

December 9, 1999

Mr. Thomas Betlach
Director
Office of Strategic Planning and Budgeting
1700 West Washington, Suite 500
Phoenix, Arizona 85007

Mr. Richard Stavneak
Director
Joint Legislative Budget Committee
1716 West Adams
Phoenix, Arizona 85007

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DEC 15 1999
JOINT BUDGET
COMMITTEE

Dear Directors:

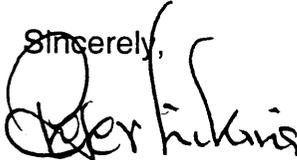
Thank you for the opportunity to review and respond to the draft OSPB/JLBC Strategic Program Area Review (SPAR) of extended education programs. The considerable effort that went into the preparation of this report is evident, and I am grateful for your diligence. The University of Arizona's Extended University plays an important role in helping the University fulfill its commitment to provide a broad range of educational opportunities to citizens of all ages. Because Extended University provides such a diverse selection of programs, it is not surprising that some confusion is manifested in the report.

The review implies that credit courses offered off-campus are lower in quality than those offered on-campus. Let me assure you that this is not the case. All credit bearing courses must meet the same standards whether offered on- or off-campus. For each course, content and faculty expectations for student learning are the same. These standards are not only in accordance with University policy but also with ABOR policy (2-205).

Concerns about the duplication of extended education courses with those of the community colleges and of duplication among universities are also indicated in the review. ABOR policy (2-205) already addresses both of these concerns, and we are careful to assure compliance. Only upper-division courses are offered off-campus by the University of Arizona unless a specific lower-division course is not included in Pima Community College's curriculum or the demand for the class exceeds Pima's enrollment capabilities.

The review accurately indicates that Extended University offers both personal and professional non-credit programs as well as university credit bearing courses. However there are some sections of the review that leave the reader unclear as to whether credit or non-credit courses are being referenced.

Specific suggestions for clarifying these issues are included in the attachment to this letter. Thank you again for allowing me the opportunity to respond to this review.

Sincerely,

Peter Likins
President

Attachment

cc: Council of Presidents
Jeff Young, OSPB Budget Analyst
Lorenzo Martinez, JLBC Senior Fiscal Analyst
Monica Klaschka, OSPB Strategic Management Analyst
Lynne Smith, JLBC Senior Fiscal Analyst

PL/nn

ATTACHMENT

The University of Arizona Extended University Correction/Changes to the 2000 Strategic Program Area Review December 1999

1. The enrollment figures given in Table 3 are the off-campus enrollments reported on the seven measures requested by JLBC/OSPB after the 1998 PAR and that were provided in an attachment to the SPAR. The heading does not reflect that. Change the title on Table 3 to "Fall Semester Enrollment for Off-Campus Credit Bearing Courses." Headcount suggests non-duplicated and there is a slight possibility of some duplication and the number given only represents off-campus enrollments and not those from campus such as the Evening & Weekend Campus.
2. NAU Statewide programs were not included in the 1998 PAR. Therefore, budget figures and enrollments should not appear in the SPAR. The footnotes on Tables 1 and 2 should be deleted and the NAU Statewide enrollments should be deleted from Table 3.
3. In recommendation number three, page A-1, concern is expressed about the 'quality' of credit courses offered off-campus. This is not an issue. By ABOR Policy (2-205), all 'university credit' courses must be of the same quality whether offered off campus or on campus. The course, its content and faculty expectations for student learning are the same.
4. The issue of duplication of extended education courses with those of the community colleges arises several times in the document. This issue of duplication within the same institution or within the community college was addressed in an attachment to the original PAR. There was no concern expressed after that review about similar non-credit courses at the University and the community college. Both entities are responding to market demand and meeting the economic development needs of Pima County and the State. The two institutions bring different approaches and respond to different markets and are not considered duplication. With respect to credit courses, ABOR policy (2-205) addresses the issue of duplication within the university system and between the universities and community colleges. UA has had a long standing agreement with Pima Community College not to offer lower division courses off-campus or in the UA Evening & Weekend Campus unless the course is not available in Pima's curriculum or the demand for the class exceeds Pima's capabilities.
5. We concur with recommendation three that a review of what courses are included in formula funding should be undertaken by the ABOR. However, this review should assume off-campus courses are the same quality as on-campus but consider length of course and course start date issues that currently cause some classes not to be included in the state funding formula because they do not meet the 21 day enrollment date.
6. Important characteristics of extended education programs are flexibility and the ability to respond to market demands. These contributions by extended education programs are critical to the roles universities have in the economic and

