

University of Wisconsin-Madison
2006-2007 Critical Analysis Report
Fund 104 Continuing Education Programs

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September 4, 2007

Executive Summary
University of Wisconsin-Madison
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UW-Madison continues to be one of the premier national leaders in providing continuing education programs for manufacturing workers, business owners, engineers, doctors, nurses, communications professionals, government employees, lawyers, pharmacists, teachers, artists, health and human service professionals, librarians, PK-12 students, seniors, and anyone interested in continuing education and lifelong learning.

- UW-Madison fund 104 units served 161,353 learners participating in 104 funded non-credit, Credit Outreach and Independent Learning courses and activities. In FY06:
 - More than 2,000 non-credit continuing education programs were provided to 139,014 learners;
 - More than 200 Credit Outreach courses enrolled 4,112 learners;
 - Independent Learning served 2,066 learners; and
 - Other organized activities served 16,161 learners: the Law School sold 5,400 legal publications and reference books; the Small Business Development Center provided counseling to 5,802 people, and our partnership for alumni programming reached 4,959 alumni and friends.

- Collaborations and partnerships continue to be essential for success in continuing education. While 104 funding continues to provide critical support, it is not the sole source of funding for continuing education units and programs. Since grants, gifts, contracts, and contributions and partnerships from industry continue to grow as a percentage of continuing education budgets and provide diversified funding sources, many of our continuing education clients are served outside of the fund 104 purview. In addition, there are no mechanisms in place for some audiences served via co-sponsored programs to be counted and/or reported. Thus, we estimate that UW-Madison, in partnership with UW-Extension, and using a variety of funding sources and partners, served more than 200,000 continuing education clients in FY07.

- The need for licensure and re-certification in professional fields continues to provide programmatic opportunities. Retooling, updating skills, and providing credentials for advancement are growing needs. Interest is strong within UW-Madison schools and colleges (particularly among the health and professional schools) in professional degrees and certificates aimed at the mid-career working adult. Working adult audiences create a continued demand for cost-sensitive on-line courses and flexible learning opportunities. This creates new opportunities for expanding programs funded through 104-2, including Credit Outreach and Independent Learning. However, in order to effectively take advantage of these opportunities, existing policies and practices need to be reconsidered

and refined. For example, the Credit Outreach 104-2 funding model as outlined in ACIS 5.4 contains a number of inherent contradictions that need to be resolved before its fiscal assumptions will work for schools and colleges seeking to expand their degree offerings to working adults. Similarly, the issues surrounding Independent Learning credit transfers, and lack of a unified on-line curriculum culminating in a degree, need to be resolved. And, we need to provide a better fiscal model for on-line non-credit programs as well as greatly improve our market-based assessments, long term customer relations, and marketing of specific courses and sequences.

UW-Extension could enhance continuing education at UW-Madison by doing the following:

1. Complete the transition to G3: a state-of-the-art non-credit continuing education registration, marketing, student record and fiscal system that is customer- and user-friendly, and provides on-line registration 24/7.
2. Provide leadership in helping units most effectively use G3 for building cost-effective long-term customer relations, conducting market analysis, and marketing/cross marketing individual courses and course sequences.
3. Develop a sustainable business model for on-line non-credit courses.
4. Develop a systematic, unified distance learning unit combining the strengths of UWLI and its IL program with the UW Colleges' distance education arm.
5. Provide leadership on developing a unified on-line curriculum which culminates in a bachelor's degree, and in professionally relevant certificates.
6. Provide leadership in refining UW System and UW Extension policies to reflect the needs of campuses where continuing education is a truly integrated activity.
7. Provide leadership in refining the governing policies used for 104-2 Credit Outreach to resolve existing contradictions between its use as a development fund versus a program revenue fund, and in aligning programmatic objectives and policies with fiscal objectives and policies.
8. Provide leadership in formulating a system-wide definition of a "non-traditional student" in the credit context which is both measurable and consistent with system fiscal policies regarding plateau, full, and part time students.
9. Assist in the development and design of a faster process to convert course content to effective teaching and learning on-line formats.

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Administrative Overview

UW-Madison continues to be one of the premier national leaders in providing continuing education programs for manufacturing workers, business owners, engineers, doctors, nurses, communications professionals, government employees, lawyers, pharmacists, teachers, artists, health and human service professionals, librarians, PK-12 students, seniors, and anyone interested in continuing education and lifelong learning.

