

Administrative Unit Name: UW Continuum College

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

1. What is the programmatic vitality of your unit?

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 strategic goals of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What is your unit doing to effectively use resources in a way that benefits your unit and/or other units outside of our own?
- Please describe your unit's emerging or changing personnel needs—prompted by changes that either your unit or the institution is facing—and what your unit will do to meet these needs *without* creating new FTE positions (e.g. redeploying FTE among other functional areas).

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

1. Develop new programs and maximize enrollments in existing programs

UWC² administers more than 300 different programs. Developing new financially-sustainable, high-quality fee-based credit and non-credit programs remains a core strength. New program growth, as a percentage of the portfolio size, is slowing. As programs mature, there are new opportunities to grow enrollments within programs.

Credit portfolio:

- Fee-based degree enrollment growth is modest but continuing
- Approximately 1-2 new degrees per year launching (down from 3-5 during the recession)

Non-credit portfolio:

- FY17: Created “Enrollment Services” to better connect with potential students
- FY18: Launched the “Career Accelerator” (CA). CA creates capacity in 5 of the most in-demand certificates (5 more in FY19)
 - Interim FY18 results: 11% increase in non-credit cert enrollments
- Area of concern: International English Language Programs (IELP) – enrollments have declined, especially in 2017 – remediation plan is underway
- FY18 Emerging: Inaugural UWC² Advancement effort
 - Goal: provide scholarships for non-credit programs

- 10 students have non-credit certificate scholarships in FY18

2. Continuously improve academic quality in non-credit programs

UWC² fee-based *degree* academic quality (credit) is in the hands of the faculty, Graduate School, and appropriate councils. Because UWC² *non-credit* programs cover many lifelong learning needs, there is more variability. UWC² is developing processes to ensure the highest level of student experience in all non-credit programs.

- FY17: Established “Academic Excellence” team
 - Instructional design/media, instructor development, learning technology, and Academic Program Operations consolidated
- FY18 New non-credit instructor on-boarding process launched
- Emerging: FY19 Non-credit instructor evaluation process refinements and ongoing instructor development programs

3. Enhance internal (tri-campus) and external communications

UWC² provided services and programs to more than 55,000 learners in 2017. Data show opportunities to improve campus and community understanding of the depth and breadth of why, how, and what we do.

- FY17: New name: Continuum College aligns with “Boundless” branding
- FY17/18: New digital marketing systems deployed
- FY18: Campus newsletter, partner workshops, and unified partner communications plan established
- FY18: Emerging: Established corporate relations position (redeployment)

4. Develop the capacity for innovation

Eliminating transactional or other manual work allows deployment of resources to new initiatives without increasing expenses. UWC² is modernizing its systems and processes and redeploying personnel to maintain an innovative capacity.

Select examples of stopped or redeployed work include:

- FY17: Eliminated UWC² email servers – moved to UWIT 0365
- FY17: Completed transition to automate enrollment emails to students
- FY17: Eliminated/redeployed six managerial roles

Select examples of innovative UW efforts involving UWC²:

- FY18: Online registration for fee-based students
- Othello Light Rail Site Development partner
- Population Health
- GIX
- Emerging: UWC² is developing capabilities to offer massively scaled degrees – faculty inquires happening but no programs in development