500 (47%) projected profit margin 	<p>Student Evaluation</p>

	for personal knowledge; or to prepare for certification			
Paralegal / Legal Assistant	Provide Continuing Education Units (CEUs) for anyone wishing to acquire knowledge and information for current or future job positions; to become more marketable; for personal knowledge; or to prepare for the Certified Legal Assistant (CLA) exam.	Instructor honorarium & travel; staff travel; handouts/ textbooks; meeting room; refreshments; promotion	<ul style="list-style-type: none"> ▪ Registrations: 80 ▪ Revenue: \$28,000 ▪ Expenses: \$18,000 (35%) projected profit margin 	Student Evaluation
Personal Enrichment	To provide a diverse collection of courses in order to expand lifelong learning to local audiences through our community courses.	Instructor honorarium; staff travel; handouts; meeting room; supplies; promotion	<ul style="list-style-type: none"> ▪ Registrations: 550 ▪ Revenue: \$50,000 ▪ Expenses: \$34,000 (32%) projected profit margin 	Student Evaluation
Professional Development	Provide Continuing Education Units (CEUs) and certification training for the general public, corporate clients, or anyone in a management or supervisory role.	Instructor honorarium & travel; staff travel; handouts/ textbooks; meeting room; meals & refreshments; promotion	<ul style="list-style-type: none"> ▪ Registrations: 550 ▪ Revenue: \$120,000 ▪ Expenses: \$70,000 (42%) projected profit margin 	Student Evaluation
Summer Youth Camps	Summer Youth Camps are designed to give students an opportunity to explore their creativity, challenge their minds, build new friendships, and experience life on the UNA's campus	Instructor honorarium; staff travel; handouts; classroom; refreshments; supplies; t-shirts; promotion	<ul style="list-style-type: none"> ▪ Registrations: 200 ▪ Revenue: \$20,000 ▪ Expenses: \$13,000 (35%) projected profit margin 	Student Evaluation

1.2 Mission statement for the department/area

The University of North Alabama's Office of Continuing Studies and Outreach is dedicated to provide lifelong learning opportunities for people of all ages in the Shoals/tri-state region and beyond. Continuing Studies and Outreach serves as the University's primary means of extending its educational and training resources to the non-traditional student – especially to adults seeking continued personal and professional development – and to employers seeking updated workplace skills and productivity-improving knowledge.

In addition to its mission statement, the Department of Continuing Studies and Outreach has established five core values (1) customer-centered, (2) quality-oriented, (3) responsive to changing market needs/demands, (4) flexible, and (5) relationship and partnership-focused. Descriptions are as follows.

- Customer-centered – Customers, both internal and external, are top priority. We listen to our customers and build long-term professional relationships with them.
- Quality-oriented – Satisfaction is guaranteed and course objectives are met.
- Responsive – Regardless of occupation or interest area, we serve the individual needs of the communities such as market needs/demands.
- Flexible – Courses and programs are offered in a classroom setting, online, or in a self-study format that will meet the needs of the learner.
- Relationship/partnership-focused - As a result of expanding its geographical service area, the department has focused on developing partnerships with other educational institutions in Alabama and companies offering online certificate programs and courses.

Documentation: <http://www.una.edu/continuing-studies/>

1.3 Goals and objectives of the department/area

The goals and objectives of the department are established in the Continuing Studies and Outreach Annual Action Plans which are created each September. Department goals and initiatives are assessed annually; they are recorded in University Annual Reports which are created in June of each year. Further assessment is accomplished through qualitative and quantitative data.

Documentation: <http://www.una.edu/administration/planning-assessment/index.html>

1.4 Governance structure of the department/area

The Continuing Studies and Outreach Director reports to the Associate Vice President for Academic Support. Three program coordinators, one senior administrative assistant, and one administrative assistant report to the Director for Continuing Studies and Outreach. Two university work study students report to the administrative assistant.