UW-Madison's fund 104 continuing education units overseen and coordinated by the Vice Provost for Lifelong Learning are: Continuing Education in Nursing (School of Nursing); Continuing Legal Education (Law School); Continuing Professional Development in Medicine and Public Health (School of Medicine and Public Health); Engineering Professional Development (College of Engineering); Executive Education (School of Business); Extension Services in Pharmacy (School of Pharmacy); Liberal Studies and the Arts (Division of Continuing Studies); Office of Education Outreach (School of Education); Professional Development and Applied Studies (Division of Continuing Studies); School of Library and Information Studies (College of Letters and Science); and the Small Business Development Center (School of Business).

Each unit is responsible for the academic and fiscal integrity of their credit and non-credit offerings, and administratively and fiscally report to the academic dean of their school, college, or division, which is ultimately responsible for the fiscal and programmatic health of the unit. Continuing education programs align their annual plans and budgets with both UW-Madison and UW-Extension's strategic priorities. Thus, all the continuing education units:

- Advocate for Lifelong Learning;
- Collaborate Effectively and Creatively;
- Integrate Technology and Practice;
- Practice Entrepreneurial Fiscal Management; and
- Assess the Impact of Programs, Services and Partnerships.

Units use a mix of faculty, academic staff and ad hoc instructors to teach their programs. Over the years, the trend for 104 funded units has been to replace faculty positions with faculty associate and academic staff positions. The judicious use of ad hoc professional instructors allows units to supplement their expertise on an as-needed basis. Continuing education units provide a mix of on-site, customized courses and workshops, contract services, and on-line courses to augment an extensive array of campus-based programs to meet client needs.. Units also engage in hundreds of partnerships with businesses, state and local agencies, educational institutions, nonprofit organizations and others. Since the units operate within a program revenue environment, continuing education is subject to the ups and downs of the marketplace. And,

given the continued state budget deficits and changing business climate, monies to pay for professional development courses remain tight in certain areas and among certain professions.

To monitor and coordinate fund 104 units across campus, UW-Madison created the position of Vice Provost (VP) for Extended Programs and assigned it Provost level responsibility to serve as the UW-Extension liaison for fulfilling the obligations of the Inter-Institutional Agreement. This includes the annual institutional campus fund 104 program plan and budget, and serving as the institutional representative to the statewide “Continuing Education Extension Council.” Additional responsibilities of the VP are to help advance all UW-Madison outreach and continuing education programs that serve nontraditional students. The VP is also the Dean of the Division of Continuing Studies (DCS) and has served as the Chancellor’s point person for the campus strategic priorities to *Advance Lifelong Learning* and *Amplify the Wisconsin Idea*.

During the past year in light of my pending retirement in September 2007, UW-Madison reevaluated the VP and Dean position and renamed the position, Vice Provost for Lifelong Learning and Director of the Division of Continuing Studies. UW-Madison conducted a national search and is close to picking a finalist to assume leadership of DCS and overall responsibility for fulfilling the obligations of the Inter-Institutional Agreement.

The decentralized nature of fund 104 activities creates some replication of resources and services among institutions and departments. This is particularly true for non-credit customer registration, student record database, and marketing systems. For example, there are multiple registration, payment and student record systems for clients who participate in fund 104 programs, and those systems are not linked (i.e., Semtek and individual departments for non-credit, UW-Madison for credit, and Learning Innovations for Independent Learning). Therefore, customers cannot obtain a comprehensive professional development transcript. The process for installing a new, more integrated non-credit registration and student record system is well underway, and should go a long way toward resolving some of these issues. After several years of working with UW-Extension on a new registration system, we are anxiously awaiting the launch of the new G3 non-credit registration system in January 2008. Marketing is less decentralized. Large 104 units, such as Executive Education and Engineering Professional Development maintain separate marketing staffs, and DCS provides centralized marketing services to its departments and to other campus units.

Continuing Education Overview

UW-Madison fund 104 units served 161,353 learners taking 104 funded non-credit, Credit Outreach and Independent Learning courses and activities. Non-credit enrollments increased in all but three units (Education, Liberal Studies and the Arts, and Small Business Development Center), with the largest growth occurring in the Continuing Professional Development in Medicine and Public Health. In FY07, more than 2,000 non-credit continuing education programs and activities were provided to 139,014 learners; Credit Outreach enrollments were 4,112; Independent Learning enrollments were 2,066; the Small Business Development Center served 5,802 people through its personal and phone counseling services; the Law School sold 5,400 legal publications and reference books to judges, lawyers and other legal professionals

(each reference book is used throughout the year by multiple individuals); and the *Wisconsin Alumni Lifelong Learning* programs reached 4,959 clients throughout the country.

