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Division of Continuing Education

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UNIVERSITY OF NORTH DAKOTA - QUASQUICENTENNIAL - DEPARTMENT HISTORY



UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

DIVISION OF CONTINUING
EDUCATION

Dean Emeritus, Ben G. Gustafson
Robert Boyd, Fred Wittmann,
Lynette Krenelka, Kim Pastir



DEPARTMENTAL HISTORIES

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Outreach Programs 1911-1983

OUTREACH PROGRAMS: 1911-1983

Dean Emeritus Ben G. Gustafson
Robert H. Boyd, Dean



PREFACE

The history of outreach at the University of North Dakota is rich with evidence of vision, caring and commitment on the part of those who have "extended" the University beyond its campus. Those of us who will lead future efforts and benefit from those who have preceded us, honor our historical outreach roots and look forward to our opportunities to help others be lifelong learners.

The challenges of the future will be many. As greater demands are placed on the finite resources of the University and off-campus learners request more services, every effort must be made to use finances and delivery systems in more creative and productive ways. And in addition to these efforts, we in outreach must encourage the study of the lifelong learning in order to better understand and respond to the special educational needs which are identified. Efforts to meet these challenges will be greatly enhanced by the high priority placed on outreach at the University of North Dakota. Encouragement, co-operation and support of the university leadership is not only a promise of the future, but reality of the present.

I want to thank Dr. Ben G. Gustafson for agreeing to write the following history. His willingness to give hours of his time and to share his many remembrances have contributed to a final product which is consistent with the excellence he demonstrated as Dean. He will forever be an advocate for the lifelong learner and I have the privilege of calling him a colleague and a friend.

Robert H. Boyd, Dean
Outreach Programs
June 1982

The 1914-1915 University Extension Lectures Bulletin of the Extension Division of the University of North Dakota stated that "University Extension began as an attempt to extend University instruction to extra-mural students." The work consisted of lectures and class teaching similar in character to that given in residence study. It was thought that only definitely organized groups with a plan of serious study could be benefited. The expression "carry the University to the people" was given a literal interpretation. The recent growth and development of Extension, however, has had a broader and a more social service meaning. The Extension Bulletin closed with this observation by Dr. Frank C. English, then Director of the Extension Division, "A survey of the Extension activities in American Universities indicates that the work consists of disseminating knowledge and information acquired from investigation and research, of bringing some of the cultural and instructional life of the University to individuals and groups distant from the college campus, of rendering service as a cooperative institution through which expert advice, education and social welfare resources both within and without the University may be made available and effective for public use." Although written in the fourth full year of active Extension study work at the University, the foregoing quotations are as timely now as then.

Dr. Frank L. McVey, then President of the University, had given a clue of things to come in his inaugural address in the spring of 1910 when he said, "Education neither begins nor ends with the four years of a college course. It is coincident with life itself. Realization of this truth has brought some universities to an understanding of their full function and duty to the people of the commonwealth . . . it is apparent that not all the alert, able and ambitious young men and women can have the advantage of residence at the University . . . distinct educational problems are thus created which have their solution outside the University Campus . . . the University must step into the breach and supplement the existing agencies . . . the University of North Dakota has organized an agency to meet both these problems, the one through correspondence courses of study, and the other through extension lectures and classes."

The staff of the new Extension Division in the fall of 1911 consisted of President Frank L. McVey as director, Miss Mabel Randolph as secretary, and Newton C. Abbott as field organizer. There was the Bureau of Educational Cooperation and the Bureau of Public Service. Thirty-four full time faculty members were listed as extension lecturers. Among these names are those of George A. Abbott (Professor of Chemistry), Earle J. Babcock (later Dean of Engineering), Melvin A. Brannon (first Dean of the Medical School), Elwyn F. Chandler (another Dean of Engineering), Bertha Erdmann (first director of a nurses' training program), John M. Gillette (rural sociologist), Raymond R. Hitchcock (mathematics), Gottfried E. Hult (world famous literature authority), Joseph Kennedy (first Dean of Education), Arthur G. Leonard and Howard E. Simpson (geologists), Orin G. Libby (American history authority), Vernon E. Squires (later Dean of Science, Literature and Arts), Albert Hoyt Taylor (the inventory of radar), and John M. Tinglestad (Scandinavian Languages).

The academic stature and professional eminence these persons acquired as the years went by are mute testimony of the quality of the faculty that Dr. Frank L. McVey found and brought to the campus. These were men and women of vision and action as is borne out by subsequent events. Frank McVey left the campus in 1918 to be succeeded by Thomas F. Kane.

J. J. Pettijohn was made the first full-time director in 1913. Dr. Frank Clare English became the second Director of the Extension Division in 1914. He was succeeded in 1919 by Albert H. Yoder, one of the great extension organizers of his generation. Yoder had an administrative staff of five in 1919, with five stenographers and assistants. Instruction was offered in organized classes, in correspondence, and in lectures. He set up a successful University Lyceum Bureau. Fees were \$4 per semester hour. Offerings in the 1923 Extension Bulletins were expanded to include a reading course program, a visual education and instruction program, and an art and dramatics program. During this period the Extension Division assumed control of the state high school contests in music, declamation, debate, track, and tennis. The Bureau of Public Information ran a clipping bureau, organized courses of study, issued a weekly news bulletin, and introduced radio broadcasting to the University.

Among the new members of the 1923 staff who attained eminence and remained for long service on the University campus were: Margaret Beede (English), Henry A. Doak (English), H. J. Humpstone (psychology), David R. Jenkins (engineering), Clarence Perkins (history), Alice G. Richardson (business education), Ezra T. Towne (economics and first Dean of Business Administration).

The 1927-1928 Extension Bulletin has an opening statement by A. H. Yoder that could well have been written in 1981: "Although the University is prepared to take care of all those who are prepared to enter its walls, follow its curriculum and conform to its regulations, yet there are many who are unable to come. Some are lured by the immediate prospect of wages but more are forced into immediate employment by the necessity of making a living . . . these courses, therefore, appeal to students who have been forced to drop out of high school or college; to grade and high school teachers who cannot leave their positions; to all instructors, even those in higher institutions who desire guidance in their special fields; to professional men and women who need to supplement their training; to parents who are uncertain how to deal wisely with their children and who are eager to help them advance in their school work; and to forward looking men and women of every walk and relation of life." Fees were still \$4 per semester hour. The Department of Public Service listed high school and college correspondence, extension classes and lectures, and added state P.T.A. services and a high school publication contest to the existing school contests. Dramatics and playmaker activities were expanded and the visual education program was growing.

The last complete Extension Bulletin for this first great period of extension services at the University of North Dakota came out in 1931-1932. The organization of the Division at that time was as follows:

DEPARTMENT OF INSTRUCTION

1. Instruction by correspondence
2. Instruction by extension classes
3. Instruction by means of lectures and conferences

DEPARTMENT OF PUBLIC SERVICE

1. Bureau of Educational Cooperation
2. Bureau of Public Information
3. Bureau of High School Declamation and Dramatics

At that time an extensive clipping library was maintained for declamation readings, dramatics, news, and debate demands. A library service was maintained and an extensive program of activities was carried on involving cultural and service organizations. Much time and energy was devoted to the needs of the educational agencies in the state. A relatively large staff (six in administration and ten secretaries and student assistants) was kept busy and an adequate appropriation made large fees unnecessary. After twenty-one years of hard work by capable and dedicated people, the Extension Division of the University of North Dakota was in a position of national leadership.

The years of 1932-1933 saw the end of this active and broad concept of extension education at the University of North Dakota. The Great Depression of the "Dirty Thirties" was a reality and economize was the order of the day. A large part of the Extension Division appropriation was amputated. The beginning of the 1933-1934 school year saw the staff reduced to M. Beatrice Johnstone as Director and Mrs. Eva Carson Ball as her secretary in charge of the correspondence department.

M. Beatrice Johnstone had come to the Extension Division from the Grand Forks County Superintendent's Office in 1925 as the secretary of the Department of Public Information. Eva Carson Ball had come to the University in 1917 as the secretary to the Registrar and had become Albert H. Yoder's secretary in 1919. She had left the University in 1922 and returned in 1927 to the Extension Division.

Miss Johnstone and Mrs. Ball carried on the activities of the Extension Division from 1932 to 1955, when Johnstone retired. The Correspondence Division grew and flourished until it carried on an extensive high school and college program with an average of 2,500 registrations and 78% completions.

Off-campus activities were continued and many accomplishments were made. Graduate classes in education were promoted and encouraged by Dr. J. V. Breitwieser, Dean of Education and Director of the Graduate Division. Many class activities at the undergraduate level were carried on. The most notable of these were the projects of Dean E. Kenneth Smiley. Dean Smiley maintained a supervised study center at Lisbon from 1932 to 1934, but lack of enrollment in the fall of 1934 curtailed this activity. Many came to the University from this program that Dean Smiley had worked so hard to develop. A Speakers Bureau was maintained and extensive service was rendered.

Dr. John C. West had come to the University as President from the Grand Forks Public Schools in 1932. He was succeeded in 1956 by Dr. George W. Starcher, who had come from Ohio University. Mrs. Eva Carson Ball was carrying the entire load of extension when President Starcher came to the campus.

President Starcher and the Dean's Advisory Committee decided to revive a broad University Extension Program in 1957. They called Associate Professor Bernhard G. Gustafson from the Chemistry Department to set up the program.

The appointment of someone to revive the Division of Extension came at an opportune time. By 1960 class programs had been made functional at the Grand Forks Air Force Base; graduate classes at Devils Lake, Rugby, Minot, Dickinson, Valley City and Bismarck; undergraduate classes on campus and in

adjacent communities; non-credit short courses on and off campus. Statewide assistance was made available to the Governor's Community Development Program; Federated Women's Clubs; Junior and Senior Chambers of Commerce; and professional societies on the campus. A full-time University center had been implemented at Williston in public school facilities at the request of service clubs and the School Board in Williston and had an enrollment of 145 (96 full-time) by September, 1961, with full and part-time faculty.

The first off-campus undergraduate program was three years in length (1958-1961) and offered from three (3) to five (5) classes at the Finley Radar Base. The participation percentage of personnel at that Base was so high under a S. Sgt. Walter Smith that the Base received the Top Air Force Educational Award for SAC bases in the continental United States. The first faculty teacher to go to Finley was Mrs. Mary Ellen Caldwell of the English Department. She was joined later by C. J. Whalen from Accounting. This small beginning proved to be a good entree into the Air Force Educational Complex. It was also during those years that the Division became useful to the North Dakota Elementary and Secondary School Science Institute (now a part of the North Dakota Academy of Science).

It was during 1960-1961 that Mrs. Virginia Kaloupek was invited to come to the Division as the Staff Accountant and Registrar. Mrs. Kaloupek later became an Assistant Dean in charge of all records for the Division. Her appointment proved to be a very fortunate one as activities of the Division expanded and became more complex. She brought much national status to the University (and the Division) by her activity in the "National University Extension Association" and the "National State University and Land Grant College Association's National Council on Extension." She became a nationally recognized authority on Extension Division financing.

The University Extension Committee of the University Senate helped to strengthen the position of the revived "Division on Extension" (later "Continuing Education" and today "Outreach Programs"). A "Statement of Policy for Extension" was drafted and approved by the Senate. This policy statement made the Division on extension (1) a separate administrative unit of the University reporting directly to the President, (2) established some state appropriation fiscal support, (3) gave the Division total fiscal responsibility, (4) gave the authority for approval of teaching personnel to the department heads and deans, (5) gave the Division authority over and accountability for non-credit courses and personnel, and (6) made the Director (or Dean) the responsible administrator for the Division. This policy has since been amended (1976) to place Outreach Programs under the Vice President for Academic Affairs instead of the President of the University.

During 1961-1962, fourteen (14) non-credit programs were held that involved over 4,000 persons; 3,500 of which were in four (4) programs with the Grand Forks Air Force Base. One hundred fifty-one classes were held in 1961-1962 (61 on campus) with an enrollment of 1,779 persons (1,252 men and 527 women) for a total of 7,899 credit hours, 881 of which were non-credit, evaluated on a National Extension Unit (NEU) basis. The Federated Women's Clubs, the North Dakota Governor's Development Committee, the State Health Department, the State Highway Department, the State Hospital Association, and some trade unions are examples of the expanding kinds of services the Division was being asked to provide. Correspondence class enrollments were also increasing in

number, with a 75 percent record of completion. There were also a number of splinter activities being carried on that had come into being during the Extension Division lull (1932-1958). These programs were largely the result of demands made on the Colleges of Medicine, Nursing, Engineering and Education to meet growing professional needs. Most of these splinter programs are now being administered by Outreach Programs.