Documentation: Academic Support Organization Chart (does not include student workers)
<http://www.una.edu/humanresources/Organization%20Charts/Org%20Chart%20MOST%20RECENT%20AVPAS.pdf>

1.5 Brief description of the national status of the department/area (including emerging issues and trends.)

Continuing Studies and Outreach is a member of Learning Resources Network (LERN), an international association of lifelong learning programming that offers information and resources to providers of lifelong learning programs.

The State of Lifelong Learning in 2010, *presented by the Learning Resources Network (LERN)*

Documentation:
http://www.lern.org/members_area/whats_new/index.cfm?app=articles&article=617&action=view&CFID=2824418&CFTOKEN=d5bf5e14a9b09f90-1CD3EA5C-B8AC-6F12-C8CFA1316B87CD7F

According to Learning Resources Network (LERN), emerging trends issues include the following for lifelong learning programs.

- Our jobs in lifelong learning are changing – new skills are necessary

Documentation:
http://www.lern.org/members_area/whats_new/index.cfm?app=articles&article=641&action=view&CFID=2824418&CFTOKEN=d5bf5e14a9b09f90-1CD3EA5C-B8AC-6F12-C8CFA1316B87CD7F

- Marketing to Generation Y is new and different – it is the largest and most critical audience to capture

Documentation: (http://www.lern.org/continuing_education.cfm)

- Online learning more effective than face to face instruction
Documentation: (<http://www.teachingonthenet.org/>)
- Social media is growing – Facebook, Twitter, Cell phones
- Certificate programs are in demand and growing. Both online and instructor led classes are popular. Certificate programs are popular with learners since they document skills, they travel well, they meet the need for intensive comprehensive training in specialty areas, and there are no state or federal regulations for them in the United States. The operating margin is 50%, and retention is high.

2. Department/Area Evaluation

2.1 Description of the means of assessment of department/area goals. [Means of assessing outcomes should be based on typical and/or accepted assessment measures within the department/area]

The Department of Continuing Studies and Outreach assesses each program/course using a course evaluation form for each course or program. There is a process in place whereby course evaluations are summarized, reviewed by each program coordinator; the director of Continuing Studies and Outreach; and the summary is then sent to the instructor.

2.2 Summary of the results of the assessment/s

Evaluation forms are used to find out how the classes are doing (learning outcomes), to find out quickly which teachers who may not be effective, to help improve or help teachers, and to provide data.

2.3 Recent improvements based on the results of the assessments

Typical complaints on the course evaluation forms have to do with the student's environment such as room too hot or too cold. Only on rare occasions have we dealt with an ineffective instructor who is teaching an ongoing program. We have, in instances where the instructor was ineffective, selected another instructor for the program.

2.4 Appropriate documentation to support the assessment of departmental/area goals

An evaluation summary for each course is kept in the classroom file in the Department of Continuing Studies and Outreach

2.5 Brief analysis of those areas in need of improvement and an action plan for improvement in these areas

Any situation that needs resolving is done immediately given the process currently in place (s. An online course evaluation has been needed, and will be available as we migrate to a new software registration system in late 2011.

3. Facilities and Resources that address the adequacy of resources and support services to support the goals and objectives of the department/area

3.1 Equipment

- Due to our current registration system, our software is outdated. The latest Microsoft Office software is not compatible with our current registration system. However, as we migrate to our new software system in the latter part of 2011, our software and hardware will be upgraded as well.
- Adequate lighting is needed outside the building at East Campus for those students who participate in evening classes and for staff who may be working during evening hours.
- LCD projectors and laptop computers will need to be replaced in the near future. This equipment is used for seminars and workshops that are held offsite.
- A portable sound system will be needed in the near future for seminars and workshops that are held offsite.