As such, our continuing education enterprise overall is functioning very well, particularly the non-credit operations. However, as impressive as these numbers are, they paint only a partial picture of the outreach activity on the UW-Madison campus. Fund 104 plays a vital, but not exclusive role in supporting campus-based engagement activities, and most units have diversified funding strategies for their continuing education efforts, and serve clients outside of the fund 104 purview. In addition, there are no mechanisms in place to count or report some audiences served via co-sponsored programs. Thus, we estimate that UW-Madison, in partnership with UW-Extension, and using a variety of funding sources, served well in excess of 200,000 continuing education clients in FY07.

Selected Unit Highlights

Continuing Education in Nursing (CEN)

- Non-Credit Programs: CEN provided 118 programs for 3,800 clients. In fact, 98 of the programs are internet-based continuing the trend to provide more programming on-line. Additionally, CEN is marketing its on-line programs to a national audience to boost enrollments. CEN provides programs for nurses employed in all types of health care settings through a range of programming, including: clinical updates on topics such as wound management and diabetes; professional trends/issues programs on ethics and advocacy; and responding to new needs such as patient safety and stem cell therapy.
- Highlights: CEN disseminates the research outcomes and expertise of nursing faculty and staff to the citizens/nurses of Wisconsin through such programs as the *Nurse Executive Leadership Program* to enhance nursing capacities, and the *Teaching Public Health Nursing* conference to upgrade and enhance curricula and teaching/learning strategies for nursing faculty at all nursing schools in state. Over the past three years, CEN has built a library of available programs through its on-line portal and it is now instituting a cyclical review to ensure course relevance, accuracy and ease of use. The portal has served learners in nearly every state and 13 countries and expanded marketing has yielded increased enrollments. CEN will continue its cultural diversity/competence programs (there are few in the country), focus on meeting the needs of nurses practicing in rural communities (major state priority), and emphasize global and public health issues. And, last year, CEN conducted a self-study and site visit for reaccreditation through the *American Nurses Credentialing Center* and is awaiting final decision.
- Major Partnerships: The *Terrific Tuesdays* videoconference series dedicated to nurses and health care providers in rural settings gained several additional hospital broadcast sites. Partnerships continue with Wisconsin Physicians Insurance Service Corporation and Epic Corporation, which have led an expanded health care customer base beyond nurses (i.e., new ways for the health care industry to use software to improve patient management). CEN's on-line *Pharmacotherapy* course, designed to prepare advanced practice nurses for prescriptive authority, is not only accepted and recommended to nurses by the Wisconsin regulatory board, but also by regulatory boards in Pennsylvania, California and Arkansas.

Continuing Legal Education (CLE)

- Non-Credit Programs: CLE provided 11 continuing education programs to 900 clients, and sold 5,400 legal publications to lawyers, judges, and legal and real estate professionals statewide.
- Highlights: CLE reports a growing trend to provide more services and information to the legal profession in Wisconsin through its publications offerings and thus is shifting emphasis from for-fee continuing education programs to publications production and sales (i.e., Wisconsin Criminal and Civil Jury Instructions and Wisconsin Real Estate Law). The jury instructions involve four publications for criminal instructions; three volumes for civil instructions; and one book for children's court jury instructions. All are used throughout the state for jury trials, legal research and reference, and are used by multiple people throughout the year.
- Major Partnerships: CLE partners with the Wisconsin Supreme Court and state trial judges to prepare and publish its uniform jury instructions for civil, criminal, and children's court cases; the Wisconsin Department of Transportation to continue the *Resource Center on Impaired Driving*, which offers educational programs and technical assistance to law enforcement officers, prosecutors, and others on issues related to impaired driving; and the Wisconsin Realtors Association to continue publication of several books relating to Wisconsin real estate law.

Office of Continuing Professional Development in Medicine and Public Health (OCPD)

- Non-Credit Programs: OCPD offered 857 activities comprised of 4,308 hours of instruction reaching 38,170 physicians and 36,219 additional healthcare professionals and public health workers. With the recent growth in the quality and quantity of OCPD's educational offerings, the unit is now one of the elite continuing medical education providers in the country.
- Credit Degrees and Certificates: OCPD is looking to grow its credit outreach programs through funding of its *Master's of Public Health* distance courses through the Wisconsin Partnership for a Healthy Future (the Blue Cross/Blue Shield fund).
- Highlights: In December the unit received a six year (longest allowed) "*Accreditation with Commendation*" from the Accreditation Council for Continuing Medical Education. Noteworthy is the "*exemplary compliance*" finding for seven of the nine accreditation elements. Examples of OCPD projects that directly help Wisconsin health care professionals and the patients they serve are: a performance improvement project related to hypertension in Sauk City; a speaker's bureau that led to 120 medical lectures at 15 regional hospitals; the delivery of grand rounds on-line; and annual statewide conferences attending by hundreds of people that focus on emergency medical services and macular degeneration. OCPD is also involved in a high impact international program related to the treatment of hepatitis B in North America and Southeast Asia, which the Australian government used to form its national hepatitis B screening and treatment program.
- Major Partnerships: OCPD partners with national and state organizations to achieve success. For example, the *Antibiotic Resistance Educational Alliance* (comprised of the UW, Healthcare Performance Consultants, CME Enterprise, and the Wisconsin Antibiotic Resistance Network) led to state and national programs focusing on the crisis in antibiotic resistance. OCPD received numerous grants to study the effect of the school's educational offerings on both systems and individual physicians, and the unit is

