

Operational and Organizational Review of Teacher Education Office (TEO), Faculty of Education

Submitted by:
Clara Ng, Director of Finance

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Summary

An operational and organizational review of the Teacher Education Office (TEO) was conducted throughout May 2015. This report details the findings, commendations and recommendation of the review of the Teacher Education Office (TEO), which was initiated by the Dean. The review team assessed the TEO unit in several functional areas: unit staffing; Native Indian Teacher Program (NITEP) in relation to TEO, administrative operations, staff duties and the Faculty's communications/marketing portfolio.

Background

The Faculty of Education throughout 2014 – 2015 will be reviewing all service units which include, Teacher Education Office (TEO), Office of Graduate Programs & Research (OGPR), Centers, Dean's Office and Professional Development & Community Engagement (PDCE) to ensure that all service units provides support and services that aligned with the Faculty's strategic plan while ensuring resources are being used effectively and efficiently, streamlining functions wherever possible.

We appreciate the full assistance we have had from everyone in the Teacher Education Office and others in the Faculty.

Teacher Education Office (TEO) Brief Overview

The Faculty of Education offers BC's largest and most comprehensive teacher preparation program that includes all teaching specializations for secondary education, along with elementary and middle years options. UBC Faculty of Education offers the only International Baccalaureate Organization-recognized teacher education program in Canada as well as the first university-based Montessori Educator program. The Faculty offers an extensive graduate program, professional development options for teachers and BC's longest running teacher education program for those of Aboriginal heritage (NITEP). It also offers a complete teacher education program in the West Kootenays (WKTEP) and a secondary teacher education program in the Dadaab Refugee Camp in Kenya.

Mission of TEO: <http://teach.educ.ubc.ca/about/mission/>

TEO Unit Review Principles

This is an operational and organizational review of the Teacher Education Office (TEO). The review team consists of Dr. Rita Irwin, Dr. Wendy Carr, Clara Ng and Rhea Ravanera. Clara Ng will provide a written report to the Dean. Dr. Rita Irwin, Dr. Wendy Carr and Rhea Ravanera will provide a response to the written report submitted. This is a review for transitional planning and potential integration of support functions within the Faculty wherever possible. This review is not an individual performance review but rather a review of the whole TEO unit.

The University will be conducting annual reviews of all administrative units (FY 15/16 Operational Budget Review Presentation) to ensure units are outcome oriented while benchmarking expenses and divided return. The Faculty of Education is following similar procedures for the unit reviews in the Faculty. A written recommendation from the Director of Finance will be submitted to the Dean by June 1, 2015.

Key Findings

Commendations

1. The TEO provides excellent student and program services to the whole Faculty (e.g., course scheduling, instructor appointments, training on student records, front counter support, and advising for courses, BEd program, certificates and diplomas, and more).
2. There is a strong sense of teamwork and a positive work environment with all staff interviewed in TEO. Staff are proud to be working in TEO.
3. Community Field Experience (CFE) is a highly valued component of the TEO program. Students speak highly of the experience. Opportunities have been identified for CFE in First Nations communities through NITEP's relationships with the communities.
4. Web & Communications Coordinator currently provides excellent web support to all aspects of the TEO, including NITEP (NITEP updates its web content), WKTEP and the Dadaab Teacher Education Program.
5. TEO currently has a strong marketing and communications strategy encompassing web design, content management, graphic design, marketing, photography and digital strategy.
6. The TEO organizes many Faculty-wide events (e.g. career fair, awards night, September orientation, professional meetings, etc.) that serve as excellent student and alumni functions.

Observations

- 1 Many staff have overlapping responsibilities in admissions, recruitment and advising which is resulting in a less focused strategy, particularly in recruitment.
- 2 There are currently too many direct reports in the July 2015 reporting structure to the Associate Dean (10 staff currently report directly to the Associate Dean, 5 to Admin Manager).
- 3 Program Coordinator duties and job descriptions align with duties of a staff Management & Professional (M&P) under student advising job family (e.g., Student Management Level B/C).
- 4 There are questions about how NITEP and the TEO work together. TEO currently provides admissions support (e.g., transfer credits, evaluating transcripts, and mapping out program/courses) to NITEP students and could potentially provide full advising support (Years 1- 4).

- 5 The Faculty can capitalize on TEO's marketing and communications expertise. A communications strategy and a Faculty-wide communications /marketing unit would be beneficial to ensure that the Faculty has a comprehensive and cohesive communication strategy.
- 6 Opportunities have been identified for professional development for teachers in the school districts. It was suggested that PDCE take a more pro-active approach in seeking TEO's input on professional development and the needs of the school districts. TEO currently advises students on PDCE-administered diploma and certificates programs.
- 7 TEO staffing costs have increased significantly above inflation (inflation ~2%); ~\$112,000 increase from 2009 to 2014 (\$464,392 to \$577,213).

