

Evolution of UC San Diego Extension

Discussion Group Charge

Winter 2020

Introduction

UC San Diego Extension has transformed into catalyst for economic, intellectual, and cultural growth since opening its doors more than 50 years ago. UC San Diego Extension's core offerings have evolved to fulfill a range of needs, including over 4,500 continuing education and professional development courses and certificate programs; community initiatives that support economic and social development; and a wide array of public-service lectures, forums and special events delivered both on and off campus and through print, internet, radio and television. The evolution of Extension and its integration with other campus units are part of strategic planning discussions about advancing progress toward common goals.

There is a growing need for collaboration between Extension and other UC San Diego units as part of institutional efforts to enhance the student experience and enrich the campus community. It is essential that UC San Diego units collaborate to find solutions to complex challenges, and coordinate efforts to maximize collective impact.

Leaders in organizational operations from Academic Affairs units, including Extension, The Teaching + Learning Commons, and Resource Administration, have spent the last several months working with colleagues in Information Technology Services (ITS) to better unify the landscape of Extension and general campus subsystems. Given the progress on infrastructure integration, this is an opportune time to broaden the discussion to include the future of intellectual collaboration on programming and assessment between Extension and other Academic Affairs units.

Charge

The discussion group will include the core operational leaders, leaders of a few Academic Affairs units with potential for strong partnership with Extension, and faculty members who are deeply knowledgeable about Extension. The group's charge will be to imagine future directions for intellectual collaboration (and associated operational factors) that are aligned with Extension's core strengths and university priorities. This group will explore ways to synergize across the programs and services offered by Extension and other units, including divisions/schools, Teaching + Learning Commons, University Library, Enrollment Management, and Resource Administration. The overarching goal is to make Extension a more integral part of Academic Affairs and the university, while preserving crucial elements of its portfolio that are unique within the university system and particularly valuable to the broader community.

We encourage the discussion group to think expansively about the intellectual and methodological possibilities. The group should consult broadly, seeking input from faculty and staff colleagues from numerous divisions and offices to understand intellectual priorities, organizational dynamics and institutional history. It should also avail itself of information from the literature and industry best practices.

The discussion group is charged to:

- Study current programs and services within UC San Diego's Extension and the related items elsewhere in Academic Affairs in order to identify existing, nascent, or possible future intellectual collaborative opportunities that align with university priorities
- Examine how Extension units in peer institutions, in the UC and elsewhere, are achieving synergy with their corresponding Academic Affairs units; identify methods and partnerships that could be usefully adapted for use on our campus
- Identify any significant operational challenges that would need to be addressed to bring the above ideas to fruition
- From the above, form recommendations regarding next steps for the facilitation of deeper intellectual partnership between Extension and other academic units on our campus

In formulating its recommendations, we ask that this group consider:

- Thematic dimensions: What is the array of conceptual areas in which Extension and other Academic Affairs units have the greatest current potential for collaboration? Which have the greatest potential to impact student success, the student experience, and other university priorities?
- Cultural factors: Which units or stakeholder groups are most crucial to involve early on? How can we leverage campus champions to accelerate progress across campus? What kinds of concerns might arise and how can we address these?
- Implementation: What are key actions required for implementing the group's recommendations? Which units will be involved with overseeing each of the proposed recommendations? What is a reasonable timeframe for implementation?
- Resource Administration: What new resources, tools, programs, or services might be needed? How might we coordinate them with each other and with what already exists? What are likely costs?
- Communications strategy: How can we communicate related information across campus efficiently and effectively? How can we strengthen internal information-sharing and coordinate messaging to external audiences? How can we make the case that changes benefit students, faculty, and the institution as a whole?

Workplan

- Discussion group charged Spring 2020
- Discussion group meets periodically through end of Fall 2020
- **Draft report submitted by week 5 Winter 2021**
- Final report submitted by end of Winter 2021

Membership

Administration

- Lisa Ordóñez, Dean of the Rady School of Management – Chair
- Edward Abeyta, Associate Dean of Community Engagement and Pre-College Programs
- Carlos Jensen, Associate Vice Chancellor for Educational Innovation
- Douglas Lincoln, Chief Administrative Officer
- Steve Ross, Associate Vice Chancellor for Resource Administration
- Hugo Villar, Associate Dean of Professional and Continuing Education

Senate Faculty

- John Hildebrand, Professor, Scripps Institute of Oceanography
- Elizabeth A. Komives, Professor, Chemistry & Biochemistry
- Hemal Patel, Professor, Anesthesiology
- Laurie Smith, Professor, Cell and Developmental Biology
- Shankar Subramaniam, Professor, Bioengineering

External Consultants

- Rovy Branon, Vice Provost of Continuum College, University of Washington
- Michael T. Brown, Provost and Executive Vice President – Academic Affairs, University of California
- Carolyn Kirkwood, Founder and Director, Hunter Kirkwood Limited