now focusing more on studying societal impacts of public health education. And, as the unit experiences a national downturn in funding of programs through the pharmaceutical industry, it is aggressively looking to diversify its research and industry funding.

Engineering Professional Development (EPD)

- **Non-Credit Programs:** EPD experienced its fourth year of non-credit program growth. It offered 498 courses to 16,233 students (including approximately 5,500 industries/businesses of which 1,500 are from Wisconsin). EPD remains one of the largest engineering continuing education providers in the world and its business practices and programming activities serve as models to other organizations across the globe. The department's continuing education mission involves youth, undergraduate and graduate students, and engineering professionals.
- **Credit Degrees and Certificates:** EPD offers the *Master of Engineering in Professional Practice* (MEPP), the *Master of Engineering in Engine Systems* (MEES), and the *Master of Engineering in Technical Japanese* (METJ), all available to engineers and technical professionals around the world via a distance. MEPP enrolled 62 students in its two-year program; MEES has 54 students enrolled in its four-year program (MEES graduated its first class of 10 in May); and METJ has 12 active students, who have up to six years to complete their degree (MEPP graduated 27 students in May for a total of 189 graduates).
- **Highlights:** EPD provided 44 custom courses at sites requested by clients (1,188 enrollees), 43 contract training courses at McNally Industries and Resilient Technologies, and 70 *Transportation Information Center* courses with 4,349 students enrolled (serving all 72 state counties and 200 municipalities and villages). *Wisconsin Building Code* courses attracted 500 state public works employees. EPD offers non-credit certificate programs in maintenance management, technical leadership, operations management, building commissioning and laser welding. EPD's *Engineering Executives Forum 2006* addressed sustainability in the corporate world and in 2007 will focus on *Engineering Leadership 2010/Engineering Workforce 2020* to address impending shortages in the workforce. EPD personnel are involved in research projects for improving the safety, efficiency and productivity of industrial refrigeration systems and technologies; for developing airless tires (Resilient); and for *Improving Learning from Middle School through Professional Practice* (National Science Foundation). The unit upgraded its on-line learning environment to enhance teaching and learning via a distance. A recent client survey revealed high customer satisfaction with career advancement, technical updating, skill building, productivity improvement, and networking.
- **Major Partnerships:** EPD's contract training at McNally Industries, which is producing spare helicopter parts through a Department of Defense development grant, has helped the company to more than double revenue since project inception, increase factory employment by 20 percent, and develop a new engineering center employing 14 engineers with BS or higher skilled degrees. EPD is working with Resilient Technologies to assist them in transferring current technical knowledge to their production of airless tires. Other learning partners include Harley-Davidson, GE Healthcare, Oshkosh Truck and Manitowoc Crane. The MEES degree program transfers technical knowledge from UW-Madison's *Engine Research Center* and expert instructors to the engineer's desktop.

Executive Education (EE)

- Non-Credit Programs: EE reports enrollments were strong throughout the year with 4,287 customers attending 239 open enrollment and custom programs (includes 13 certificate series). Its customers represented 1,600 organizations. In 2006, EE's open enrollment programs were ranked #1 by the *Economist Intelligence Unit* of London (2nd year in a row) and its custom programs were ranked 5th in the world by the *Financial Times* for "value for the money."
- Highlights: EE successfully offered two new courses in the Information Technology area, four in the six sigma area, and three in supply chain management, all of which will continue to be developed this year. Successful programs in the international area included, *Expanding Your Global Business into Greater China*, *Strategic Global Sourcing*, *Import/Export Documentation and Traffic*, and *Managing Outsourcing and Co-Location*. EE collaborates with EPD through co-delivery of such programs as the *Technical Leadership Certificate*. It offers several computer-based business simulations including, *Building Value and Driving Profit* as well as programs in the supply chain management area. EE's faculty also teach in the School of Business's evening and executive MBA programs.
- New Developments: New programs are planned in the human resource management and strategy area to help companies adapt to the changing labor and management markets. EE plans to explore distance education opportunities in the non-credit environment: the challenge being initial start up costs and the sustainability of non-credit distance education programs in a program revenue environment. Since the unit is heavily dependent on the health of the Midwest economy, it is working to attract more national and international customers.
- Major Partnerships: EE has partnered with the following companies to create unique and customized solutions: ABN AMRO/LaSalle Bank, American Family Insurance, Banta Corporation, Briggs & Stratton, CMS Energy, ConAgra Foods, Covance, Fiserv, Fiskars, GE Healthcare, General Mills, Goodrich Tire & Rubber Co., Harley-Davidson, Kerry Inc, Lands' End, Miller Brewing Company, and Siemens Medical Systems.

