Committee on University Extension 2000-01 Annual Report

To the Academic Senate, Los Angeles Division:

The University Extension Committee met regularly; the major areas of focus included:
1. Status of the on-line learning contract and other distance learning methods
2. Structure of educational endeavors concerning faculty

The duties to the committee as set forth in the Bylaws are as follows:
1. Advise the Chancellor on any matters referred to the committee or initiated by it concerning the educational and related budgetary and personnel policies of University Extension.
2. a) Advise departments, colleges, schools, the Graduate Council, and the Undergraduate Council with respect to University Extension courses and programs other than those offering credit toward a University of California degree;
   b) Conduct periodic program and policy reviews as are required to inform itself of the overall appropriateness and quality of University non-credit programs; and
   c) Prepare reports on the results of such reviews to the Chancellor, the Chair of the Senate and the Dean of University Extension.
3. Advise University Extension on general policy, including such matters as: course and program establishment and disestablishment, criteria for appointment and retention of teaching staff, and acceptance of extramural support

STRUCTURE AND FUNCTION OF UNEX
The initial endeavor of the committee was to gain an understanding of University Extension and the programs involved. Dean Lapiner provided an overview of the University Extension programs.

In the committee deliberations, we learned that the University of California Extension was started in 1891, and its first lectures in Los Angeles were held the following year. The Southern Branch of University of California Extension began its continuous operation in August 1917, serving the state from Fresno to the Mexican border. In 1968, Extension’s subsidy from the state ended, and it was henceforth required that all UC continuing education activities become completely self-supporting, with no direct or indirect state funding. That year marked the decentralization of the Extension system, and “University of California Extension, Los Angeles” became “UCLA Extension.” Since then, three deans have served at the helm of Extension activities. Robert Lapiner has been Dean of Continuing Education and UCLA Extension since 1990. When Dean Lapiner inherited the program, UNEX and Summer Sessions had been in financial deficit; now they are on sound financial footing. (Like all units at UCLA, the Division of Continuing Education participates in the Chancellor’s annual general university budget and planning processes.)

The administrative structure of the University Extension is given in the attached organization chart. Dean Lapiner reports to the Chancellor and to the Executive Vice-Chancellor, Wyatt R. Hume. Under the direction of Dean Lapiner are UCLA Summer Sessions and UCLA Extension. The academic program departments of University Extension are:
1) American Language Center;
2) Arts;
3) Business and Management;
4) Education Extension;
5) Engineering, Information Systems and Technological Management;
6) Entertainment Studies and Performing Arts;
7) Humanities, Social Sciences, Sciences/Health Sciences.
Each department is headed by a Director who is a Continuing Education Specialist (the non-Senate academic series reserved to UNEX). In addition, the dean’s office includes responsibility for
Extension’s Instructor Development Program, the divisional Marketing and Communication Department, Development, Distance Learning, and Community Programs. These latter include the decades old Extension Public Policy Program and Artsreach. The divisional Human Resources Department, and the several Extension-specific administrative and support services departments (Registrar, Student Services, Budget and Planning & Financial Services, Facilities, Instructional Technology and Audio Visual Services) report to the Dean through the Associate Dean, David Menninger.

The committee learned that the University Extension program here at UCLA is one of the two or three largest programs of its kind in the nation. Approximately 60,000 students enroll in University Extension each year. Students take on average 1.65 courses per year, resulting in about 100,000 enrollments. (Enrollments rather than FTE headcount constitute the usual metric for continuing education programs, because of the part-time nature of adult learners.)

DISTANCE LEARNING
In addition, the Academic Senate Committee Chair, Stephen Yeazell, suggested the committee review and discuss the distance learning program of University Extension and the associated contract for providing on-line learning educational services.

Distance learning activities were initiated in 1994. The initial activities involved plans to provide distance learning via video recordings of regular Extension offerings. The contract for such activities was with THEN (The Home Education Network). The company subsequently changed its name to OnlineLearning.net, reflecting its changed direction and abandonment of video-based programs. The provision of on-line learning through this venue has blossomed. Today more than 300 individual on-line courses are offered through University Extension (many with multiple sections). This year’s projected enrollments in wholly online courses is about 7400. Extension’s 88% to 90% retention rate is among the highest in the nation. Course size is generally capped at 20-25 students with a minimum of 8 needed for the course to be given. The majority of the subscribers and a number of the instructors lie outside of the traditional Extension service area of Los Angeles County. For example, the students in the sequence of courses that prepare faculty and corporate trainers in the principles, pedagogy, and methods of “on-line teaching” itself are at present primarily community college faculty from outside the service area and outside of California. Sixty-two percent (62%) of Extension’s online instructors have the requisite terminal advanced degrees for their subject matter (i.e., PhD, EdD, or MBA); the rest have appropriate Masters degrees. The courses and instructors of UCLA Extension online program are reviewed and approved according to the same procedures that govern UNEX’s face-to-face courses.