3.2 Space

- For the majority of our course offerings East Campus provides much better classroom space than in the past
- Continuing Studies and Outreach shares the building's classroom space with other departments. During summer months, Continuing Studies and Outreach is limited in terms of on campus course offerings because of classroom space.
- A larger classroom is need for The Institute for Learning in Retirement. The room is too crowded on many occasions. Given the number of members (100 avg. per semester), only chairs can be used in the classroom; tables with chairs would be much more comfortable and suitable for this group. There is a safety hazard since there is no place to store personal items, beverages, or class materials. The group meets 16 weeks annually with luncheons throughout the summer months. Given the space for this group, unfortunately, there is inadequate room for growth.

- Classroom space is needed for summer youth camps. Camp offerings are limited given the space available during the summer months.
- Some windows in the East Campus building need replacing.

3.3 Staff

The Department of Continuing Studies and Outreach has six full time employees and two student workers. One full time staff position has not been filled after an employee moved away three years ago. All salaries and benefits are covered by the department through revenues generated from courses and programs. Approximately 50% of revenues generated by the department are from programs delivered outside the local area. Regular overnight (including weekend) travel is required. In addition, the Continuing Studies and Education staff promotes the University by delivering academic program marketing pieces locally and throughout the Southeast

3.4 Other

4. Achievements

Over the past five years, the Department of Continuing Studies and Outreach has implemented and achieved the following.

- Relocated to a facility with more classroom space
- State of the art computer training lab
- Online professional development courses and certificate programs
- Graduate Academy of Business Administration Certificate program
- Graduate Certificate in Business Administration in conjunction with the College of Business and Corporate College of Business Limited (UK)
- National certification review curriculum in the following areas:
 - Certified secretary and certified administrative assistant (completions and certification in the program also qualifies for academic credit)
 - Pharmacy Technician Certificate Program
 - Annual Administrative Assistants' Conference
 - Delivered contract training programs to the following businesses:
 - U. S. Attorney's Office in Birmingham, Occidental Chemical, City of Florence, Community Spirit Bank, Huntsville City Schools, Medicaid, SCA Tissue, NASA in Huntsville, Alabama Association of Chiefs of Police, North Alabama Council on Local Governments, Pilgrim's Pride, Sheffield City Schools, Hon, Alabama A & M, ES Robbins, Sara Lee, Scope 310 Authority, Decatur Utilities, National Alabama Corporation, American Wholesale, Colbert County Schools, Listerhill,
 - Established partnership with SHRM Shoals Chapter

- Partnered with UNA” Writing Center to establish a Writing Center Peer Tutor Training Certificate
- approved registered sponsor on the National Registry of CPE Sponsors

5. Responses to Previous Review Recommendations

N/A

6. Vision and Plans for the Future of the area

Develop surveys

Develop, promote, and deliver additional online training.

Develop advisory boards in the following program areas

Accounting, Business and Leadership, Human Resources

Develop a UNA Marketing Professional Certificate Program

Develop an Advanced Certified Alabama Planning and Zoning Official Program

Develop Online Geographic Information Analyst Certificate Program, Online

Paralegal program (pursue academic credit)

Develop Annual Conference for Supervisor and Leaders

Unit Recommendations

- 7.1 Recommendations for changes, which are within the control of the department/area, if appropriate
- New Registration Software: The Department of Continuing Studies and Outreach is currently transitioning to a new registration software system. Our current software support agreement expires December 31, 2011.
- 7.2 Recommendations for changes that require action at the Vice President, Provost, or higher levels.
- Updated computers
 - Updated Microsoft Office software
 - Larger meeting space for the Institute for Learning in Retirement and additional spacing for seminars that exceed 40 registrations.
 - Parking space and additional handicap parking spaces are needed for East Campus since there are multiple seminar/meetings/workshops taking place at the same time.
 - Signage is needed inside and outside the building so that class attendees and visitors know where to park, and where the workshops are taking place.
 - Summer youth camp space, along with tables and chairs suitable for children are needed.
 - Computer lab for youth camps is needed.
 - A marketing staff person is needed so that program coordinators can spend more time on development and implementation of programs.