Extension Services in Pharmacy (ESP)

- Non-credit Programs: ESP developed, conducted or accredited some 500 continuing education programs attended by nearly 13,000 individuals. Approximately 75% are practicing pharmacists and 25% industry employees. ESP meets the professional development needs of pharmacists in Wisconsin, pharmacists throughout the nation in the federal sector, and pharmaceutical industry employees worldwide.
- Credit Degrees and Certificates: As noted previously, the School of Pharmacy is terminating its *NonTraditional Doctor of Pharmacy Degree Program* to adult students in spring 2009 and is in the last year of completing its commitment to continuing students.
- Highlights: ESP is at the forefront nationally in introducing/implementing continuing professional development for pharmacists. As such, ESP faculty are currently working on a collaborative, five-state project to implement and assess the implementation of continuing professional development as a emerging model for continuing education. Faculty have also been active in research and publishing related to adult continuing education.

- Major Partnerships: The majority of ESP’s educational programs include cooperative sponsorship with a wide range of organizations that include the Federal government, pharmaceutical companies, and medical education companies.

Liberal Studies in the Arts (LSA)

- Non-Credit Programs: LSA plays an integral statewide role in arts and humanities non-credit education through its comprehensive array of offerings in music, dance, and the visual arts. Last year, 311 programs were attended by 10,014 clients.
- Credit Outreach: Grants from UW-Madison’s Division of Information Technology enhanced the *Basic Concepts of Music 660-151* course by providing podcasts of lectures on musical style and history, and on melodic devices and composition. Another LSA grant to develop a melody creation simulation is part of a campus-wide research effort involving learning through simulations and games.
- Highlights: LSA saw a steep decline of 1,000 customers over the previous year despite its ongoing marketing efforts. LSA continues to work to expand offerings and marketing of courses at a distance. *French* and *Italian* courses now include learners from all over Wisconsin and from Asia, Europe, Africa, the Middle East and North America. The on-line writing courses, *Take Your Characters to Dinner* and *Getting to Good*, brought students from Wisconsin, California and Vermont, and from Spain, Greece and Canada. LSA continued its two nationally-recognized programs for writers, *Write-by-the-Lake Writer’s Workshop & Retreat* and the *Writers’ Institute*. The *Wisconsin Regional Art Program* expanded to 18 exhibits and workshops throughout the state. The 44th *School of the Arts at Rhinelander* added a “*Small Business and Nonprofit Development*” session to foster economic development around the arts and partnered with the *Wisconsin Alumni Lifelong Learning* program to bring artists together with local businesses. LSA continued to work on the *Literally Arts* program that promotes reading and the arts statewide to preschool children. LSA Professor Marshall Cook was recognized with UW-Madison’s prestigious *Van Hise Outreach Teaching Award* for his continuing education work.
- Major Partnerships: City of Rhinelander, Partners in Arts Education, Wisconsin Alliance for Arts Education, Wisconsin Arts Board and the Wisconsin Department of Public Instruction. The first annual *Wisconsin Wrights Play Festival* in partnership with UW Madison’s University Theatre and Madison Repertory Theatre, solicited original scripts from state residents and produced two staged readings and one full scale production.

Office of Education Outreach (OEO)

- Non-Credit Programs: OEO provided 27 programs to 2,007 youth and adults. OEO program registrations continued to decline, with a drop of 800 customers this past year. A number of factors are responsible for the decline: competition from an abundance of professional development providers who charge lower fees and offer programs onsite in schools; reduced professional development budgets in schools; and an increase in in-district professional development programs. OEO also offers two non-104 programs, *Distance Teaching and Learning* conference and the *Distance Education Certificate* program, which enrolled an additional 1,100 participants.
- Credit Degrees and Certificates: The distance-enabled *Master of Science in Professional Education*; and the graduate level *Master Administrator Capstone Certificate*. Two new

on-line courses in science education were also offered: *On-line Virtual Museum* and *On-line Forensic Science*.