1962-1963 was a year of staff personnel and long-term contract expansion by the Division. Two hundred forty-four classes (41 non-credit) with an enrollment of 4,938 (1,156 non-credit) were sponsored. Completion averages were 88.5% for these programs, with a completion record of over 70% for 1,079 correspondence registrations.

A contract was entered into in the summer of 1962 with the National Department of Defense to conduct "Shelter Management," "Radiological Detection" and "Radiological Control" non-credit classes in cooperation with the North Dakota State National Guard. Lt. Col. Norman H. Pedersen, Mr. Oswald Tufte, and Mr. William Blain were brought in, with non-tenure faculty ranks, to implement this program.

The Williston community passed a four (4) mill levy to support the center by a three to one (3 to 1) majority. The enrollments and course offerings increased to a point where five (5) persons were added to the staff. A junior college level program for "Distributive Education" was added, with Mr. Lyle Sorum in charge. The full-time staff was strengthened by the addition of Mrs. Pearl Klein (Psychology), Mrs. Irene Eide (Biology and Registrar), and Miss Helen Porth (English).

Mrs. Eva Carson Ball retired on July 1, 1963, after 43 years of service to the Division. Major W. E. Bitney replaced her as Director of Correspondence on November 1, 1963.

Class and course offerings and enrollments increased while correspondence was down. There was an increase in non-credit contracts with professional and vocational groups. Forty-one workshop sessions served 1,156 persons. The first statewide conference in geriatrics, "Action for Aging," was held in the summer of 1962. Sixty-five eminent authorities attended this session on aging, which was supported by the National Institute on Health and the North Dakota State Health Department. An excellent publication was widely distributed and established an excellent contact for the Division with State and Federal health agencies.

1963-1964 saw the Williston Center enrollments exceed the 200 goal, and the establishment of a Center Library with a full-time librarian (Miss Mary Endsley) in charge. The Center Foundation funds topped \$30,000 and a Short-Term Student Emergency Loan Fund started with a gift of \$2,400 from the Williston Rotary Club.

The Division held a statewide conference on "Mineral Resources of North Dakota," at the request of Governor William Guy and the North Dakota Community Development Committee. Seventy-eight persons were invited to participate and 72 responded. An excellent publication, "Mineral Resources of North Dakota," resulted; this publication became the basic reference for professional personnel in their projections for mineral developments in the state. It also established the Division as a resource for this kind of activity evaluation.

Mr. Oswald Tufte of Civil Defense published a 50-page manual on "Survival in a Nuclear Age." It became a standard reference for educational and professional groups, and over 10,000 were asked for from all over the United States.

Graduate programs for Master Degrees in Industrial Management were developed in cooperation with Dr. Paul Huff and Dr. G. C. Wollard from Offut Air Force Base in Omaha, Nebraska. The Graduate School entered into a contract for these services based on the schedules for class meetings and courses identified by the Division. Dr. Christopher Hamre was placed in charge of the program.

Staff members of the Division were becoming more involved with the National University Extension Association, the National Association of State Universities and Land-Grant Colleges, the Missouri Valley Adult Education Association, and the educational programs of the Department of Defense.

1964-1965 was a year of continued growth for the Division. Mr. J. I. Pennington was added to the staff as an Assistant Dean concerned with Professional Services. Negotiations were begun to acquire the North Dakota Grand Lodge Masonic Library with over 20,000 books and journals for the Williston Center. The first of a series of annual workshops on "The Local Church and Higher Education" were held in cooperation with Jamestown College. Ellendale State College was made a branch of the University under the Division with Dean Ben G. Gustafson as administrator, effective July 1, 1965.

Williston Center enrollment continued upward and Mr. H. Don Stockman was made Acting Director. The establishment of a campus was assured with the passage of a \$300,000 bond issue by the Williston School District and a grant from H.E.W. for \$360,000. These funds were supplemented in the summer of 1965 by a local drive for donations, which brought in an additional \$400,000, providing \$1,060,000 in funding for a classroom building for the Center. The site was a 60-acre plot on the northeast side of the city, with the title going from the city to the school district with only legal fees involved. Special recognition for the success of this drive must go to Mr. W. S. Davidson, Jr., Mr. Leonard Havig and Dr. Willard Wright.

April to June of 1965 found the Division involved in an "Oil Rig School for Roughnecks" at Williston, supported by CETA funds and held at the request of oil people in the Williston area. The setup for rig hiring, land lease procedures, staff organization and instruction techniques were adopted nationally and were used in the training of Eskimos in Alaska and deep-water personnel in the Gulf of Mexico. Only \$49,000 of a \$60,000 grant was used, which proved to be a useful economy in grant considerations at a later date. Fifty-three young men completed the course, and all of them earned rapid promotions on the oil rigs on which they became employed.

Because of the rapid increase in extension activity in other colleges, in part generated by the expanding University of North Dakota Division of Continuing Education, the Board of Higher Education in 1965 asked the Division to survey state extension activities and provided for the establishment of a State Council on Academic Extension.

Mr. Merton Andresen was named Assistant Dean and Director of the Ellendale Center on July 1, 1965. The enrollment went over the 200 mark. The old physical education facility was remodeled to house 34 men, with a much needed

faculty lounge as a part of the facility. The 3M Corporation provided funds for a grand piano, a good community college relationship was revived, and the Ellendale Center became a focus point for educational workshops for the area schools. The Board of Higher Education approved the recommendations made for the Center by the University of North Dakota Faculty Senate.

Mr. H. Donald Stockman was made Acting Director of the Williston Center. Music, dramatic and physical education programs were added to the curricula at the Center.

The Administrative staff in the Division remained intact in 1965-1966, with changes in responsibility. Mr. Merton Andresen was named Dean of the Ellendale Branch. Mr. H. Donald Stockman resigned at the Williston Center to become the Comptroller for North Dakota State University. Mr. Oswald Tufte was made State Supervisor for the Adult Basic Education Program (Title IIB of the Educational Opportunity Act of 1964), and was replaced in the Civil Defense educational activity by Mr. Aird C. Smith on a one-year leave from Minot State College.

The conference, workshop and institute programs involved 1,778 people in 71 sessions. The "School for Alcohol Studies" became self-supporting. The "Church and Higher Education" became terminal. The Highway Department's workshops on "Cement" and "Asphalt" became an important annual project for the Division.

Enrollment at the Williston Center rose to 238 persons with 114 course offerings. Mr. Leonard Havig resigned as Superintendent of Schools and was succeeded by Mr. Leon Olson. The Short-Term Loan Fund for students there was helped by a gift of \$1,500 from the Eilson Estate. The Masonic Grand Lodge Library transfer was completed on December 28, 1965, with a contract rental agreement by the Division to the North Dakota Masonic Grand Lodge. \$10,000 was paid to the Grand Lodge, and another \$16,000 was used for the transfer of books and the providing of facilities. The Division also provided for an evaluation of rare volumes in the collection since a large number had disappeared. Several hundred volumes, with an average value of over \$30 per volume, were placed in restricted use in the Chester Fritz Library on the campus.

Enrollment at the Ellendale Branch went to over 200. The Branch became a center for workshop and conference activity for the area. The Board of Higher Education agreed to the University Senate's report on Ellendale. Plans went forward for the upgrading of record systems and the utilization of facilities for services. Much assistance was generously provided by Mr. Gerald Skogley, Mr. Loren Swanson, and Miss Gladys Black in this effort.

Excluding Ellendale, there were 269 course offerings of all categories with 3,702 persons enrolled for a total of 11,707 credit hour equivalents in 1965-1966 in all areas of the Division.

The workload of the Division expanded in 1966-1967 to include off-campus credit classes (graduate and undergraduate) on the Grand Forks campus, the Grand Forks Air Force Base, Grafton, Mayville, Rugby, Minot, Williston, Bismarck, Valley City, Langdon, Ellendale, Rolla, Lakota, Fargo, Carrington, Fortuna, Tioga, Devils Lake and Winnipeg. The demands for conference, institute and workshop services increased. Splinter extension activities by other adminis-

trative units of the University were found to exceed those carried out by the Division.

Enrollments at Ellendale exceeded 400; Williston's to 266. Construction on the classroom-administrative facility at Williston was begun. The Adult Basic Education program came to fruition. Mr. J. I. Pennington and Mr. Oswald Tufte participated as resource people in a special session held at the University of Iowa relating to Adult Basic Education. The Civil Defense project broadened in scope. Staff personnel continued to be active in the National University Extension Association, the Council on Extension in the National Association of State Universities and Land-Grant Colleges, and the Missouri Valley Adult Education Association.

Three special workshops were provided under the Technical Services Act with the Department of Labor: (1) a Certified Public Accountant Review course, (2) a workshop seminar on Problem of Icing on Aerial Lines, and (3) Inventory Procedures for Power Companies. These three classes drew 449 enrollments and opened a new functional service area for the Division.

The Division sponsored 242 credit classes and 112 non-credit programs for a total of 354 course offerings. There were 10,451 course enrollments for a total of 20,362 credit hour equivalents for an equivalency of over 1,200 full-time students and a vivid demonstration over a ten (10) year period of the statewide need for continuing education services.

The 1967-1968 season marked the expansion of the Division into the business sector on a statewide basis. Mr. Robert Johnson came to the Division from Bismarck Junior College with a record of being involved in community activities. He proved to be a good choice for expansion into the business sector. He established strong ties with the trade associations in the state--bankers, bar, marketing, implement dealers, lumber dealers, health services agencies and others. Some administrative changes were also made. J. I. Pennington was named Assistant Dean to the Division, and Virginia Kaloupek was named Registrar and Business Comptroller for the Division.

W. E. Bitney's work with the Correspondence Department was resulting in a revision of (1) the record keeping system, (2) the addition of new courses, and (3) revisions of older courses in the correspondence curriculum.

The need for the Adult Basic Education services was vindicated when enrollments went to 460 in 14 sites. Four instructors attended a 24-week training session at the University of Iowa, and Oswald Tufte was one of the staff personnel at Iowa University for the training sessions. These teachers then conducted two short-course workshops in North Dakota for local teachers in the system.

The North Dakota Higher Education Council was assigned the administration of Title I of the Higher Education Act of 1965 and was made the Advisory Committee to the Board of Higher Education as required by the act. The Council elected to place the record keeping and record reporting responsibilities with the University of North Dakota Division of Continuing Education, with Dean Bernhard G. Gustafson as the coordinator for the Council.

The Division became involved, under Title I, in several areas of indicated need: (1) Management for Homes for the Aged, (2) Public Administrators, (3) Business Management, (4) School Officers, (5) Continuing Legal Education, and (6) Art Instruction. The best responses statewide were from the "Public Administrator," "Business Management," and "School Officers" courses. These resulted in some accented publications in these areas. The poorest response was from the "Legal Education" course. The art courses were statewide at ten (10) sites and were conducted by the noted sculptor who had done the Sacajawea Statue on the North Dakota State Capitol Grounds, Mr. Avard Fairbanks of Salt Lake City, Utah.

Enrollments at Williston went over the 300 mark, and Ellendale went to over 400. Plans went forward to make the Williston Center and the Ellendale Branch separate and independent administrative units in the U.N.D. system. The administrators were to be deans and would report directly to the President of the University.

Other enrollments continued to be at a high level. There were 179 credit and non-credit classes with 2,221 persons in 2,406 class enrollments for 5,204 credit hours and 4,752 non-credit class hours. There were 34 federal contract classes enrolling 2,216 persons for 132 credit hours and 2,084 non-credit sessions. The total was 4,417 persons; 4,622 enrollments and 6,560 credit hour equivalents of instruction. Correspondence enrollments went to 824 active enrollees with 371 completions during the year.

