

Career and Personal Education

Explore the opportunities. Realize your potential.

September 2014



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

BACKGROUND

Why is Career and Personal Education (CPE) important?

Growing demand, changing demographics, and lifelong learning present significant opportunities for UBC to expand and enhance our offerings in CPE

Our vision

Strong connection to UBC academic expertise across learner' professional and personal lifetimes

Our mission

- Provision of high-quality programs and courses that align globally-recognized UBC areas of excellence with learner, industry and societal demand
- Provision of just-in-time, accessible learning opportunities for students
- Provision of strong business support for Faculties, enabling faculty focus and reinvestment in education, research and services

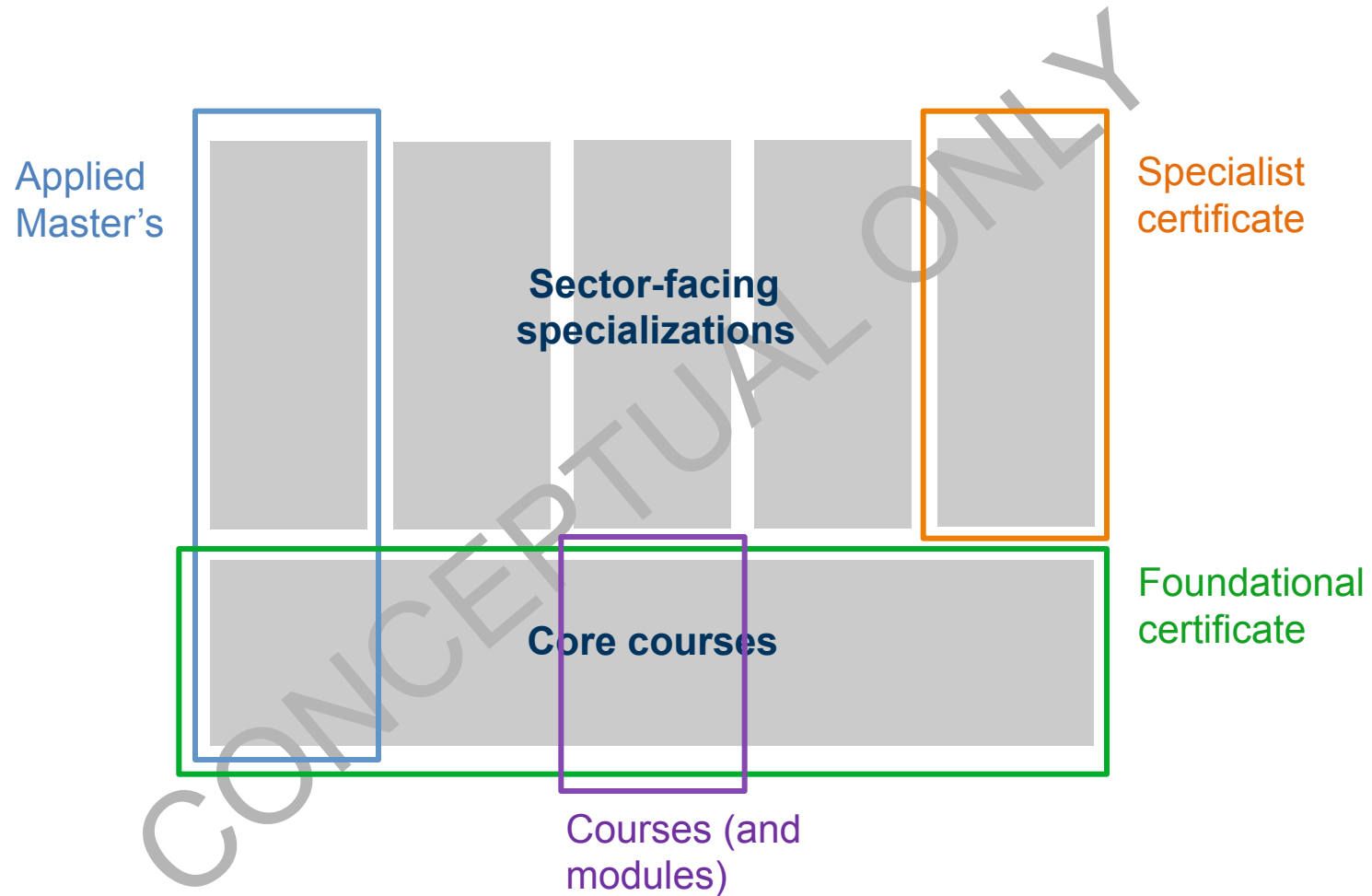
SCOPE OF CPE OPPORTUNITY

- Imperative for UBC to leverage our place-based and academic advantages in an increasingly competitive global market
- Concrete opportunities to re-launch and grow current programs (allowing us to target different learner markets, incorporate different modalities, or re-price)
- Four market segments – Applied Master’s programs, applied non-degree (e.g., certificates and diplomas), access credit* and personal development
- Need for UBC focus on developing ‘hubs’ of program opportunities so that sector-facing specializations are underpinned by a foundation of core curriculum (with the Applied Master’s is the source for all derivative credit and non-credit certificates and courses)

* Access refers to offering current credit courses ‘off peak’ (e.g., evenings, weekends, online)