- Highlights: OEO continues to offer programs of advanced study aimed at providing professional development opportunities for practicing educators: *Mentoring New Teachers*; *Young Adult Literature*; *Advanced Studies in Multicultural Competence*; *Advanced Studies in Professional Counseling*; and *Advanced Studies in Engaged Pedagogy*. Successful on-campus programs included: *Response-to-Intervention*; *Forgiveness: Principles, Approaches, and Practices in School Settings*; *New Technologies: A Virtual Symposium on Nanotechnology and Biotechnology*; *The WIDA English Language Proficiency Standards*; and *Teaching Spoken Word and Hip Hop*. *College for Kids*, *Technology and the Arts*, *Saturday Enrichment*, and *Young Professionals* (formerly *College for Kids*) are ongoing successful pre-college programs. OEO is striving to establish the School of Education as a leader in technology-enhanced learning in K12, higher education, and training educational environments.
- New Developments: OEO is working to provide more flexible and shorter continuing education opportunities for clients based on market research, and to develop sustained relationships with K12 school districts in the state through contract professional development and subscription services. It is also looking to develop more blended/hybrid programs that offer the best of onsite and distance education formats and to develop more products for sale, such as the *Quilts Curriculum Guide*.

Professional Development and Applied Studies (PDAS)

- Non-Credit Programs: PDAS offered 271 programs reaching 9,791 clients.
- Highlights: The *Substance Abuse Certificate Program* serves professionals dealing with alcohol and other drug abuse. PDAS offered on-line programs with national and international participants on a variety of human services administrative topics: *Fiscal Planning and Management*, *Leading Organizational Change*, and *Leadership for Human Services Administration*. The Wisconsin DPI is disseminating the 4th edition of the *Human Growth and Development Resource Packet* that provides an important tool for DPI to provide technical assistance to school districts throughout the state on issues related to school-based sexuality education. PDAS also provides technical assistance to organizations working to support the healthy development of gay, lesbian, bisexual, transgender and questioning youth. PDAS developed a new on-line continuing education course, *Introduction to Cultural Competency for Health and Human Service Worker*. Programs were also taken to the Community Health Partnership staff in Eau Claire (2 day seminar for nurses, social workers and psychologists) on strengths based case management, and offered videoconferences on *Bipolar Disorder in Children* and *Autism and Asperger's in Children* to Northwest Wisconsin in conjunction with Price County Human Services.
- Major Partnerships: PDAS has been approved to host the international conference *Time Banking in Action: Reweaving Community One Hour at a Time* in November. The PDAS partnership with the State AIDS/HIV Program through a 25 member Statewide Action Planning Group; state government to create the *Enterprise Leadership Academy* executive development program; and the Wisconsin Women's Health Foundation to train pre-natal care coordinators around Wisconsin to more effectively work with pregnant women to remain abstinent from alcohol and other drugs. PDAS also works with three

national associations involved with addiction treatment to develop and administer a national training program on the neuroscience of addiction and addiction recovery.

Small Business Development Center (SBDC)

- Non-Credit Programs: SBDC offered 114 programs serving 3,679 participants; provided 1,169 clients an average of 22.4 hours of one-on-one business counseling; and answered 4,633 calls with an average length of 9.5 minutes on its *Business AnswerLine*. SBDC offers for-fee continuing education classes, one-on-one business counseling and the statewide *Wisconsin Business AnswerLine*.
- Highlights: SBDC continues its free courses for those planning to start their own businesses. A survey of 100 SBDC customers who took the classes from January-June 2006 showed that of 48 respondents, 11 started new businesses in 2006, 21 were still planning on starting a business and eight plan to start one by the end of 2007. 83% of clients found SBDC assistance beneficial and 91% would recommend SBDC's services. SBDC's *PeerSpectives* program targets CEOs, presidents and owners of growing companies. Its *Youth Entrepreneur Camp* promotes business ownership as a career choice, while it brings middle school youth to campus and encourages them to seek higher education. SBDC continues to expand its focus on technology-based companies and is looking to offer more continuing education using on-line software and on-demand downloading of previously held workshops. Based on interviews with company owners, SBDC is also expanding its workshops on people and leadership skills and is looking to produce new offerings for the needs of growing small to medium-sized companies.
- Major Partnerships: SBDC partners with the Wisconsin Women's Business Initiative to provide bilingual/bicultural services to people in the Latino community, to deliver five *Economic Development Breakfast* programs annually, and to deliver the annual *Dane County Small Business Awards* program. Other partners include the African-American Black Business Association and the Wisconsin Entrepreneurship Network.