Enrollments for 1968-1969 continued at a high level with 99 extra-mural classes and 72 non-credit sessions. There were 1,825 persons enrolled in credit hour classes for a total of 3,423 credit hours and 344 CEU's (Continuing Education Units), with 3,634 persons in non-credit sessions for 689 credit hours and 2,945 non-credit hours. This translated to 5,094 credit hour equivalents.

The transfer of the Ellendale Branch and the Williston Center to the President's responsibility as separate administrative units of the University was completed. The new administration-classroom building at Williston was completed and occupied. Ellendale was changed to two-year community college status.

The 1968-1969 school year marked a high point in the national involvement of the Division. Dean Gustafson served as Chairman of the National Council on Extension in the National Association of State Universities and Land-Grant Colleges and was elected to a three-year term in that Association's Senate. He continued in the National University Extension Association on the Government Relations Committee and was made Chairman of the Association's Honor's Committee. He continued on the Federal C.D.U.E. program as a member of the University Program Advisory Committee. The National Administration on Aging named him to the National Advisory Committee for the 1971 White House Conference on Aging in the areas of training and education. He continued as Chairman of the North Dakota Committee on Aging and as a member of the North Dakota Council on Human Resources Advisory Committee. He was also the secretary-treasurer of the North Dakota Academy of Science and a member of the Board of Directors of the George Washington Masonic Memorial Association in Alexandria, Virginia.

W. E. Bitney became Chairman of the National University Extension Association's Professional Development Committee and was made a member of the Program

Committee for the July, 1968, national session in Miami, Florida. He was made a director of the North Dakota Concrete and Asphalt Association and made the program coordinator for their annual meetings.

Robert O. Johnson was made Chairman of the Governor's Committees on Community Recreation and Physical Fitness and Sports. He was made a member of the Regional Board for the National Recreation and Parks Association. He became Chairman of the Lake Agassiz Council of the Boy Scouts of America and of the Mayor's Committee on Beautification for Grand Forks. He also served as an ex-officio member of the Boards for the State Banker's Association and the State Marketing Association.

Mrs. Virginia Kaloupek was named to the Board of Fiscal and Administrative Affairs by the National University Extension Association and was elected secretary of that prestigious association Board at Miami in July, 1968. She served as a member of the University of North Dakota West Green Dedication Committee. She became the Secretary and Registrar for the now recognized International School for Alcohol Studies. She also became the State Conference Director for Women in Action, and as a past president, became a member of the Board of Directors for the Zonta Club. She also served as the secretary for the Peace Garden Music Camp Corporation.

Mr. J. I. Pennington served as Chairman of the North Dakota Education Association's Program Committee for its October, 1968, State Meeting. During this same period, he was named the state representative to and a member of the Executive Committee of the Missouri Valley Adult Educational Association; a member of the Regional Legislative Committee of the National Association of Public School Adult Education; and a representative of Adult Education on the North Dakota Cooperative Manpower Planning System.

Mr. Oswald Tufte represented the Division at the national Adult Education Association meeting in Des Moines and the Missouri Valley Adult Education Association meeting in Kansas City. He was named to the Board of Directors of the National Adult Education Association in August of 1968.

Dr. Victor Burchill represented the Division on the University of North Dakota Graduate Faculty. He was an active member of the North Dakota Associations for School Administrators, High School Principals, and Elementary School Principals; serving on their program committees and acting as a University educational consultant to them.

Several major changes were made in 1969-1970. Dean Ben G. Gustafson retired as Dean to become the coordinator of Development and Research. Dr. Gordon B. Wasinger took over as Dean in September of 1969. Robert D. Johnson resigned in April, 1970, to become the Director of Parks and Recreation for the City of Fargo.

The Adult Basic Education program continued to expand. Eight hundred seventy-four students were enrolled in 39 classes in 14 communities, utilizing the spare time of 54 teachers and teacher's aides. One hundred fifty-three were beginners, 296 were intermediate level, and 445 were upper level. Six hundred seventy-nine were new enrollees, 73 were American Indians, and 178 received eighth grade certificates at the end of the year. Four workshops and teacher training institutes were held in the summer of 1968. Two successful

experimental programs were conducted at Bismarck and Minot. The program was amended nationally to include persons over 16 and to add high school completion course opportunities.

The Civil Defense and the Architects and Engineers Advisory Services instructional and consulting services continued at a high level.

The Community Services function of the Division continued to grow in volume and importance. The programs for Public School Services and for Business Management Services became the chief sources of involvement, along with Title I of the Higher Education Act of 1965, with the Division continuing to function as the State Coordinating Agency.

There were 1,489 enrollments in Independent Study, of which 752 were new enrollments. Three hundred seventeen completions were recorded, with 410 cancellations under a new code of progress set up by the department. This left a count of 762 enrollees on July 1, 1970.

The extended services function of the Division involved 129 extra-mural classes in 29 sites and 94 conference, institute and workshop sessions in 19 separate sites. There were 1,825 enrollees in the extra-mural classes for 3,423 credit hours and 344 National Extension Units. Enrollments reached 3,684 in the non-credit programs for a total of 5,459 enrollees with a credit hour equivalency of 5,094 units (4,112 credit hours and 982 equivalencies).

The newly established Department of Research and Development implemented a statewide survey of Higher Education Extension Services. A survey instrument, a system of data tabulation and interpolation, with an interpretation of results was required. While a great deal of useable data was obtained, the absence of Agriculture and Home Economics Extension information and the many splinter activities that were being carried on statewide left some big gaps in the total picture.

Dean Wasinger presented a new organizational chart for the Division, retaining the critical path leading to the Dean and directly to the President of the University. The administrative chart provided for potential changes in services and programs for the Division.

1970-1971 was a year of administrative reorganization. The Division was set up into six departments: Adult Education, Conferences and Community Relations, Independent Studies, Professional Services, Public Preparedness, and Special Services. The organizational chart was so drawn as to be readily adaptable to needed rearrangements.

Adult Basic Education serviced 955 persons 15-16 sites: 177 were elementary level, 350 intermediate level and 434 senior level. One hundred three persons were used in the service program--15 supervisors, 15 counselors, 48 teachers, and 25 teacher's aides. Three workshop training sessions were held during the summer of 1970.

Correspondence (Independent Study) enrollments increased to 1,115 with 695 active on July 1, 1971. A new time schedule for submitting lessons resulted in the cancellation of some dangling enrollments.

Ninety-four conferences and institutes and 112 extra-mural classes were held in 21 sites with 5,394 enrollments. Forty-nine extra-mural classes were held in 18 sites with 2,247 enrollees and 4,431 credit hours earned in all programs.

The Division entered into a contract with the United States Department of Health, Education and Welfare for training instructors and supervising classes for the Head Start training of pre-school children during the summer vacation. There were six sites involved in the Head Start program, two (2) on the Belcourt and Fort Yates Indian reservations.

1971-1972 was a year of continued change in the Division. Programming was reduced because of lessened demand, lower income, and reduced federal grant support. There were also a number of staff changes. Oswald O. Tufte resigned and was replaced in the Adult Basic Education program by Lamar Gailey on October 1, 1971. Mr. Gailey came from Des Moines, Iowa, where he had worked in the Adult Basic Education and Head Start areas. Thomas T. Berge resigned from the Public Preparedness staff and was not replaced, and the staff was reduced to one (1) full-time person, Aird Smith.

Independent Study showed 1,196 enrollments with 706 active on July 1, 1972. The Division entered into a contract to provide correspondence course lessons for the food personnel in hospitals and long-term care facilities (nursing homes). This has proved to be a valuable addition to the Independent Study curriculum. W. E. Bitney was a member of the Administrative Committee of the National University Extension Association, representing the Division of Independent Study, and served as the Chairman of an ad hoc committee that prepared a Handbook for Independent Study.

J. I. Pennington served on a Kellogg Foundation Committee that reviewed long-term care facility grants. He was also involved in a number of health evaluation and study programs.

Victor Burchill continued actively with the North Dakota Education Association and the established workshop sessions for school administrators and school board officials.

Bernhard G. Gustafson served as Chairman of the Honors Committee for the National University Extension Association, the Senate of the National Association of State Universities and Land-Grant Colleges, and the coordination of Title I of the Higher Education Act. He served on the Program Committee for the White House Conference on Aging held in Washington, D.C., during December, 1971, serving on the Education Committee for that conference.

Norman H. Pedersen was chairman of a series of workshops on Environmental Pollution conducted in cooperation with the North Dakota State Health Department. The sessions centered on Water Waste Pollution and resulted in some revision of the legislation in that field.

Virginia Kaloupek resigned as the Business Manager of the Division and was replaced by V. Kaye Holte.

One hundred eighteen credit and non-credit classes were conducted statewide with an enrollment of 4,053 persons. Adult Basic Education services were made available at 34 sites with 81 classes and 1,576 enrollments. A number of Adult Basic Education enrollees received the High School Equivalency Diploma at several of the sites.

The 1972-1973 Division year was marred by the untimely death of Dean Gordon Wasinger at Medora, North Dakota, while at a trade conference on October 30, 1972.

Virginia Kaloupek was named interim Assistant Dean for Administration until a new Dean could be named. Dr. John S. Penn was named Dean on April 1, 1973, in addition to his duty as Director of the Summer Session. J. I. Pennington was named Associate Dean and State Director of the Adult Basic Education program. Lamar Gailey continued as the coordinator of the Adult Basic Education program. Aird Smith was the director of Public Preparedness with Thomas Wolfe as his assistant director from September 13, 1972, to September 30, 1973. Victor Burchill continued to head the Professional Services program.

The staff continued to be involved in state and national groups. Victor Burchill presented a technical paper to the Missouri Valley Adult Education Association. Norman H. Pederson continued to have an impact on environmental matters. J. I. Pennington was named the chairman of a task force to study rural adult education in the United States and was made the administrator for management courses for administrators of long-term care facilities. Lamar Gailey was named Publications Chairman for the National Association for Public Continuing Adult Education. Bernhard Gustafson continued to serve as Chairman of the Honors Committee for the National University Extension Association and received their highest award (The Nolte Plaque) at their national meeting at Columbia, South Carolina, in April, 1973.

Enrollments decreased some. Eighty-eight organized classes and other programs were completed with 3,734 persons enrolled. These included Adult Basic Education, which served 1,474 persons at 16 sites. Correspondence went to 1,320 persons, and with 693 enrolled on July 1, 1973.

This was a year of transition for the Division. Decisions needed to be made with regard to staff, faculty relations, administrative readjustments to changing resources and policies, compensation and funding.

John S. Penn continued as Dean, with J. I. Pennington as Associate Dean and V. Kaye Holte Johnson as the Administrative Assistant. Aird Smith and Thomas Wolfe closed out the C.D.U.E. program and resigned from the staff. Lamar Gailey resigned from Adult Basic Education on December 31, 1973, and was succeeded by Gordon Kendall on January 1, 1974. Victor Burchill continued as Director of Professional Services, taking an active part on the committees of six graduate students, as well as teaching a course in school administration for the Center for Teaching and Learning. Bernhard Gustafson retired as the Coordinator of Development and Research and as Coordinator of Title I of the Higher Education Act on July 1, 1974. W. E. Bitney became more involved with the Independent Study sector of N.U.E.A.

The College of Nursing entered into an agreement for field services to the Nursing Association. The services to nursing homes and the Hospital Association were expanded. The Food Services correspondence courses added to the needs for professional non-credit services from Independent Study.

Fifty-two extra-mural classes had 1,007 enrollees; 40 conference institute workshop sessions had 2,145 enrollees for a total of 3,152 persons in 92 classes. Correspondence ended the year with 770 on the active list.

1974-1975 was a relatively quiet year for the Division. Staff changes involved the addition of Orlo Sundre on August 15, 1974, as Assistant Dean to John S. Penn and Coordinator for Title I of the Higher Education Act. V. Kay Holte Johnson resigned on November 22, 1974, as Administrative Assistant and was replaced on January 1, 1975, by William Hutchinson. Virginia Johnson was made Registrar. Victor Burchill continued in Professional Services; W. E. Bitney in Independent Studies; with Gordon Kendall in Adult Basic Education. J. I. Pennington was made Coordinator of Conferences and Institutes. In addition to his other duties, he was joined in the Conferences and Institutes program by L. D. William Luchow on June 16, 1975.