The review of the contract of distance learning yielded several interesting facts: The contract was written for the purpose of providing distance learning through video. The subsequent modifications were aimed at the new use of on-line learning delivery. The contract was found to be workable though cumbersome. The committee felt a new contract written specifically for the delivery of instructional courses via the Internet would better serve the needs of University Extension and those of UCLA. The current contract is due to expire in 2004. Dean Lapiner informed the committee that his office had already informed OnlineLearning.net that the current contract would not be renewed or extended. Should any replacement successor agreement be considered, it would not grant exclusivity, nor compromise the protections of intellectual property that the amendments to the current agreement have secured.

To further gain knowledge of distance learning activities underway at UCLA, the committee invited Vice Provost Judith Smith and Office of Instructional Development (OID) Assistant Director Ruth Sabean; Ms. Sabean noted that currently there are no undergraduate courses that are exclusively on-line. UC Davis is experimenting with ten undergraduate on-line courses. Vice Provost Smith supported the idea of the development of a campus-wide task force charged with addressing guidelines for on-line courses to include the college and professional schools as well as University Extension.
Stephen Yeazell, Chair of the Academic Senate, recommended to the Senate leadership and the Executive Board that the Information Technology Policy Board, a joint Senate-Administration group making policy for the campus in information technology, consider the broader issues raised in a memorandum summarizing the committee’s concerns. Specific mention was made of the following issues:

- How should the governance of distance learning initiatives be effected at UCLA? Should the multiplicity of units on campus autonomously develop distance learning policies or should there be a campus-wide approach? Should new governing bodies be created to organize, facilitate, coordinate, and regulate these efforts? Does the current structure of governance promote or impede effective policy making?
- How should the University reconcile its mission to create and distribute knowledge with the opportunities for commercial exploitation that now exists in the electronic marketplace? Should partnerships with private companies be encouraged and extended? Should the University advance its own position in the marketplace?
- What system of rights, responsibilities, and doctrines should govern the electronic projection of knowledge from UCLA?
- What legal, business, and educational models should structure relationships among content providers, distributors, and consumers in distance learning enterprises?

It is hoped the appropriate bodies on campus will carefully consider these points.

**GENERAL RECOMMENDATIONS**

The Committee held one meeting at the end of the year to consider University Extension issues of a general nature that had emerged in the course of the year’s deliberations. As a result of this discussion, the Committee suggests the following:

**A. CONTINUED EFFORT TO FOSTER COLLABORATIVE EFFORTS**

1. A census of the faculty to determine interest in collaboration with University Extension for on-line learning instruction. It was thought that seed monies from the Chancellor could be provided for such efforts.
2. Review the possibility of research or studies of experimental new courses to be offered through University Extension.
3. The committee recommends development of a brochure and/or announcement for University Extension – currently, no such document exists and fragmentary information is available. A detailed announcement explaining University Extension goals and objectives, certificates provided, and available departments of course instruction would be useful. The award winning course catalog is now currently available.
4. How to best encourage and facilitate the development of collaborative part-time and alternatively scheduled undergraduate and graduate degree programs irrespective of on-line delivery. Currently Harvard University offers A.A., B.S., and M.S. degrees through their extension program, along with various certificate programs. The development of a similar or modified degree offering capability facilitated by University Extension could be explored.
5. Explore the contribution of University Extension to the "UCLA in LA" initiative.

**B. STRUCTURE AND ORGANIZATION**

1. Continued involvement of methods for review of the contract development between University Extension and the designated provider.
2. A detailed budgetary review of University Extension seems warranted. In addition, include a detailed review of guidelines for the sharing of revenues generated between academic units and University Extension.

**C. CONTINUED REVIEW AND INVOLVEMENT IN ACADEMIC STANDARDS**
1. Develop a proposal for a process to streamline the review and approval of courses taught through University Extension.

The Committee felt that University Extension is quite well run given the number of students enrolled and the many departments providing instruction. However, the Committee was impressed with the size and complexity of the operation but believe it is too much for only a Dean and Administrative Dean as the main leadership provided. The growth and continued expansion of University Extension requires considering a restructuring of the way in which University Extension currently is organized and operates. For example, one suggestion would be to increase leadership by the provision of an Associate Dean of Academic Programs.

Respectfully Submitted,

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Philip Harber, Family Medicine
Steven Khan, Cedar-Sinai Medical Center
Raymond Knapp, Musicology, ex-officio
Robert Lapiner, Dean, Continuing Education & Extension, ex-officio
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