Recommendations

Recommendation 1: Review all current Program Coordinator job descriptions to ensure appropriate appointment for the job duties.

Rationale: Program coordinators duties and job descriptions align with duties of a staff Management & Professional (M&P) under student advising (e.g., Student Management Level B/C). The faculty collective agreement states: "Lecturer' means a person holding an appointment without review for a term of twelve (12) months or less with responsibilities limited to teaching and related duties which may include administrative responsibilities normally undertaken by faculty members." The duties performed by Program Coordinators do not fall under the definition of a Lecturer under the collective agreement.

Recommendation 2: Streamline and consolidate existing clerical staff job duties to reduce duplication of duties to increase efficiency.

Rationale: In reviewing the job duties of clerical staff, the current duties can be better utilized and streamlined through hiring of one senior level clerical staff and reassigning junior tasks to potential Work Learn students. The size of the unit and the volume of requisition (~400 per year) is roughly half of a typical FoE department's volume. Consolidating the Front Counter 2 position with Administrative Support 4 (finance staff) into one senior front desk and admin support is recommended (e.g., Finance and Front Desk Support). Financial and front desk support is often one position in various smaller departments and units on campus. This will provide savings of approximately \$50k in salary and benefits. During peak periods in TEO, it is recommended that the TEO can look into hiring temporary student support (e.g., Work Learn or co-op student) for clerical assistance.

Recommendation 3: Integrate NITEP into the TEO by providing flex work space, marketing, web, financial, clerical and student advising support to the Native Indigenous Teacher Education Program (NITEP) for Years 1 - 4.

Rational: NITEP is a program within TEO and efficiencies in staffing and services such as web, communications/marketing, advising and finance can be better streamlined between the two units. Multiple interviewees pointed out that there is often confusion around which unit should provide the advising support for students, particularly in year 4. In addition, there are concerns about the availability of the NITEP's program advisor. NITEP students often contact TEO due to the lack of availability for 4th year advising support, students are often unable to find NITEP's designated personnel for advising. A NITEP Handbook document has been created to provide clarification on advising roles. A revised section in the handbook outlining the specific expectations from TEO's program advising for the NITEP program would be beneficial.

The short term recommendation (3 months) would be for the NITEP staff to be more integrated with TEO through more frequent communication and closer working relationship. It was suggested that the NITEP Assistant Director and the On Campus Coordinator can physically work in TEO for a few hours a week. The Assistant Director should be included in all TEO communications and the Administrative Manager is included on all NITEP communications. This will ensure that both units are informed of announcements, policies and upcoming events. CFE opportunities in the First Nations Communities have been identified and opportunities can be capitalized through the existing strong connections with the community in the NITEP program.

The long term recommendation (1 year) would be for NITEP to be fully integrated to TEO's support functions so that TEO can provide NITEP with marketing, web, financial and student advising support. NITEP will then reduce one clerical support staff which will result in approximate savings of \$50k in salary and benefits.

Recommendation 4: Review current reporting structure to streamline various functions and to reduce the number of direct reports to the Associate Dean.

Rationale: There are currently too many direct reports to the Associate Dean based on July 2015 reporting structure (10 staff currently report directly to the Associate Dean, 5 to Admin Manager). Current staff has overlapping responsibilities in admissions, recruitment and advising. In addition, staff with student support responsibilities would be better aligned if they report to the staff responsible for Advising or admissions. In order to enable better communication and cross tasks efforts, a new organizational structure is recommended whereby various staff are reorganized into job function clusters and report to a senior administrator position (e.g., Co-Director, Admin). The Co-Director, Administration position then reports to the Associate Dean (Please see proposed revised organization chart).

Currently, multiple staff have recruiting responsibilities which result in diverted recruitment efforts. It is recommended that a dedicated 50% recruiter position is hired through reassigning existing duties between the program coordinators, admissions officers and student support so

that it will free up one staff position at 50% to focus solely on recruitment and recruitment strategies. This will provide a stronger focus and strategy on recruitment efforts.

Recommendation 5: Integrate the Web & Communication Coordinator position into the Faculty wide communications portfolio.

Rationale: A communications strategy through a communications/marketing unit would be beneficial to ensure that the Faculty has an overall Faculty-wide communication strategy. The current Web & Communications Coordinator would be part of the portfolio with a focus on TEO.