School of Library and Information Studies (SLIS)

- Non-Credit Programs: SLIS provided 28 non-credit programs to 894 people.
- Credit Degrees and Certificates: The second cohort of librarians from the Prairie Area Library System in Illinois began a distance master's program consisting of four videoconferencing and 11 on-line courses.
- Highlights: SLIS programming has decreased in recent years as a faculty shortage in the school meant that two of its Continuing Education Instructional Academic Staff had their time bought out so they could teach in the SLIS graduate program. This cut into the amount of time the unit could spend developing and teaching continuing education programs. This year, with the arrival of new faculty to the School and new continuing education staff, the number of programs and registrations began to increase significantly, and SLIS is looking to develop a series of interactive training DVDs. SLIS participates in the *LIS Access Midwest Program*, a regional network of library and information science schools dedicated to promoting careers within the field by targeting promising students from statistically and historically underrepresented populations. SLIS hosted the first *LAMP* summer institute on the Madison campus in May. SLIS also received two grants: *Masters of Storytime* through the Ira and Ineva Reilly Baldwin Wisconsin Idea

Endowment; and a three year grant to design and conduct leadership institutes for the archives profession through the National Historic Publications and Records Commission.

- Major Partnerships: SLIS co-sponsors various programs with the state Department of Public Instruction. Other partners include the U.S. Geological Survey's National Wildlife Health Center (on Chronic Wasting Disease and Avian Flu information); the Wisconsin Library Association and library systems throughout Wisconsin (*Masters of Storytime* DVD to address the lack of early literacy training for preschool teachers, public librarians and daycare providers); and UW's Center for the History of Print Culture in Modern America (biennial conference).

Credit Outreach

- Credit Programs: During the 2006-07 academic year, 104-2 Credit Outreach funded approximately 200 evening, weekend, and distance credit courses, with enrollments of 4,112. This continued decline in enrollments was expected, and is the direct result of the UW-Madison campus decision to eliminate Credit Outreach funding for high-enrollment distance education courses with predominantly full-time student enrollments.
- Highlights: Credit Outreach has provided significant support in the development and delivery of several distance-based professional master's degrees, including the Master of Arts in Library Science, Master of Science in Manufacturing Systems Engineering, Master of Engineering in Engine Systems, Master of Engineering Professional Practice, and a Master's of Science for Professional Educators. In addition, Credit Outreach supports a number of other certificates for professionals, including the Master Administrator Capstone Certificate.
- New developments: Funded the development of new courses for a master's degree in clinical investigation in the School of Medicine and Public Health.
- Issues: As mentioned in last year's Critical Analysis report, the 104-2 Credit Outreach policies and practices need to be re-examined in order for 104-2 to be a useful tool for the Madison campus to utilize to help non-traditional students achieve degrees. UW-Madison has always integrated its Credit Outreach courses into its campus offerings, believing that offers all students the widest array of choices in achieving their educational goals. However, UW System policy dictates that full-time, plateau students are accounted for in ways that are contradictory to the 104-2 fiscal model. As more adult and non-traditional students seek to return to school, many of them in a full time capacity, UW System, UW Extension, and UW Madison policies and practices need to be aligned in order for the 104-2 mechanism to continue to be a useful tool.

Independent Learning

- Programs: UW-Madison served 2,066 students enrolled in Independent Learning (IL) courses. This represents a decline of 517 students from previous year which continues the troubling trend of declining IL student enrollments over the past decade (other than two years ago, when we saw a slight rise in the number of students, we have seen a substantial decline in the number of IL students every year). IL instruction primarily affects Liberal Studies and the Arts (with 1,800 students) and the Office of Education Outreach (with 200 students). On the positive side, some 30 courses were converted to on-line formats this past year and we will hopefully have 50 IL on-line courses available this fall. On-line options are preferred by many IL students.

- Issues: Serious concerns remain: 1) There is a limited nationwide market since IL credits do not transfer easily outside the UW-System; 2) IL students cannot receive financial aid; 3) There are no course sequences leading to a degree(s), and few non-credit certificates; 4) The cost to update courses or develop new ones is high; and 5) some UW campuses have their own distance education programs and development units, making the UWLI and IL structure seem duplicative. Paramount is the lack of a unified on-line curriculum leading to a degree, or to certificates valued by employers and employees. We hope the merged UW-Extension/Colleges will formulate a systematic, unified distance learning unit and on-line curriculum with common goals that combines the strengths of UWLI and its IL program with the UW Colleges' distance education arm.