Independent Studies showed an enrollment of 1,243 on July 1, 1975, with 666 enrolled in the new Food Services for Nursing Homes course. The Food Services course was national in scope and was available through the Universities of North Dakota and Florida; contracts for services were with the North Dakota Health Department.

The Langdon Anti-Ballistic Missile Site (closed in 1976) was added to the extra-mural class program. That program was supported in 17 sites with an enrollment of 1,875 persons. There were 63 conference, workshop and institute sessions serving 2,452 persons, for a grand total of 4,327 persons in the two categories.

John S. Penn resigned as Dean on August 31, 1975, and was replaced by Orlo A. Sundre with the title of Director on September 1, 1975. An administrative change made the Division of Continuing Education responsive to the Vice-President for Academic Affairs.

L. D. William Luchow was made Director of Conferences and Institutes with Linda Gabbert as manager and Rita Monson as conference coordinator. Gordon Kendall was assisted by Kristian Haus in the Adult Basic Education program from September 8, 1975, to June 30, 1976. Victor Burchill resigned from the Division during 1975.

The Grand Forks Air Force Base Center was made a residence center for credits on September 18, 1976. The Division entered into a contract with Minot State College to supplement their Criminal Justice program (with the State Highway Patrol) with courses available in the University of North Dakota Law School curriculum.

Graduate extension showed 742 persons enrolled in 69 courses for 1,381 semester hours of credit. There were a total of 100 extra-mural classes (including graduate) with 1,645 enrolled and 25 non-credit sessions with 2,334 enrollees. There were 64 workshops, conferences and institutes with 3,243 enrollees. Independent Studies finished on July 1, 1976, with 1,615 enrollees, 625 in the Food Services area. Adult Basic Education classes were held in 22 centers with 2,737 persons, and six training sessions were conducted in the state for teachers and supervisors for Adult Basic Education. There were over 500 enrolled in the Adult Basic Education television courses with the Adult Basic Education staff at the University of North Dakota as coordinators.

Other changes in the Division included the preparation of a bi-monthly newsletter. Morris McKnight was hired part-time to do graphic art needs for the Division. Mrs. Carolyn Gritter was hired part-time as the Resident Coordinator

for the Grand Forks Air Force Base Resident Center. Virginia Johnson continued as the Registrar for the Division, with William Hutchinson as the Administrative Assistant. Kristian Haus became the State Director for Adult Basic Education with Gordon Kendall on September 8, 1975, and resigned June 30, 1976.

Dr. Orlo A. Sundre was named Dean of the Division on July 9, 1976, and Dr. Rodney Desautel became the Director of Extension Services on July 9, 1976. L. D. William Luchow assumed responsibility for the Conferences and Institutes Services program. David Haggerty replaced Gordon Kendall in Adult Basic Education on August 9, 1976. Linda Gabbert and Rita Monson continued in the Conference program. Rita Monson was succeeded by Gerald Schmidt on March 1, 1977.

The Division assisted the College of Engineering in the coordination of program, housing and service needs for the national meeting during the month of June, 1976. There were 1,883 in attendance, and Rita Monson served as the conference director. The conference was outstanding and enhanced the images of the College of Engineering and the Division of Continuing Education.

Enrollments at the Grand Forks Air Force Base decreased. The Colleges of Nursing and Medicine became more closely associated with the Division.

The Adult Basic Education program under Gordon Kendall continued to expand with 2,365 enrollees in 21 classes in 16 sites, and 625 enrolled in the television program.

There were a total of 143 extra-mural classes with 4,664 enrolled; 71 workshops and conferences with 5,662 enrolled; correspondence ended the year with 1,150 enrollees, of which 599 were in the non-credit food services course.

The Division title was changed from "Continuing Education" to "Outreach Programs" in July of 1977, and an Activity Board of Control established to internally govern program development.

There were several minor staff changes. William Hutchinson resigned as Office Manager on July 7, 1977, and was replaced by Jack Rorman on August 22, 1977. Gordon Kendall was given a one-year leave and was replaced by David Haggerty. Conference and workshop programs were divided between Jerry Schmidt, Linda Gabbert and Rita Monson.

Enrollments decreased some in the credit classes during the year. Correspondence stayed high--1,253 with 564 in the food service course. There were 80 extra-mural classes with 1,922 enrolled; 206 conferences and workshops with 8,482 registered; and 52 extended credit groups with 491 registered. The total became 11,948 persons served.

There were several basic staff changes in 1978-1979. Fred Wittmann became Coordinator of Conferences and Institutes August 2, 1978. David Haggerty and the Adult Basic Education program were moved to the State Department of Public Instruction at the end of June, 1979. L. D. William Luchow resigned on June 8, 1979; Rodney Desautel on May 31, 1979; W. E. Bitney on May 15, 1979; and Rita Monson on June 30, 1979. Dr. Robert H. Boyd assumed responsibility for Extension and Professional Services on June 4, 1979. Rebecca Monley was named Director of Correspondence on July 1, 1979.

It was during this year that North Dakota joined the University of Mid-America consortium and Dean Sundre assumed coordination of UMA/ND, which formalized its organization and selected courses for the next year.

While enrollments did not increase a great deal during this period, Correspondence had 1,189, with 694 in the Food Services slot; the Grand Forks Air Force Base generated 43 classes for 724 registrations; 112 extra-mural classes had 1,703 enrollees (1,361 for graduate credit); Conferences and Institutes had 61 sessions for 7,543 registrations; and External Degrees had 49 classes with 469 persons. The total reached 11,628 persons served.

1979-1980 became a year of major administrative change for the Division. Dean Orlo Sundre resigned on November 1, 1979, and Robert H. Boyd was named Dean on March 1, 1980. Gerald Schmidt was appointed as Director of Conferences and Institutes, with Jan Barrett, Dawn Wagner, and Fred Wittmann as coordinators. Rebecca C. Monley was selected as Director of Correspondence and Barbara Belle Cichy was named Director of Community Services and Coordinator of UMA/ND. Laurie Hintermeyer became the Admissions Counselor at the Grand Forks Air Force Base, and Trudy Muise became the Account Technician.

Enrollments varied little from the previous year. There were 79 Conferences and Institutes sessions with 6,678 registrations; 140 extension classes with 2,168 enrollees; 46 External Degree classes with 385 persons; and the Grand Forks Air Force Base Residence Center, while offering 39 classes, had 760 enrollees. Correspondence had 1,496 persons enrolled with 662 in the foods program. Total enrollment for the year was 11,477.

The Division of Outreach Programs in May, 1980, moved into a permanent home of its own. The University had reclaimed the building that had been used as a Phi Delta Theta home for about 70 years, and remodeled the fraternity facility into a functional center for Outreach Programs. The facility was dedicated on May 8, 1980, and named Gustafson Hall in recognition of the services to the Division of Dean Emeritus Bernhard G. Gustafson.

Staff and organizational changes continued during 1980-1981. Dr. Frederick Peterson was appointed in August in a half-time Director of Extension and Professional Services--a position made vacant by Boyd's appointment to Dean. Peterson served until June when he returned to a full-time position as professor in the Center for Teaching and Learning, and Dr. Sharon Johnson was appointed the new director. Dr. Johnson was a former high school principal from Minot and had more recently completed her doctoral studies at UND. Other changes included: the assignment of Virginia Johnson full-time to the GFAFB Resident Center; the combining of the registrar and data processing positions into one, with Diana Cook assuming responsibility; several positions vacated by resignations were not filled; and the office manager and account technician positions were combined, with Colleen McCloud appointed to the new position.

The Outreach function of the University was becoming more complex and changing rapidly because of demands for services and the administrative curtailment of the many splinter programs that had been carried on by departments of the University.

One of the major accomplishments was the establishment of an Evening Classes office in the Division, which was designed to provide advisement and logistical

support to adult learners attending UND after 4 p.m. The office was planned and developed by Rebecca Monley, who was also serving as Director of Correspondence.

Various marketing techniques were also being tried. One new major effort was the introduction of a tabloid, which was published by the Division twice during the year and mailed to over 10,000 persons in North Dakota. Featuring a schedule of activities being offered, the tabloid also contained articles relating to Outreach.

During the first six months of 1980-1981, special attention was being given to the establishment of a UND Lifelong Learning Center in the Carrington area. The Center was noted as an "Experiment in Cooperation" between a cluster of rural community areas and Outreach Programs. The theory being that persons in rural areas who find it impossible to attend the University campus are desirous of learning opportunities which are tailored to meet their needs, are affordable, and are presented at a convenient time and place, and that by the establishment of a cluster of these rural areas, the "critical mass" necessary for offering these educational activities could be achieved.

Establishment of the Center had been approved by President Clifford and initial funding of \$15,000 was granted by the UND Foundation from the Albert and Alice Gibbens Endowment Fund.

Activities at the Center were first offered during the latter part of the year, with a total enrollment of 150 in five offerings.

Outreach enrollments increased in 1980-1981. Eighty-seven Conferences and Institutes sessions enrolled 6,569 persons who earned 6,023 Continuing Education Units (CEU's). Correspondence went to 1,811 persons, 877 in the expanding food course program. Those Correspondence enrollees earned 7,661 CEU's and 2,608 credit hours. One hundred sixty-one Extension classes, 42 undergraduate and 119 graduate, had 2,504 registrations that earned 3,194 credit hours. The Extended Degree programs involved 42 classes with 271 credit hours. The Grand Forks Air Force Base Center had 43 classes with 855 registered and 2,370 credit hours earned. The totals were impressive. There were 438 separate group involvements with 12,020 persons registered, 13,684 CEU's earned and 9,259 credit hours earned. The total program, based on the normal 16-class-hour load, came out to a full-time student equivalency of 1,436 persons.

The 1981-1982 academic year was marked by an upsurge in Continuing Education demands for services. New programs for professionals were considered and added or made ready for implementation. Enrollments increased and requests for new services were being considered.

The Division of Outreach Programs had registered 13,103 persons by May 31, 1982. Extension academic courses had enrolled 2,072; Evening Classes, 940, with 728 in credit courses. The new Lifelong Learning Center in Carrington had served 239 in 20 activities. The Music Lifelong Learning Center had served 248, the Bismarck Graduate Center had served 245, and the Grand Forks Air Force Base Center had reached 640. Conferences and Institutes had 6,075 enrollees. Correspondence had 2,698 enrollments, with 918 enrolled in credit courses. The University of Mid-America reached 59.

1981-1982 also saw the first full year of support for Evening Classes by Outreach Programs. Dr. Sharon Johnson, assisted by Larry Damico, administered the program. There is every indication that this long overdue class arrangement will be an asset to the University and fill a gap in lifelong learning needs areas.

While graduate classes had been taught in Bismarck, on demand, for a number of years, 1981-1982 saw the establishment of an approved graduate center using Bismarck Junior College facilities. The Center was administered part-time by Dr. Donald Piper, who had been appointed a Director of planning for the Graduate Center. By the end of the year, the Center had been established with three graduate extended degrees (Master of Public Administration, Master of Business Administration, and Master of Educational Administration) and several separate graduate extension classes being offered. Facilities for the Center had been rented from Bismarck Junior College and plans had been developed to hire a full-time secretary starting in the fall of 1982.

The Carrington Lifelong Learning Center continued its operation and was assisted by grants from the North Dakota Humanities Council. Most programming was non-credit and activities were offered in several of the "cluster" communities. Pat Boyum of Carrington was named Acting Director of the Center until Susan Foster was hired as Director to replace JoAnne Backlund who had resigned earlier in the year.

The success of the Carrington project led to the establishment of a lifelong learning center in the Hazen area. Supervised by Outreach Programs, but administered by a local committee and services provided by appropriate post-secondary institutions, the Center was designed to be a cooperative effort by several institutions to meet educational needs in a rural setting.

During the summer of fiscal year 1982, Dean Boyd outlined plans to establish a special committee to review how the University was responding to the adult learner. The proposal was accepted and funded by the Office of Instructional Development.

Two persons, Dr. James Votruba from the University of Illinois and Dr. Rita Weathersby from the University of New Hampshire, met with the committee during a special extended work session on November 18-20, 1981. Several recommendations have been made to the University which could have a significant impact on the adult learner served by the University.

