

Operational and Organizational Review of Teacher Education Office, Faculty of Education

To: Clara Ng, Director of Finance

June 8, 2015

Thank you for your careful review of the Teacher Education Office during May. We appreciated the commendations received and agree there is much to be proud about in the work we do in our unit. At the heart of what we do in the TEO is to serve the Faculty by recruiting and supporting students in BEd and diploma programs, liaising with and supporting departments and units, and ensuring efficient, sustainable coordination of the teacher education programs in Vancouver, West Kootenays and Dadaab. We have discussed and provided responses to your recommendations and are pleased to discuss further as necessary.

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.

Response: Explore this recommendation with Faculty Relations.

We reviewed the job descriptions for the TEO’s 12-mo lecturers, comparing them to what might be perceived as similar positions in the M&P stream.

We then consulted with the Senior Manager, Faculty Relations and the Faculty’s Senior Associate Dean of Administration to discuss the implications of shifting four of the six lecturer positions to M&P. They noted that, while it could be argued that the job descriptions are similar to those of M&P and that salaries are perhaps higher than the positions warrant, these employees were appointed at this rank with these salaries by the DNSO. If this was an error, it seems punitive to make them suffer financial and other losses to correct it, and we could expect the loss of morale to have severely deleterious effects on the TEO. Their advice was to not enact this recommendation but to consider hiring replacement employees as M&P in the future, i.e., if/when the current employees leave or retire.

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.

Response: Streamline Admissions Officer and realign Admissions support staff duties to meet DNSO savings goal.

Consolidating the reception and finance clerical position will negatively impact the operations of TEO and the level of service that is currently available to students and faculty members. A small-scale reorganization of clerical personnel is planned when the current finance clerical employee goes on maternity leave. The plan to integrate NITEP into TEO will also require more resources from the financial clerk that will not be available if this position is cut.

We propose addressing the recommended streamlining by reducing one M&P position by 35% (Admissions Officer), which would result in approximately \$18,660 savings. The cyclical nature of the Admissions work provides us an opportunity to tighten processes so that some efficiencies can be accomplished. The extra work that will result from this reduction will be handled by the current Admissions staff.

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.

Rationale: 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.

Response:

We agree with this recommendation. The TEO Program Coordinator who acts as NITEP liaison works very hard to support the work of her NITEP-based counterpart while carefully trying not to interfere with her colleague's autonomy. The availability concerns described above create challenges not only for NITEP students but also for those in the TEO trying to support them.

The proposed integration strategy of inviting the NITEP Director and Program Coordinator-Student Support to spend part of each week in the TEO represents a good first step as do the recommendations regarding communications, although it should be noted that most wide-scale messages are currently sent to listservs that include NITEP colleagues and students.

Financial and marketing/web communication can gradually be integrated into the TEO's support functions, which is a goal towards which we can work with closer weekly contact with NITEP's Director. This will ensure the success of this integration because NITEP leadership will help manage this change, recognizing that they have a voice in the process. It is also important that the changes be communicated and facilitated by someone in the Dean's Office who has experience and expertise with the cultural sensitivities around Indigenous issues.

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 that 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.

Response:

The organization chart used in the TEO review may have inaccurately represented the current reporting structures, which actually has a high number of reports directly to the Director and only four directly to the Associate Dean (Director, Admin Manager, Web/Communications, Program Planning Manager).

We agree that a small number of reports to the Associate Dean is best and that all of those currently attached to the Director should be transferred to the new Co-Directors and the Program Planning Manager and Web/Communications Coordinator continue to report to the AD.

Rather than appoint a 50% position dedicated to recruitment, the new Co-Director – Administration will oversee recruitment efforts in the TEO (involving the CFE Coordinator and Admissions Officer who currently work in this important area) while liaising with a Faculty-based Marketing/Communications Director to align TEO efforts with those of the Faculty. This will also help in meeting DNSO savings goal.

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.

Response:

We agree that a strategic and coherent approach to communications and marketing across units of the Faculty is needed. We believe that a 20% involvement of TEO's web/communications coordinator would serve this approach.

A Faculty-based Director of Marketing and Communications is essential to providing direction and oversight while respecting the very real gains that have been achieved in the TEO with respect to effective branding, cohesive messaging, and strategic, cost-effective marketing.

Drawing more than 20% of the TEO's web/communications coordinator's time could jeopardize the fine balance that currently exists and adversely affect recruitment, which is a key goal of the coordinator's portfolio and links directly to maintaining and growing enrollment in the program that generates such significant revenue for the Faculty.

Signed:

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Dr. Wendy Carr, Director, Teacher Education

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Dated: June 8, 2015