Other 104 Assisted Program Highlights

- The *Wisconsin Alumni Lifelong Learning* (WALL) program and the *Osher Lifelong Learning Institute* partnership between DCS and the Wisconsin Alumni Association provided 87 events to 4,959 alumni and friends this past year, a 128% increase. Core programs include the weekly *Wednesday Nite @ the Lab*, day-long field trips, and weekend *Alumni Colleges*. Two new on-line courses were also introduced. *Grandparents University* attracted more than 740 people from 19 states and is being expanding to three sessions in 2008. *Grandparents University* is now trademarked, and at least five other institutions in the country that hold similar events, must now credit the UW.
- The development of a new a non-credit *Certificate in Agribusiness Management* through the College of Agricultural and Life Sciences and the School of Business is designed to help executives better compete in state, national and international markets.
- Various co-sponsored outreach programs through the Center for Humanities (working with school teachers statewide on literature and societal values), UW-Madison science alliance (fostering science outreach development across campus) and Wisconsin Academy of Sciences, Arts and Letters (faculty community presentation on issues of importance to the state).

Evaluation of Continuing Education Programs

UW-Madison fund 104 units engage in hundreds of active partnerships with businesses, state and local agencies, and nonprofit organizations and coalitions, which help keep programs fresh and relevant. Program directors and faculty also use applied research and case study methods to actively engage participants in the learning process. Every year our continuing education departments conduct program, course and personnel evaluations to solicit feedback from clients and continually improve course content, presentation and delivery. These include:

- Program attendance.
- Fiscally viable of the activity.
- End-of-workshop evaluations via written feedback and rating scales. Some units also conduct evaluations three and six months after the completion of the course.
- Outcome-based assessments and testing to determine how clients use the course information in their places of employment. These efforts include completion of assignments, applied projects, and learning contracts to measure the long-term impact of educational offerings.

- Built-in assessment tools for on-line courses.
- Accreditation and credentialing through educational and professional organizations.
- Annual performance reviews of departmental faculty and staff.
- On-line surveys.
- Research assessments to determine the best teaching and learning formats and options for adult continuing professional education.

Continuing Education Trends

- Wisconsin's continued economic woes impact both the public and private sectors. Local and state government cutbacks continue having a negative impact on enrollments for programs geared to public employees. Some regional employers continue to trim professional development budgets.
- The need for licensure and re-certification in professional fields continues to provide programmatic opportunities.
- Retooling, updating skills and providing credentials for advancement are growing needs. Interest is strong within the schools and colleges, and particularly among the health professions, in professional degrees and certificates aimed at the mid-career working adult.
- Working adult audiences continue to demand on-line courses and flexible learning opportunities.
- There continues to be a demand for a cohesive UW System on-line bachelor's degree, but leadership in this area is lacking.
- Continuing education units are moving away from "episodic" models of continuing education, and are increasingly developing long-term partnerships and curricula.
- Units continue to grow contract/on-site work with business, public and private organizations in major markets around the country and with a variety of organizations. These partnerships require nimbleness, which is sometimes difficult within the requirements of the UW System bureaucracy.
- Collaborations and partnerships are essential for success. 104 funding continues to provide critical support, but is rarely the sole source of funding for a continuing education unit or program. Grants, gifts, contracts, and contributions and partnerships from industry continue to grow as a percentage of continuing education budgets.
- Competition from both the private and public sectors continues to grow, with many companies and associations providing low cost (and most often lower quality) continuing education programs. Our continuing education units need to continue to be mission-specific in their offerings and to make decisions based on which programs and services best share the expertise of UW-Madison with the citizens of the state.
- People living longer seek ways to enrich and enhance their life experience.

Recommendations of How UW-Extension Can Enhance Continuing Education

1. Complete the transition to G3: a state-of-the-art non-credit continuing education registration, marketing, student record and fiscal system that is customer- and user-friendly, and provides on-line registration 24/7.

2. Provide leadership in helping units most effectively use G3 for building cost-effective long-term customer relations, conducting market analysis, and marketing/cross marketing individual courses and course sequences.
3. Develop a sustainable business model for on-line non-credit courses.
4. Develop a systematic, unified distance learning unit combining the strengths of UWLI and its IL program with the UW Colleges' distance education arm.
5. Provide leadership on developing a unified on-line curriculum which culminates in a bachelor's degree, and in professionally relevant certificates.
6. Provide leadership in refining UW System and UW Extension policies to reflect the needs of campuses where continuing education is a truly integrated activity.
7. Provide leadership in refining the governing policies used for 104-2 Credit Outreach to resolve existing contradictions between its use as a development fund versus a program revenue fund, and in aligning programmatic objectives and policies with fiscal objectives and policies.
8. Provide leadership in formulating a system-wide definition of a "non-traditional student" in the credit context which is both measurable and consistent with System fiscal policies regarding plateau, full, and part time students.
9. Assist in the development and design of a faster process to convert course content to effective teaching and learning on-line formats.