Internally, Outreach Programs placed a special emphasis on professional development. Designating two cabinet meetings per month as professional growth seminars, Dean Boyd scheduled visits with deans from other colleges, sharing of professional reading and research and special discussion sessions. In addition to this effort, a special internal Program Assessment Committee was formed to explore and debate program ideas before being fully developed. One professional growth meeting each month was also scheduled for support staff and included topics on conflict on the job and university policies.

Few staff changes were made during the year, but two were major. Early in the year Jerry Schmidt, Director of Conferences and Institutes, resigned. Rebecca Monley, Director of Correspondence, was asked to assume the directorship of both departments, and Fred Wittmann was designated as her assistant.

Colleen McCloud, Office Manager, also resigned early in the year; Margaret Myers was named as her replacement.

It was also during this year that Outreach became involved once again in regional and national outreach associations. Two persons were named to national committees of the National Continuing Education Association. Sharon Johnson was appointed to the Committee on Concerns of Women, and Dean Boyd was appointed to the First Timer's Committee and the Committee on Liaison for Accrediting and Standards in Continuing Education.

In addition to the other professional growth activities, Dean Boyd attended a two-week Institute for Management of Lifelong Education at Harvard University.

The 1981-1982 closed with increased enrollments, a stable staff, and many new exciting projects underway.

The history of Outreach at the University shows evidence of struggle, adaptation, response, commitment, and caring. The vision President McVey had in 1911 had precipitated activities beyond what he could have imagined. Serving the entire state, Outreach Programs has truly become an extension of the University to those who desire to learn but find it impossible to come to the campus. It is an effort of which the University can indeed be proud.

ADMINISTRATORS OF EXTENSION SERVICES
UNIVERSITY OF NORTH DAKOTA
1911-1982

1911-1913	Dr. Frank L. McVey	President of the University of North Dakota
1913-1914	Dr. John J. Pettijohn	Director
1914-1919	Dr. Frank C. English	Director
1919-1933	Albert H. Yoder	Director
1933-1955	M. Beatrice Johnstone	Director
1955-1957	Eva Carson Ball	Director
1957-1964 1964-1969	Dr. Bernard G. Gustafson	Director Dean
1969-1973	Dr. Gordon B. Wasinger	Dean
1973-1975	Dr. John S. Penn	Dean
1975-1979	Dr. Orlo Sundre	Dean
1979-1980 1980-	Dr. Robert H. Boyd	Acting Dean Dean

HISTORICAL HIGHLIGHTS OF EXTENSION SERVICES
UNIVERSITY OF NORTH DAKOTA
1911-1982

- 1911 Extension Division established by President McVey
- 1913 J. J. Pettijohn named the first full-time director
- 1957 Ben G. Gustafson appointed as director to revive the Division
- 1958 UND-Williston established
- 1964 Title Chief Administrator of Division was changed to Dean
- 1976 Division was made responsible to the office of the Vice President for Academic Affairs
- 1977 Grand Forks Air Force Base designated as a Resident Center
Division is renamed Outreach Programs
- 1980 Building housing Outreach Programs named Gustafson Hall in honor of Dean Emeritus Ben G. Gustafson
Evening Classes Office established
- 1981 Lifelong Learning Center in Carrington area established
- 1982 Lifelong Learning Center established in Hazen area
UND Graduate Center in Bismarck established

History of the University of North Dakota Division of Continuing Education

1982-1999

During 1982-83, the Division of Continuing Education saw a continuation of growth in enrollment while seeing little or no expansion in staff. A record enrollment was again realized and for the first time in nearly a decade, the Division generated more revenue than was needed to cover expenses. Although staff changes were minimal, there was an internal shift in responsibilities for two division directors. Rebecca Monley was appointed Director of Correspondence Study and Special Projects and Fred Wittmann, who had served as assistant director of Conferences and Institutes, was appointed Director of that unit.

As the Division entered the centennial year of the University, long-range planning became a focal point. A number of priority goals were established including identifying new markets, improving marketing, meeting needs of the adult learner, providing adequate faculty rewards, increasing funding from grants, increasing Division personnel, and developing new centers.

As planning occurred during 1982-83, it became apparent that future growth in enrollments depended, in part, on the ability and willingness of the University to supply logistical and personnel support. Since FY79, enrollments had increased by 17% while the number of staff members had decreased by five. Hopes for future growth depended on the Division's ability to pay for additional support personnel.

Several projects were under development during FY83 including College for Kids, a cooperative effort between Outreach programs and the Grand Forks Public Schools, expansion of teleconference activities, and the dedication of the Conference Room in Gustafson Hall in the name of Albert H. Yoder. Yoder served as the director of the Division from 1919 to 1934.

Despite another sizeable increase in enrollments during 1983-84, the staffing levels in the Division remained the same as in 1976. Workloads increased and a position review was conducted to help determine how to handle anticipated future growth. The Division saw six personnel changes during the year, five of them in support staff. Margaret Myers resigned as office manager and was replaced by Connie Opp.

FY84 was labeled an "extraordinary" year by many accounts. Enrollment figures climbed for the fourth year in a row. 1983-84 saw a 7% increase over the previous year. Relationships with the rest of the University remained very good and, for the second year in a row, the Division was able to generate more revenue than was needed to cover expenses.

The Division also faced challenges including a realization that staff would need to be added to

continue to provide services to an increasing number of program participants. The Graduate Center in Bismarck, although serving a very important service function, was not able to generate nearly enough revenue to cover expenses. The nation's economy became a growing concern for Continuing Education units throughout the country.

The Division continued to find that the entrepreneurial nature of continuing higher education provided both a reward and a challenge. Although the rewards were numerous, the challenge continued to be one related to finding a way for a forward-thinking unit to be housed in a higher education institution and not be stifled by its traditionalism. Finally, trying to deal with the emerging technologies available to the Division of Continuing Education challenged the most visionary leaders. The Division didn't want to be left behind, but didn't want to hook onto a band wagon going nowhere. This challenge appeared to be one that would confront the Division for a long time.

Because the technology theme was beginning to be more important to the Division, considerable attention was given to a new record keeping system and to the equipment needed to access the system. Plans were made to add three terminals and three IBM computers in Gustafson Hall. While this would require a sizeable expenditure (about \$10,000), it was hoped that the new equipment would be adequate for most the rest of the decade.

Other projects and programs were given special attention during 1983-84. Programming for children was expanded as planning for College for Kids entered its final phases. The Division placed more emphasis on its obligation to faculty development and made plans to conduct research project involving students enrolled in credit-extension classes. This project was led by Sharon Ervin Johnson, Assistant to the Dean. As the Division focused more on marketing, planning began in FY84 to expand the "bulletin" which was produced each semester into a tabloid or newspaper which would be sent to about 15,000 people across the state.

FY85 saw continued stability within the Division's staff; only one staff member left the Division during the year. Larry Damico left his position as Coordinator for Extension and was replaced by Cheryl Danduran. Staffing levels continued to be a concern and a challenge. The Division had the same number of staff members as in 1975 when enrollments were only a third as large.

During the year, the dean and directors, with the assistance of the Senate Continuing Education Committee, developed a self-study process for the Division. Some of the issues and priority areas included the following: 1) Logistics - ways to reduce the complexity and costs of delivering activities off campus needed to be explored, 2) Self Support - the need for continued self-support would limit the number and kinds of activities offered, 3) Getting the Divisional Story Told - increasing the efforts to "get the Division's story told" needed to become a higher priority, 4) Development of New Programs - advisory groups and on-campus expertise should be used more often in the development of new programs, 5) Clear Lines of Responsibility - because of its internal complexity, everyone in the Division needed to have a clear understanding of their authority and expectations, and 6) Competition With Other Institutions - providing needed and

wanted high quality programs would allow the Division to compete successfully.

For the fifth consecutive year, enrollments in Continuing Education programs increased. By every indication, high quality programming that matched learner needs was being offered across the state.

Considerable thought and conversation centered on a new vision of how the university could provide even more activities. The concept of a "lifelong degree" emerged as the focal point for these discussions. This vision embraced the idea that the University was committed to serving its available graduates in a very intentional way. Dean Robert Boyd provided the inspiration to a concept under which each school and college was asked to commit itself to intentionally develop ways to provide activities which would continue the lifelong learning process. Aside from the obvious public relations benefits, the faculty would gain a new source of students even when on-campus enrollments may be dropping. The concept included having each college designate a faculty member to serve as the lifelong degree program planner. This person was to work closely with the Division of Continuing Education in planning and implementing lifelong degree offerings. The group of planners from each college would then serve as an internal advisory council to the Dean of Outreach Programs.

A number of projects and programs were completed in 1984-85. The Division added the computer equipment necessary to implement the new non-credit student record system. Each program area was given access to a computer and a printer and several terminals were available in the record keeping area.

Three special events were held for faculty members. All three were presented by the Department of Conferences and Institutes. These events were well received by the large number of persons who attended. In addition, more than \$5,000 was made available to selected faculty members to be used for professional development. This was the first time such professional development grants were made available by the Division.

Two major research projects were completed. Sharon Ervin Johnson completed the compilation of data collected from Extension students. Some of Dr. Johnson's previous research on Extension teachers was scheduled to appear in the journal Lifelong Learning during the next year. The meta-research project led by Dean Robert Boyd and Dan Rice, GSA student, was also completed. The research explored the current status of research in adult and continuing education. Dean Boyd reported the results at the national Association of State Universities and Land-Grant Colleges annual meeting in November and an article he wrote on the research was scheduled to be published in Continuum, a refereed journal of the National University Continuing Education Association.

As increased attention turned to marketing, the divisional newspaper was redesigned into a tabloid-format publication and was distributed more widely. Under the guidance of Rebecca Monley, color was added and the articles all responded to a central theme.

Projects under development during the year included a new management certificate program designed by the staff of Conferences and Institutes, a specially designed undergraduate program in Secondary Education to be delivered in Belcourt, expanded plans to be involved in the delivery of at least one or more teleconference activities, and a new research project on faculty perceptions of extension teaching conducted by Dr. Johnson.

In addition plans were under way to provide additional funds for faculty development. A mini annual report would be developed to help the Division interpret its work and mission to the university community and to the state. At the Grand Forks Air Force Base, course offerings would change from a semester format to one that was eight weeks long. This change would allow a better "fit" with the other colleges at the Base and, hopefully, meet the needs of students better.

1985-86 brought relative stability within the staff of Continuing Education. Correspondence Study saw a small increase in staff size in response to continuously increasing enrollments in that program area and an increase in special projects activity. Connie Opp, Office Manager, left the Division to assume another position at UND. Jo Coutts was hired to replace her.

Overall Division enrollments took a small dip for the first time in six years with the largest decrease occurring in the Department of Extension. The decrease, in part, was thought to be caused by the stability of teachers in the state which contributed to low turnover in that profession.

The Division was planning ahead and expected to see an enrollment plateau in the late 1980s given North Dakota's small population and because of increased competition. It was becoming increasingly clear that total enrollments could not be considered a sole indicator of success. There was becoming an increasing financial cost for serving a steadily increasing number of people.

In a strategic financial move, the dean and directors decided to "down spend" part of the funds in the Division's trust account. As the account balance surpassed \$300,000, it seemed like carrying a large account balance may be excessive given the tight budgets being experienced by most of the rest of the university. As a result, careful decisions were made to provide travel subsidies to faculty members who worked with the Division, purchase much needed computer equipment for Division use, increase faculty salaries, renovate part of the lower level of Gustafson Hall to better accommodate the mailing of marketing materials and provide an employee lounge.

As the "down spend" proceeded throughout FY 86, the Division saw an income decrease from the Departments of Extension and Correspondence and from the Air Force Base Program. Although the Division was not experiencing a financial crisis, by the end of the year, planning was underway to increase revenue and decrease expenses during the next year.

Several projects and programs continued under development throughout the year. The

Management Certificate Program that had been initiated the year before functioned well, but enrollment figures were not as high as expected. The first year of the Belcourt Undergraduate Program went quite well despite the fact that many of the students who were scheduled to attend classed on the campus during the summer chose not to do so.

The Division continued to experiment with teleconferences. After three programs with small enrollments, the Division concluded that teleconferencing was a great idea, but making them pay off financially was a huge challenge.