workforce development of their community, region and the state. As the state's land-grant institution, the UA extended education unit is central to the University's mission. Therefore, consolidation of programs is not an option.

7. In Table 1, change UA's FTE Positions from 77.0 to 49.9.
8. On page A-1, for clarification, add the word 'credit' to each reference in the three recommendations to off-campus courses.
9. On page A-5, line one, suggested revision to read as follows: All Extended Education non-credit programs are self-supporting and the UA program is expected to operate with a better than break-even budget by FY 2001, not FY 2000.
10. On page A-5, paragraph three, in the heading, add the word 'credit' to read "Off Campus credit courses serve a...
11. The term "lower-division non-credit" courses appears in the paragraph on page A-6 regarding consolidation of programs. There is no such term. Lower division generally applies to credit courses.



ARIZONA STATE UNIVERSITY

December 10, 1999

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DEC 10 1999
JOINT BUDGET
COMMITTEE

Gentlemen:

I am pleased to present our response to the JLBC/OSPB Joint SPAR Report for the ASU College of Extended Education. I appreciate the opportunity to respond to the findings and recommendations in the report.

Since all three of the recommendations call for the Arizona Board of Regents (ABOR) to report on or develop aspects of Board policy pertaining to off campus courses, I believe it is most appropriate that they be addressed by the ABOR under separate correspondence. As the constitutionally authorized governing body for the state's public universities, the ABOR provides policy direction and oversight for all academic programs and course offerings, including off-campus courses. The Board is well positioned to review the entire range of extant off-campus offerings which was not possible in this report due to organizational differences between the three universities. For example, I call your attention to policy number 2-205 Off-Campus Courses and Programs which clearly delineates institutional responsibilities for the quality of off-campus courses as well as identifying service areas to prevent costly duplication of services. ASU believes that the current policy is appropriate and within that policy framework the three universities are working cooperatively to meet student demand while avoiding costly duplication of course offerings and programs.

My second observation regarding the report is that it concludes by making recommendations to continue studying Extended Education programs in various ways. As I'm sure you are aware, the College of Extended Education went through a Program Authorization Review in 1997-98 and now has undergone a second review in 1999-00. In addition, the College of Extended Education also completed a regularly scheduled academic program review in 1996, a process all academic programs undergo every seven years. While we welcome periodic reviews of programs as an essential part of ensuring program quality and the prudent use of taxpayer dollars, there is a point at which programs are asked to spend more time responding to demands for information than they are able to devote to the business for which they were created. The questions on Extended Education have been asked and answered, and I believe it is time to move forward.

OFFICE OF THE PRESIDENT

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Finally, I want to close by noting the extraordinary success our Extended Education programs have enjoyed. The College of Extended Education was founded in 1990 to provide a quality educational experience to today's adult learners in non-traditional times and at locations throughout the Phoenix metropolitan area. By 1998-99, twenty-two degree programs, 110 sites, and 20,275 enrollments tell the story of how successful these programs have become. They are an integral part of Arizona State University's service to the metropolitan community and the State of Arizona.

Thank you again for the opportunity to respond to the report. If you have questions regarding these matters, we would be happy to assist you in resolving them.

Sincerely,

A handwritten signature in black ink, appearing to read "Lattie F. Coor". The signature is stylized with a large initial "L" and a long horizontal stroke at the end.