POSSIBLE 'HUB' STRUCTURE IN APPLIED PROGRAMS



SUMMARY OF TWO BROAD MARKET SEGMENTS

	Applied	Access
Rationale	<ul style="list-style-type: none"> • Market demand (revenue) • UBC- / Place-based strengths • Government alignment • Pricing upside in some programs 	<ul style="list-style-type: none"> • Content repurposing from credit (profitability) • Flexibility for UBC students • Appeal to adult / working learners (modularity, with degree bundling) • Community / alumni engagement
Challenges	<ul style="list-style-type: none"> • Curriculum focus / context across learner types • Different levels of price sensitivity by learner type • Recruitment / marketing across diverse and disperse market 	<ul style="list-style-type: none"> • Pricing (rise in open offers) • Enrolment management (scale vs quality) • Risk of reputation diffusion • Laddering
Implications for program design	<ul style="list-style-type: none"> • Off-peak delivery (evenings, weekends, online) • Capstones • Practicums / internships • Custom industry programs 	<ul style="list-style-type: none"> • Off-peak delivery (evenings, weekends, online) • Modularity • Curriculum coherence / pathways for degree seekers
Learner profile	<ul style="list-style-type: none"> • Recent graduates • Mid-career professionals (progression to management roles, need for greater specialization, change in sector) • Senior executives (skill enhancement) 	<ul style="list-style-type: none"> • Current UBC students • Part-time (non-UBC student) degree seekers • Adult learners (skills acquisition, personal interest) • Professionals (skills acquisition when academic content in applied fields, e.g., engineering)

CHOOSING PROGRAM PRIORITIES

Economics

- Scale of demand
- Sustainability of demand
- Potential for repurposing (from and to)
- International scope
- Potential for external funding

UBC ability to capture

- F(f)aculty skill and will
- Clear differentiation vis-à-vis competition
- Defensibility (e.g., interdisciplinary programs, UBC expertise)
- Speed to market (existing content etc.)
- Partnership opportunities

Strategic alignment

- UBC strengths and structural advantage
- Impact on UBC reputation / brand
- Vancouver place-based strengths and structural advantage
- Government priorities

EMERGING CPE PROGRAM OPPORTUNITIES

Program development
in progress

Program discussions
underway

Applied hubs (sector-focused)	Access clusters (theme-focused)
Business (core + finance / PSM / strategy / innovation + mining, health, ...)	
Policy (core + development sustainability, global governance)	Asia (e.g., Asian law, languages)
Applied sciences (core + mining, clean energy, forestry, naval, software systems)	Extractive industries (e.g., mining, forestry, fisheries)
	Sustainability (e.g., energy and climate change, conservation, natural resource law)
Applied health (core + public health, administration, ... tbc)	Health and wellbeing (e.g., chronic care, health law, financial planning, food / nutrition)
Data science (core + health, data visualization, business, policy ... tbc)	
Communications (core + creative writing, digital media, translation, ... tbc)	Liberal arts enrichment (e.g., psychology, philosophy, literature etc.)
	Social sciences (e.g., economics, history etc.)

WHAT DO WE NEED TO DO?

- Establish a consolidated **Faculty-facing support engine** for UBC in applied and access programs
- Establish a **streamlined program approval process** with support from Faculties, the Provost Office, FoGPS, Senate and CTLT – and including structured discussions with Victoria
- Form a **pan-UBC advisory group** (with industry representation) to guide program and organization development in applied and access programs
- Create a **risk pool** to reinvest a portion of profits in launching additional programs and to protect against market uncertainty

CREATING A FACULTY-FACING SUPPORT ENGINE FOR CPE

- Build capabilities in areas where:
 - Faculties typically lack experience and capacity
 - Where UBC can leverage economies of scope (and possibly scale) through an integrated approach
 - Where objective challenge can add substantive value for Faculties
- Retain organizational flexibility initially to maximize responsiveness and minimize financial commitments (e.g., internal secondments, consultant capacity)
- Leverage UBC capability and experience wherever possible
- Evolve engine capability from strategy to business management as direction for UBC CPE confirmed
- Complement integrated team support with continued investment in cross-Faculty exchange to capture input, share best practices and build alignment (e.g., CPE curation think tank, Dragon's Den sessions, academic peer counsel role in incubator)

SHAPE OF PROPOSED INTEGRATED CPE SUPPORT ENGINE

Capability	Rationale
Strategic challenge and opportunity identification	<ul style="list-style-type: none"> • Tensions between academia and business orientation • Value of University program focus and coherence • Facilitation of inter- and intra-Faculty alignment (market segmentation) • Objective challenge (including focal point for external peer input)
Business development and market assessment	<ul style="list-style-type: none"> • Capability and capacity often not existing in Faculties • Economies of scope in market assessment • Value of 'external to Faculty' project management and fact-based challenge to build alignment
Marketing and pricing	<ul style="list-style-type: none"> • Critical program success driver, with capability often not existing in Faculties (many current programs under-priced) • Substantive marketing challenge (e.g., global competition, peers ahead of UBC) • Economies of scope in marketing • Opportunity for more coherent UBC profile in market
Financial analysis	<ul style="list-style-type: none"> • Alignment with business development • Economies of scope in full-cost modeling / analysis under uncertainty
Policy and operations	<ul style="list-style-type: none"> • Effective collaboration with FoGPS in degree program approval and oversight • Coordinated interface with campus stakeholders around demands on infrastructure (Library, VPS, CTLT, UBC IT etc.)
Learning technology and pedagogy	<ul style="list-style-type: none"> • Economies of scale / scope (investment requirements) • Consistency in student experience • Risk management (IT)
Program approval (concierge)	<ul style="list-style-type: none"> • Economies of scope in project management of approvals process • Coordinated interface with Senate and Victoria