The Division made \$10,000 available to faculty for professional development and again hosted its recognition luncheon on January 23. To increase marketing efforts, a special mini annual report was developed. A new schedule was developed at the Grand Forks Air Force Base. With the exception of some math and science courses, all offerings were held on an eight-week schedule.

There were several special projects under way during the year. An assessment was completed to help determine the need for a downtown center. A modest schedule of classes was planned for the next year. Increased emphasis was being given to issues surrounding rural life. Plans were under way to sponsor an urban-rural teacher exchange, and a special education administration conference on leading rural schools.

College for Kids continued to grow; the program doubled its headcount enrollment each of the two previous years. Increased funding had to be found to avoid too much of a burden on Division staff. Extension began to explore more seriously the possibility of delivering courses using ETN and video. The rising cost of course delivery using traditional methods was driving the need for trial projects during the next year. Alternative delivery systems, allowing a teacher to serve many sights at the same time, had to be developed.

"Refocusing efforts" were being planned in two Division units in 1986. Anticipating a change in leadership, the Graduate Center in Bismarck, planning sessions involving President Clifford and Vice President Clark were scheduled for the coming year. An internal self-study of the Department of Conferences and Institutes and an external review for that unit were planned. Mission, programming mix, and departmental focus would be reviewed.

Two particularly significant personnel changes occurred in the Division during 1986-87. Dr. Dennis Zuelke, Director of the Graduate Center in Bismarck resigned late in the summer. This position was filled by Dr. Dan Rice, a highly qualified UND administrator. After five years at the Division, Dr. Sharon Ervin Johnson, Director of Extension and Professional Services resigned. Dr. Mary Helen Pelton, an experienced school administrator and professional staff member in the UND Office of Rural Health was hired to replace her.

The Division focused on providing quality programming and service in the face of ever-increasing competition. Although enrollment numbers continued to be an important measure, the

Division began to recognize that it was using its human resources to the maximum and that any decisions about future growth needed to be made very carefully.

A strong commitment to faculty members continued. The Division worked hard to find ways to recognize and reward their work. In addition to working with UND faculty members, the Division was very proud of the fact that it directly returned to the University three times as much as it received in appropriated money. In addition, it was becoming increasingly clear that the Division was subsidizing several UND events with thousands of dollars of personnel time. This return on investment and personnel contributions made the Division feel like a true partner in the university community.

During FY 87, planning proceeded on the establishment of a downtown center. Using the Grand Forks Public Schools' Education Center as a facility, the first class was offered in the spring with a total of 25 students. More important than the number of enrollments in the classes there, the Center seemed to be accomplishing one of its goals, serving as an "entry point" for people wanting to start a college career and possibly enroll at UND.

Extension made three major efforts to expand its use of telecommunications to deliver courses. Division personnel received a detailed orientation into how the School of Medicine was using telecommunications to offer programs. Under the direction of Mary Helen Pelton, UND coordinated a statewide offering of an extension course using ETN and video tape; more than 100 students participated. Dan Rice offered portions of one MBA class via ETN to the Graduate Center in Bismarck. The results were mixed, but these experiments appeared to be worth repeating.

A review of the Department of Conferences and Institutes was accomplished with the assistance of Dr. Carol Holden from George Washington University. The staff of that unit and the leadership of the Division welcomed her involvement in the review process and each of her recommendations were fully explored. Many of them were accepted and plans were put in place to monitor results on a long-term basis.

Planning was under way for several projects and programs in FY 87. College for Kids continued to grow at an incredible rate with enrollments doubling each year. If this program was to continue, additional staff would be needed. In addition, because of the age of the participants in this program, supervision of students was becoming an increasingly complex issue. The Division was faced with the challenge of making several decisions about this program that would have long-term impact on its future.

The Division began exploring the possibility of hiring a person to assist in developing executive professional development programs through the Department of Conferences and Institutes. Frank Quisenberry, an external consultant and seminar presenter, was considered for this role.

As FY 87 continued, the role and responsibilities of the Evening Classes Office needed to be

examined; the Division seemed like the logical catalyst for that analysis. First established in 1980, the responsibilities and configuration for that office changed significantly during the first seven years of its history. The office's responsibilities were decentralized in the mid 1980s which seemed to have a detrimental effect of service to students.

Planning began to initiate a Master's Degree in Space Studies at the Minot and Grand Forks Air Force Bases. Preliminary enrollments suggested that both programs could be established successfully.

1987-88 was marked by several staff changes in the Division of Continuing Education. After several years of relative stability, eight resignations were recorded that year; all were support staff personnel.

A slight enrollment drop in FY 88 did not reflect any serious problem, but an expected cycle of fluctuation in enrollments and revenue. The Division continued to be committed to fulfilling its statewide mission.

In recognition of its support for the work of faculty members, the Division increased faculty compensation for extension and undergraduate activities from \$425 to \$500 per semester hour. In addition, \$10,000 was committed for various faculty projects related to the work of the Division.

Continuing Education returned nearly five times as much to the University as it received in appropriated funds during FY 88. This increasing trend benefitted other units on the campus like Food Service, Transportation, Word Processing, Press, Housing, and the Bookstore.

During 1987-88, both of the rural lifelong learning centers discontinued operation. The center in Carrington was terminated after its board members realized continued grant funding would not be available. The Sakakawea Center was unsuccessful in hiring a coordinator. That center, operated by a local board, decided to cease operation.

The year saw several projects and programs moving forward. College for Kids' enrollments increased once again, this time by 49%. The weight of the success of this program continued to be one of the Divisions' greatest sources of pride as well as one of its biggest burdens.

Frank Quisenberry was hired to serve under a special appointment as Director of the Office of Management Development for a six-month trial period.

The Division again held a Faculty Recognition Banquet to thank faculty members and others for their continued support for Continuing Education. More than 200 people attended.

Special projects under development for the coming year included developing a plan for Weekend College and what became known as the Learn and Shop Program. The Division hired a

consultant to help determine how a set of course offerings could be best offered on weekends and at the two major malls. In addition, the mission of the new Office of Management Development was reviewed to determine how that unit would function in relationship to the Department of Conferences and Institutes. Planning began to hire a new coordinator for that unit and to offer workshops in North Dakota and Minnesota.

During the year, the mission of the Evening Classes Office was reviewed. The Division determined that additional commitment to that office would not be productive. Because of UND departments' unwillingness and inability to add classes to the evening schedule, little could be done to make the Office more effective in meeting the needs of part-time students. Instead, a new initiative, Weekend College, became the focus of much attention.

As planned, the Master's Degree in Space Studies was initiated at both Minot and Grand Forks Air Force Bases. Although the enrollments were nearly as high as expected, the programs were not financially profitable during the first year.

Other new initiatives for the year included an effort to initiate alumni continuing education programs with the Center for Aerospace Sciences, School of Engineering and Mines, College of Business and Public Administration and the Alumni Association. Faculty training continued to be a focus with plans under way for Mary Helen Pelton to lead a program to orient faculty members on how to teach older-than-average students. The Division continued to explore ways to use technology to meet educational needs working closely with the Office of Rural Health and the North Dakota Education Association.

Planning continued to have Elderhostel coordinated by the Division in FY 89. Those plans included hiring a part-time staff person to assist with these activities. After 17 years on the campus of Minot State University, the organizers of the Bill Martin Reading Conference were making plans to move the activity to UND for the summer of 1988.

1988-89 saw relative stability in the top administrative staff of the Division. The only administrative person to leave that year was Frank Quisenberry who left to return to his private consulting practice. In his place, Dr. Dennis Elbert, Professor of Marketing, was brought on as the Academic Consultant in the Office of Management Development.

The year brought special recognition to the Division and to some of its programs and personnel. The Division received national recognition with three awards from the National University Continuing Education Association. Two programming awards were given to the Department of Conferences and Institutes and Dean Robert Boyd was recognized as the professional Continuing Educator of the Year.

The Division recorded more than 20,000 enrollments for the first time in FY 89, which was an 80% increase from a decade earlier. Despite the increased costs necessary to deliver programs to so many people, Division revenue exceeded expenses.

As the Division prepared to enter the last decade of the twentieth century, Dean Robert Boyd challenged Continuing Education staff to play an important role in helping the University prepare to meet the challenge of helping prepare students for a life of learning. As telecommunicated delivery of courses was increasing, the Division would be called upon to play a role that it had never played before. Boyd envisioned a Division that would assist UND as a bridge builder, a missionary, a gatekeeper, an advocate, and a convener. The role of Continuing Education was becoming more complex and more challenging.

FY 89 saw several new initiatives develop as planned. As part of Weekend College and the Learn and Shop Program, 25 classes were offered with 345 registrations. The Learn and Shop title was changed to "Learning After Hours."

The Office of Management Development was made part of the Department of Conferences and Institutes with Fred Wittmann as the director. A conference coordinator position was added and Dr. Dennis Elbert was hired as an academic consultant on a part-time basis to assist in program planning.

As planned, the Division turned over the administration of the Evening Classes Office to the Registrar's Office in order to have more time to initiate Weekend College and the Learning After Hours program. The Master's Degree programs at the Minot and Grand Forks Air Force Bases continued to have acceptable enrollments, but could not generate enough revenue to cover all the on-campus program expenses. The future for these programs beyond FY 90 remained in doubt without additional funding.

During FY 89, the North Dakota Legislature appropriated \$700,000 to the Board of Higher Education for telecommunicated delivery of classes. That caused increased interest in telecommunications on all campuses and would lead to the Division playing a higher profile role in this area.

As the Division looked ahead to 1990, plans were under way to undergo a multi phased, self-imposed review. This review was to include the continuation of the internal review started a year earlier, a consultation visit from a team of out-of-state continuing education professionals, and identifying and prioritizing of goals.

Other plans for the future included examining the possibility of adding office space to Gustafson Hall. The building was becoming inadequate and more space for Division personnel was a top priority. Telecommunicated delivery of programs would become a focal point for several planning efforts. The Division would be looked toward to provide leadership in the state and on the campus in the development of policies, procedures, and future plans.

In preparation for the 1990's Dean Boyd launched an initiative to have the Division of Continuing Education participate in a complete program review. A consultation team of six continuing education professionals from across the United States was invited to the UND campus

to review the work of the Division and to offer advice on how the Division could improve its effectiveness. Members of that team were John Snider, Vice Chancellor for Academic Affairs, Colorado State University; Mary Pankowski, Associate Vice president for Academic Affairs and Director of the Center for Professional Development, Florida State University; Nancy Colyer, Director of Independent Study, University of Kansas; Roberta Flaherty, Associate Director for Program Development, Kansas State University; Alan Hackel, Dean of the College of Continuing Education, University of Nebraska-Omaha; and James Shaeffer, Director of Extended Studies, University of South Dakota. The consultation visit and the report that followed provided the basis for much of the Divisions planning efforts well into the 1990's.

Although the issue of creating more space for Division staff had been explored at some length, it was concluded that adding to Gustafson Hall was not possible until funds became available. Instead, the Division was asked to explore ways to restructure to save space and be more effective.

FY 90 was an important transitional year in telecommunications for the Division. Plans were under way to have the statewide interactive video network partially operational by the fall of 1990. The UND Distance Education Through Telecommunications Committee recommended that a telecommunication coordinator be appointed in the Division of Continuing Education. This person would serve as the academic coordinator for the university on all matters pertaining to distance education.

Some major projects were undertaken during FY 90. During the year, a decision was made to restructure the Division. Plans were set in place to have the restructuring take place effective January 1, 1991. Instead of having four separate units - administration, correspondence study and special programs, extension, and conferences and institutes - the newly reorganized Division would have three units - administration, academic programs, and professional and community programs. Each of the two programming units was to be led by co-directors, a director of operations and a director of programming. The restructuring was undertaken to provide better service to students, focus additional time and attention on day-to-day operations and quality, stimulate growth in non-credit programming, and conserve on scarce office space.

Planning continued on ways to ensure that UND remained the leader in distance education in the state. Funding for personnel and faculty instructional time was an issue that needed continuing attention and discussion.

Only a small number of staff changes occurred during the year resulting in some very important staff consistency. Dan Rice resigned as the Director of the UND Graduate Center in Bismarck to assume the position of Director of Instructional Development for UND.