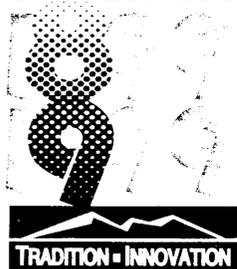
Lattie F. Coor
President

LFC:lv

/p

c: Linda Blessing, ABOR
Milton D. Glick, ASU
Bette DeGraw, ASU
Douglas Vinzant, ASU

NORTHERN
ARIZONA
UNIVERSITY



OFFICE OF THE
PRESIDENT

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1700 West Washington, Suite 500
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Director
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Phoenix, AZ 85007

Gentlemen:

Thank you for the opportunity to comment on the draft joint OSPB/JLBC Strategic Program Area Review (SPAR) for extended education programs. In general, the report presents a fair update of Northern Arizona University's two programs in extended education: Personal and Professional Development and the Office of Management Development programs. However, I have several concerns about the underlying assumptions about extended education at Northern Arizona University and the policy suggestions you recommend in the draft report.

"Extended education" at NAU is limited to two small programs which offer non-credit instruction and which are fully self-supporting, with no use of General Fund dollars. Since NAU's Statewide Academic Programs (SAP) are not the topic of the SPAR, inclusion of data from SAP in tables 1, 2, and 3 of your report on extended education activity only serves to confuse and limit the comparability of data between the three university programs. Moreover, these distributed learning programs are among the same programs as those offered on NAU's Mountain Campus. It is not realistic to define the space, budgets, or personnel of "Statewide Academic Programs" as representative of our activities in distributed learning. Every academic department, our library, information technology organizations, and general student administrative structures all contribute to the effort to deliver our Mountain Campus programs to other sites and people within the state.

Current policies of the Arizona Board of Regents adequately address most of the issues in your recommendations. I will address the issues in the order you present them in your report.

Appropriateness of Off-Campus Programs: Off-campus offerings are covered under ABOR policy 2-205 which deals with program responsibility for credit programs. Under this policy: *Any university may offer a unique program anywhere in the state.* In addition, NAU is specifically authorized to offer some of its graduate programs throughout the state, in keeping with its specific mission for statewide programs. The topic of the SPAR, NAU's extended education programs, are all non-credit and may be offered anywhere in the state.

Program Approval and Duplication of Services: ABOR policy 2-203 governs approval of academic (credit-bearing) programs for each university. The stated criteria for program

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approval already address the issues you raise in your draft report. Specifically, these criteria include the provision that “efforts have been made to collaborate between the universities to offer this program and to minimize the duplication of programs and courses.” Further, we note that in recent years market demand for both credit and non-credit programs has been strong enough to foster the rapid growth of private providers.

Program Quality: ABOR policy 2-208 prescribes that all programs offered by the universities are reviewed for quality, effective use of state resources, and unnecessary duplication. Further, policy 2-205 specifically notes that “there must be no distinction in quality between credit courses taught on campus at a university and those taught off-campus.” NAU is fully committed to assuring the quality of all its course and program offerings, whether credit or noncredit. We have extensive internal mechanisms in place to assure quality.

Your recommendation that full state funding should apply only to “courses where the quality and cost of delivery are comparable to main campus courses” is already implicit in the policies outlined above. However, I would also note that NAU strives to offer its courses in very cost-efficient ways. In so doing, we do not equate lower cost with lower quality – on the contrary, we use combinations of technology, direct faculty instruction, and support resources which assure pedagogical effectiveness.

Regarding your recommendation that ABOR study enrollment funding practices, NAU is participating in a tri-university work group examining this topic. Part of the charge of this group is to recommend how to better take non-traditional enrollments into account in policy and funding practices. Further, funding mechanisms will be reviewed by the Governor’s Task Force on Higher Education.

Thank you again for the opportunity to respond to your draft review.

Sincerely,



Clara M. Lovett
President

cc: Council of Presidents
Jeff Young, OSPB Budget Analyst
Lorenzo Martinez, JLBC Senior Fiscal Analyst
Monica Klaschka, OSPB Strategic Management Analyst
Lynne Smith, JLBC Senior Fiscal Analyst
Steve Grunig, JLBC Fiscal Analyst