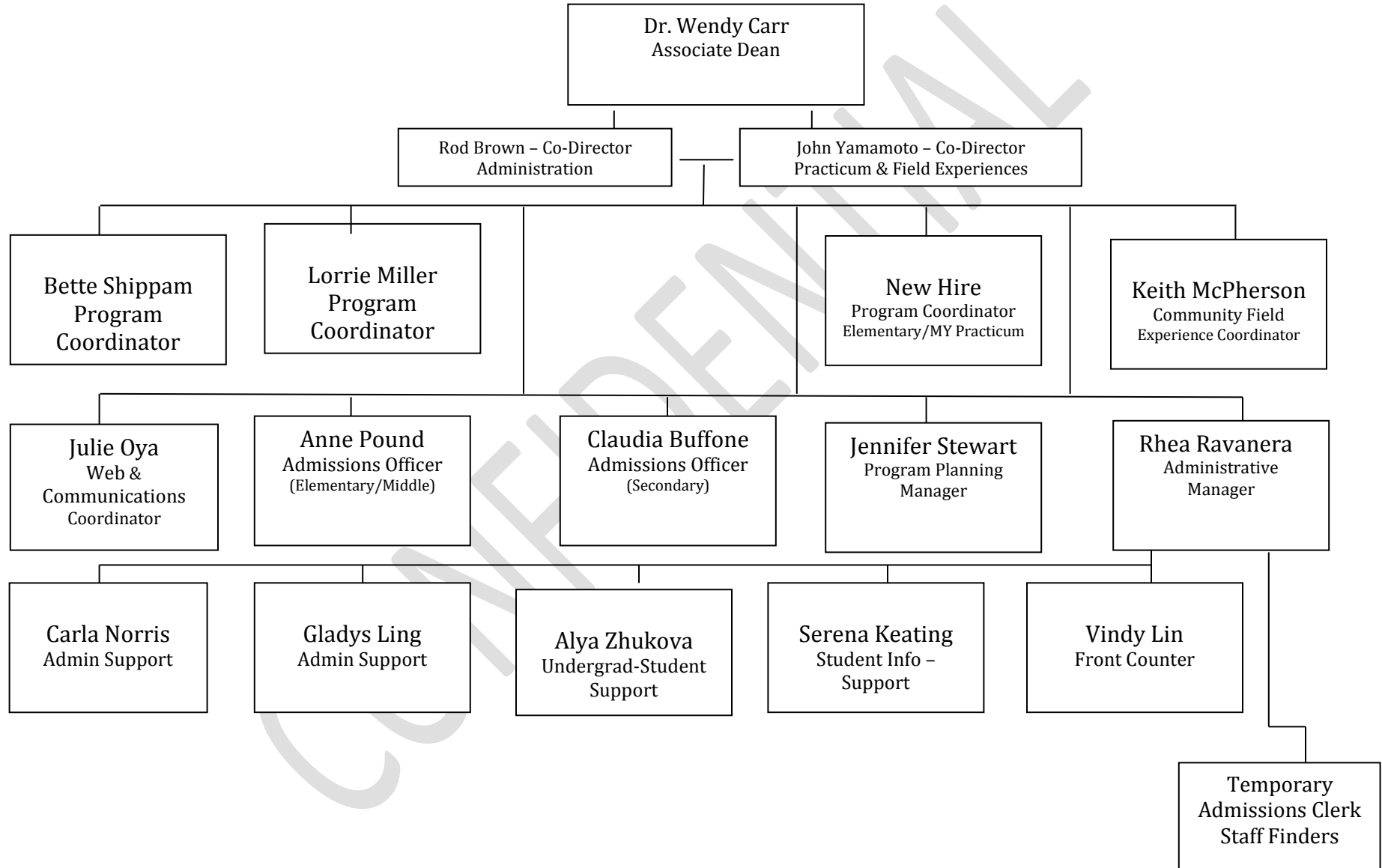
Please see Appendix A for proposed implementation plan.

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Appendix A: Implementation Plan

		FY 15/16			FY 16/17			
Action:	Lead:	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Submit report to Dean	Clara Ng	May - June 2015						
Meeting with TEO staff to discuss about review recommendations	Wendy Carr		July - Sept 2015					
Review all current Program Coordinator job descriptions; meet with Program Coordinators	Wendy Carr Pam Ratner		July - Dec 2015					
Integrate NITEP into the TEO by providing office space (Advising & Asst. Director)	Rhea Ravanera			Oct - Dec 2015				
Integrate the Web & Communication Coordinator position into the Faculty-wide communications portfolio	Clara Ng				Oct 2015 - ongoing			
Streamline & consolidate clerical staff duties; rewrite job descriptions	Rhea Ravanera				October 2015 - ongoing			
Review current organization reporting structure	Wendy Carr & Rhea Ravanera		July - Dec 2015					
Implement new organization reporting structure	Wendy Carr & Rhea Ravanera				October 2015 - ongoing			
Reclassify Program Coordinator job description to M&P	Wendy Carr & Rhea Ravanera						April 2016 - ongoing	
Review NITEP program & consolidate finance function	Rhea Ravanera Jessica LaRoche						April 2016 - ongoing	

Appendix B: Current Organizational Chart (July 2015)



Appendix C: Proposed Organizational Chart