FY 90 was a good year for the Division of Continuing Education. Enrollments increased slightly over the previous year. The Division returned more than \$854,000 to the university through faculty salaries and payments to various campus units, nearly \$8 for every dollar it was provided

through appropriated funds. These things were accomplished despite a continuing trend to have smaller and smaller budget percentages come from appropriated funds.

Division restructuring was completed and implemented in January 1991 as anticipated. Immediate results included better service to students and more effective use of employee skills.

Activities in distance education through telecommunications exceeded initial expectations. Programming for the North Dakota Interactive Video Network received most of the attention. Jean Johnson, coordinator for telecommunications in the Division, was very effective in coordinating many UND offerings over IVN while working closely with faculty and staff to ensure that policies, procedures, and instructional quality were also being addressed.

Dean Robert Boyd was selected to chair the statewide IVN Strategic Advisory Committee in addition to chairing the UND Distance Education Through Telecommunications Committee. Strides were made on the campus when the University Senate approved three definitions concerning institutional credit, resident center, and residency. That action helped ensure that courses delivered by telecommunications would not be viewed differently from on-campus courses for purposes of admission and application to a degree program.

Several initiatives were launched during FY 91. Dean Boyd made plans to appoint a Total Quality Improvement Council for the Division to help carry out the coordination of TQI efforts for the Division. A decision was made to employ a person to write grant proposals, a move seen as long overdue. This was seen as a long-term investment for the Division. Conversations continued on the need for adequate conference center facilities on the UND campus. The Division began a review and upgrade of the registration and accounting computer programs used in the Division. This process was planned to coincide with an internal audit of the Division scheduled for 1992.

Enrollments rose significantly by more than 3400 in FY 91 compared to FY 90. While nearly two thirds of that increase came from a single, large activity, registration numbers continued to show a long-standing pattern of increase showing the significant impact of the Division of meeting the needs of the citizens of the state and region.

The Division had some coordinator-level staff changes during the year. Cindy Kouba, Cheryl Danduran, and Desmond Sporbert left the Division for other career opportunities.

During 1991, the Division and the entire University prepared for the impending changes in leadership at UND and in the North Dakota University System. President Clifford would retire in 1992. Vice President Clark was also scheduled to depart. On the University System level, Chancellor Douglas Treadway had begun to discuss the need for a renewed focus on outreach. The anticipated changes at both levels brought both anxiety and excitement. It was a time to lead in a time of change, indeed, a time to thrive on chaos.

The Division of Continuing Education saw several new initiatives in FY 92. A Total Quality Improvement Council was established which led efforts to identify areas for which process improvement teams should be established. A grant writer was hired and even during her first year, was successful in securing thousands of dollars in grant funds to support programs. An internal audit was completed. The results provided some helpful suggestions, but no major problems were identified. Gustafson Hall got a facelift when new carpeting was installed throughout the building at a cost of \$16,000.

Several other initiatives were begun in FY 92 with plans to continue work into the following year or more. One high priority was to transition the coordination of the North Dakota Interactive Video Network from the NDUS System office to UND. The University of North Dakota had been designated as the coordinating institution for IVN and the Division had been asked by Dr. Gene Kemper to provide leadership to that effort. Efforts were also under way to develop the necessary policies and procedures to ensure that extended degree programs offered IVN were well coordinated and managed. This new delivery technology would require special attention to library needs, staff, and student advisement.

Efforts were made to explore the potential for serving the need for credit offerings in northwest Minnesota. As part of the Division's ongoing review of non-credit programming, a review of College for Kids and CommUniversity were planned to determine if these activities should continue. Both were popular, but were being heavily subsidized with funding and personnel time without a broader commitment from the rest of the University.

Work began to develop a strategic plan for the Division. In cooperation with the Senate Continuing Education Committee, a wide-ranging survey was completed to help determine levels of satisfaction and need. The plan was also to incorporate the expectations of the new President and Vice President for Academic Affairs.

During the year, the Division continued an exploration of its partnerships with business and industry to help meet the needs of the workforce. The Office of Management Development established several years earlier had been successful in delivering training, but more attention needed to be given to the development of a three-level service incorporating needs assessment, training and assessment of learning. The Division also committed itself to developing the necessary skills and personnel to respond to the need for international conferences. Successful international conferences at UND and one in Prague, Czechoslovakia indicated that more such events might be requested in the future.

Keeping up its campus social function, the Division made plans to hold a semiannual ice cream social for faculty and staff on years when a faculty recognition luncheon was not held.

FY 92 saw a number of personnel changes in the Division of Continuing Education. For a variety of reasons, nine individuals resigned. The size of the Division continued to increase, a trend not anticipated continuing in the immediate future.

The Division saw a small decrease in enrollments during the 1991-92 year. Most of the decrease was a result of intentionally offering fewer activities in order to lighten the load of a busy staff.

Two major improvement projects, carpeting of Gustafson Hall and extensive computer purchases, contributed to a small, but anticipated deficit in FY 92. Although the financial condition of the Division remained excellent as the year came to an end, his situation would be closely monitored in the future.

As FY 93 arrived, the staff of the Division of Continuing Education found themselves involved in several ongoing initiatives. Some far-reaching policy decisions had been made. The transition of the coordination of the North Dakota Interactive Video Network from the NDUS Office to UND had gone well. A new department had been created in the Division to accommodate that change. After a great deal of discussion and examination of options, it was decided that College for Kids and the CommUniversity Program would be terminated. Two staff members would be released.

The Office of Management Development went through a process to update its materials and initiated a process to increase its offerings and expand its cadre of presenters. The Division also spent time and energy developing the necessary policies and procedures to ensure that extended-degree programs offered via IVN were well coordinated and managed. For now, this growing function would be accomplished using existing staff.

In an attempt to support and implement the principles of continuous improvement advocated by the North Dakota University System, the Division's internal quality improvement council continued to function. On a campus-wide level, President Baker asked Fred Wittmann to continue to chair the University's quality improvement committee.

Several meetings were held with representatives of the Center for Aerospace Sciences to explore additional uses for telecommunications technologies. The possibility of receiving programs via satellites provided new and enticing opportunities for distance education.

During FY 93, several long-term projects were begun. Plans were underway to complete the final draft of the Division's strategic plan and a performance review of Dean Robert Boyd was initiated with Dr. Carla Hess as the facilitator. Both projects were scheduled to be completed by early 1994.

Plans were made to work more closely with the UND Colleges. The relationship between the Division and the rest of the campus community was very good, but developing partnerships between the Division and academic colleges was seen as a good way to precipitate a greater percentage of outreach programming. Plans were also initiated to develop a visitor/conference center on the west side of the campus. Division personnel would be called upon to provide leadership for this project.

The program at the Grand Forks Air Force Base needed evaluation. Although the program had a long history of strength, the Division was serving a smaller number of students each year. Analyzing this trend and evaluating what could be done to expand the program would be given priority during the following year.

Plans were also implemented to make use of the results of the constituency research done during the year. The results of his research effort, the most comprehensive survey of constituencies ever done by the Division, would be used during the strategic planning process and in the development of programming.

The Division benefitted from fairly low turnover during FY 93; none of the turnover that year was from the administrative ranks. That contributed to a great deal of consistency in program leadership and direction.

The Division saw a drop in enrollments of about 2000 during FY 93. There were many reasons for this decline including the economy of the state and region. At the same time, new program delivery strategies were being explored and new partnerships were being developed that would serve the Division well far into the future. It was becoming clear that enrollment numbers could not always be the main criteria for success.

Fiscal year 94 saw the completion of a strategic plan for the Division of Continuing Education. Each department made use of the constituency research data compiled the year before. Progress was monitored on a regular basis and plans for each department were developed throughout the year. The performance of Dean Robert Boyd was also completed. Results were reviewed with President Baker and Provost Strathe.

Dean Boyd chaired the committee charged with developing the visitor center. During the year, plans for the Rural Technology Center were completed and the ground breaking was held on October 25, 1994.

Discussion about the UND programs at the Grand Forks Air Force Base continued. A decision was made to work more closely with the UND support services offices to eliminate unnecessary barriers for students. Discussions were also held with representatives of UND Lake Region to discuss ways to avoid duplication in course offerings.

During the year, Dean Boyd and several members of the Division attended professional development activities related to distance education and the application of technology to learning. The Division continued to serve as the coordinator for NDUS distance education. Delivering continuing education via telecommunications was becoming a more important component of the Division's programming mix.

Several initiatives were launched during FY 94. Plans got under way to complete a local area computer network in the Division. This project involved planning and the purchase of several

pieces of computer equipment. Plans were also under way to fill the position of Director of NDUS Distance Education. This position was open due to the resignation of Russell Poulin.

Four major new initiatives/projects were unveiled during the year by Dean Boyd. Work began in FY 94 on Project Learning, Project Partnerships, Project Program, and Project Alliances. The goal of these projects was to focus attention on some of the key issues that had an impact on the success of the Division.

Discussions began on how to organize and, where appropriate, centralize distance education activities at UND. Other discussions during the year began to focus on appropriate ways to fund extended degree programs. Major planning initiatives began in each of these areas with Dean Boyd playing a leadership role in each.

The Division was also looked upon to provide leadership in other campus-wide activities. Dean Boyd continued to provide leadership to the development of visitor center complex by chairing the Rural Technology Center Building Committee. In addition, the Division was asked to assume responsibility for the Summer Session Office. Intensive work would be needed during the next year to establish an office and administer a successful program.

Because College for Kids and CommUniversity were phased out, two positions were eliminated from the Division in FY 94. Peg O'Leary, program coordinator and Rebecca Williams, program assistant left the Division as a result. Other staff changes in FY 94 limited to usual turnover and the quality of Division staff remained high.

Enrollments dipped again in FY 94 for the fourth straight year. The major reason for this trend continued to be a drop in enrollments at the Grand Forks Air Force Base and a slight drop in extension classes. The Air Base enrollments were impacted by a change in the transfer policy of the State Board of Higher Education. Students were more attracted to lower cost, sometimes less rigorous courses taught by other institutions. Extension enrollments declined due to a decrease in the number of K-12 teachers in the state and increasing competition from Minot State University.

During FY 94, the staff of the Division felt very good about several accomplishments. Staff members were dedicated and exhibited several notable achievements on the campus and across the region. The Division's programming was highly rated and highly valued, but because of program life-cycles, the Division offered fewer programs than it did the year before. Efforts in new program development would be needed in the next year.

The reputation of the Division remained very high on the UND campus and throughout the state. The Division continued to be looked toward as the leader in continuing education in the state and continued to have the largest program in the state of North Dakota.

By FY 95, the Division had taken a large step forward with the administrative use of technology

through the completion of the local area computer network and the purchase of equipment to maximize its use. This enhancement had immediate impact on the capabilities of the staff of the Division and, more important, brought great potential for future growth and increased efficiency.

Dr. John Burbank was selected to fill the position of director for North Dakota University System Distance Education. Dr. Donald Piper was selected to serve as the director of the UND Office of Summer Session. A successful Summer Session was held that year, the first year that program was administered by Continuing Education.

Project Learning, Project Partnerships, Project Program, and Project Alliances were the focus of continued discussion throughout the year, but none of these initiatives was implemented as anticipated. Conceptually, the projects were very sound, but were difficult to implement because of their breadth and complexity.

A distance education summit was held in May which resulted in the establishment of an Executive Distance Education Committee at UND. Committee members were chosen from the Center for Aerospace Sciences, School of Medicine, Division of Continuing Education, Television Production Center, and Telecommunications. The committee was charged with helping ensure cooperation, collaboration, and communication between and among the units related to distance education matters.

As the staff of the Division looked ahead to the next year, several priorities emerged. The Division was asked to continue to play a leadership role in the completion and initial use of the Rural Technology Center. The facility was scheduled to be completed during the summer of 1996 and the building committee, chaired by Dean Robert Boyd, found itself faced with several difficult issues related to construction and building use.

Late in the year, the Division initiated discussions about a major reframing of the organization. The process was described by the then-popular term, "re-engineering" and the net effect would be a fairly major reorganization of the entire Division.

Initial discussions were held on the assignment of the UND Television Production Center to the Division of Continuing Education. Plans were under way to make the staff of the Center feel welcome and develop a process for administering the unit.

Programming-related initiatives during the year included making final arrangements for the funding and administration of extended degree programs. Discussions continued on the need to develop new non-credit programming through the Office of Conference Services and Office of Management Development. Learning After Hours continued to be the focus for discussion and planning. Because of declining enrollments at the Grand Forks Air Force Base and the President's expectation of collaboration with UND Lake Region, some changes in the program would need to be identified and implemented.

With the exception of the directors of Summer Session and Distance Education, staffing changes in FY 95 were minimal. Program leadership remained consistent and the support staff changes that did occur only helped maintain the Division's high standards of quality. Of particular significance was the departure of Joann Kitchens, long-term administrative assistant to the dean.

In FY 95, the enrollments of the Division dropped slightly compared to the year before. It was becoming more obvious with each passing year that enrollment statistics were only one measure of the success for the Division. In the face of increasing competition from other institutions and a more diverse program/service mix, the Division would look increasingly to other measures to evaluate its performance and its significance to UND.

Trends began to emerge that would have a dramatic impact on the Division for years to come. The core mission of the Division, "to extend the resources of the University" to whomever and wherever they were needed was quickly becoming the central mission of the entire University. The Division of Continuing Education was no longer the only "outreach" effort, a fact that was beginning to have a large impact on how the Division was viewed and how it functioned. The Division was put into a position of shifting from the sole provider of outreach programs and services to being a partner with the colleges. How these partnerships would look was not clear, but it was becoming more obvious that the financial support and even staff assignments would be changed.

A second trend was the growing perception that University-sponsored outreach programming would not be provided as much as it would be "accessed." The long-standing and sharp distinction between off-campus and on-campus students was beginning to quickly blur. The increased use of technology brought the concept of a "university without walls" closer to reality and the Division was increasingly becoming an advocate for such technology-enhanced learning. Third, lifelong learning was becoming less a catchy phrase and more a reality of life. More and more learners were requesting that their learning be self-directed. This implied a change in the role of the Division of Continuing Education; it required personnel of the Division to have highly developed programming skills and a thorough knowledge of adult learning. Finally, funding for the Division's work needed to be more intentional and less independent of the University funding process. The days of entrepreneurial credit activities and local accounts administered solely by Continuing Education were beginning to look like they may become a thing of the past. The Division would need to plan carefully to position itself to respond to these emerging realities.

FY 96 saw the completion of a re-engineering of the Division of Continuing Education. The intent of this change was to allow the organization to be better equipped to deal with the rapidly changing environment in higher education. The organizational chart of the Division was completely altered to reflect how Continuing Education was organized and how it was to do business. Distinctions between credit and non-credit programming were minimized and two individuals, Jim Shaeffer, the Division's new associate dean, and Karen Berthold, were given responsibility for leading almost all the programming units within the Division. These changes

shook some long-standing traditions and altered the patterns for program planning and staff interaction within the Division.

The Rural Technology Center was completed and arrangements were made to locate the Television Production Center and other Continuing Education offices there. The Television Production Center officially became part of the Division on November 1, 1995, so having it located in its new facilities was an important step in the transition process.

Negotiations concluded which brought the financial arrangements for the administration of UND's extended degree programs into compliance with State Board of Higher Education policy. Discussions designed to re-energize the Learning After Hours program continued throughout the year, but the program continued to struggle.

The Division made great strides in the use of computers and its new local area network. Training continued throughout the year and a computer committee was established to study computer equipment needs and to plan for upgrades.

A number of projects were initiated that would have future implications and need follow up efforts in the years to come. The Division made a commitment to establish an Office for Workforce Development. This effort would require the addition of a new position and the establishment of an office in the Rural Technology Center. In an attempt to play a more active role with UND workforce development, the Division was asked to take the leadership in the development of the "University Within the University" program to promote professional development on the campus. With the strong support of President Baker, this initiative was launched as a direct result of the work done by the Division staff members who had been involved in UND's quality improvement efforts during the preceding years. Fred Wittmann, Jo Coutts, and Dennis Elbert (College of Business and Public Administration) played a leadership role in establishing this new program.

With increased competition and increased expectations for efficient financial management, the Division focused on establishing more effective ways to manage its budgets. The commitment to good financial management had always been strong, but with the addition of Odella Fuqua as the business manager for the Division, additional attention was devoted to developing systems for the day-to-day management of its financial resources.

After several years of relative stability in its personnel, FY 96 brought about several staff changes in the Division. Eight resignations (including the Business Manager and Assistant Dean), eleven new appointments, four internal promotions, one retirement, and the addition of six new staff members from the Television Production Center meant that maintaining continuity throughout the year would be difficult. Coupled with the re-engineering of the Division, these changes required a good deal of energy, resulted in increased costs, and caused some temporary losses in productivity.

The enrollment numbers for FY 96 continued a six-year downward trend. Increased competition was the cause of some of this decline. For years, the Division served many markets with little competition, but the trend was changing and the Division found itself competing against other service providers for activities with which it had been identified for many years. One example was the International School for Alcohol Studies which was started as one of only two such events in the entire nation. It was now one of several such events in the region. Another example was the North Dakota Emergency Medical Services Conference. UND Continuing Education was instrumental in developing the very first conference more than twenty years earlier. During the long history of the conference, a statewide association developed around the conference. Under the direction of that association, the management of the conference was put out on bids and a very large conference was lost to a bid so low that UND could not compete. At the same time, the Learning After Hours program continued to struggle and most other Division program units saw either small enrollment declines or static enrollments compared to the previous year.

As the year came to a close, it was clear that the Division was seeing a shift in its role. In addition to its central mission of extending the resources of the University through entrepreneurial activity, the Division was being increasingly looked upon to play the role of program manager. Changes in the budgeting process for extended degree programs were a prime example of this change. The Division would manage these programs for a fee designed to cover costs. These changes put increasing pressure on programs like extension and credit and non-credit correspondence to bear a bigger financial burden to cover the Division's personnel budget.

The Division entered FY 97 looking optimistically about a number of initiatives. Thanks to the efforts of President Baker, funding had been secured to relocate the Television Production Center (renamed Television Center) to its new home in the Rural Technology Center. Barry Brode, Director of Television, showed strong and creative leadership throughout the entire process. The University Within the University program was initiated with great success. With Jo Coutts as the program coordinator for this new program, its future looked bright.

As the year progressed, the Division took action to initiate an Office of Workforce Development. During the spring of 1997, Galen Cariveau was selected as the program's first coordinator.

The Division had developed a well-deserved reputation for embracing and leading change, but nothing could have prepared it for the changes and challenges that arrived with the spring of 1997. The extremely difficult winter of 1996-1997 and then the Flood of 1997 had an almost devastating impact on the Division and several of its programs. The programs and activities of the Division came to a sudden halt on April 19, 1997 when most of Greater Grand Forks was evacuated and UND was closed for the remainder of the spring semester.

Few, if any, persons or organizations in Greater Grand Forks escaped the impact of the flood disaster. The impact was felt by each staff member of the Division both personally and professionally. Many staff members had homes that were damaged, spouses whose businesses

were destroyed or placed at risk, or both. Everyone living in the city found themselves displaced, most with little more than the clothes they wore as they left their homes.

The Division suffered a significant financial loss while the flood was taking place and during several months of recovery. An initial and conservative estimate of the loss was \$250,000. Along with some anticipated losses in extension activities and in the Learning After Hours program, the Division reserve fund that had been built up over many years was nearly depleted.

As is often the case, new and unusual opportunities came with the flood disaster. Only two days after the city was evacuated and the University was closed, Dean Robert Boyd reassembled the Division directors at the Rural Technology Center to begin discussions on how Continuing Education could help lead the campus flood recovery effort. Because of the location and availability of the Rural Technology Center and a willing and able staff, the Division proved to be very helpful during the critical weeks immediately following the flood.

Division staff members were instrumental in planning and implementing a telephone bank that provided a link between the University and its students, staff, administration, and faculty who had been forced to evacuate the area. Once established, more than 3000 telephone calls were handled each day. The Division was also influential in planning and implementing a "virtual university." Set up in a meeting room in the Rural Technology Center, the virtual university enabled each college to respond to questions from faculty, staff, and students and to make plans for its recovery.

In addition to these important campus tasks, Division staff had a community-wide impact by establishing a business relocation center on the campus. Nearly 40 dislocated businesses from across Greater Grand Forks were temporarily relocated to buildings on the campus, some for most of the following summer.

Continuing Education staff worked with other UND personnel to set up a community "tele-meeting" that provided a way for dislocated citizens of the Greater Grand Forks area to get current information on the status of the city, businesses, homes, and the University.

The outstanding efforts of the personnel of the Division of Continuing Education made a huge difference at a time when they were very badly needed. The "outreach mission" of the Division took on an entirely different and much broader meaning during that time. Continuing Education was proud to be looked toward to provide leadership during such an important, but difficult time.

Beyond the exigencies created by the flood, the Division saw its role continue to change. The Division found itself even more impacted by its newly defined role in the administration of extended degree programs as additional extended degree programs were developed. The Division found itself in the dilemma of wanting to be seen as a helpful member of the University family, but realizing that the time, energy, and costs of providing support for these programs was being done at the cost of neglecting other activities that could have generated revenue to support

the Division's other priorities.

Several staff changes occurred in the Division in FY 97. Although the overall size of the staff had grown to more than 45, the Division saw eleven resignations in less than one year. Several internal staff changes also occurred as the Division worked hard to ensure that all its positions were filled with the quality individuals.

The Divisions total enrollment dipped to less than 14,000, the lowest in 15 years. Although much of the decrease was attributable to the flood, review over many years showed some trends that had a significant impact on the Division's enrollment statistics. Although there was a growing need for people to continue their education and lifelong learning was becoming more of a "given," more and more institutions and organizations were surfacing to meet the need. Competition was growing quickly in a market - North Dakota and the surrounding area - that was either shrinking or, at best, remaining stable.

UND proudly maintained its long-standing status as the only institution in the North Dakota University System that had a comprehensive continuing education unit. Other institutions in the System had chosen either to offer a very limited number of services or to concentrate in one or two areas. However, the activities of other NDUS units were many times being offered at UND's expense. In addition to this internal activity, competition from outside the state was becoming more intense. The Division was no longer the "only game in town" and because other institutions had less-expensive infrastructures, they could provide programs and services at a lower cost.

Two other factors continued to have an impact on the Division as FY 97 came to a close. UND was unwilling to compromise its quality standards in order to compete. While this was a wise choice for many reasons, it was a decision made at some cost to the Division of Continuing Education. The University's commitment to use its own faculty, adhere to accreditation standards, and its reluctance to endorse formats that would have offered course work in concentrated time periods led some learners to make other choices about where to access programs and services. Finally, the establishment and growth of the North Dakota University System tended to blur the unique missions that institutions like UND once enjoyed. The egalitarian nature of the System made it increasingly difficult for Continuing Education at UND to serve its statewide mission. Although it was once common for UND to offer programs and services across the entire state, the pressure to use local institutions for such services made playing that statewide role that much more difficult. In just a few years, the environment in North Dakota continuing higher education had changed significantly.

The Division entered FY 98 continuing to recover from the impact of the Flood of 1997. Beyond the immediate impact of the flood, the staff of the Division found that in the months following the disaster, people were understandably more concerned with repairing homes and taking care of their families than in enrolling in professional development activities. Despite that reality, the Division made great strides during the year. Enrollments rebounded to more than 16,300, just

short of the enrollment numbers in the year preceding the flood.

The recovery was due, in large part, to the extra efforts made by the staff of in Division in marketing and customer relations activities. Several activities were offered through Conference Services, University Within the University, and Workforce Development that focused on assisting individuals and businesses in the flood recovery process.

Along with a recovery in enrollments, the Division also saw a financial recovery. Dean Boyd challenged every program unit to "meet budget" and the personnel of the Division rose to meet that challenge in nearly every area. Cost cutting became a major tool in the Division's financial recovery. Eleven staff changes occurred during the year. One position was eliminated and another was left unfilled for several months in order to minimize expenditures. Division staff members rose to the challenge to accommodate for these situations and help in the financial recovery process. In addition, a more intentional effort to monitor department budgets was instituted by business manager Odella Fuqua and Dean Boyd. Improved systems for monitoring budgets and more regular meetings to discuss finances allowed program coordinators to more easily use budget information as a planning and decision making tool.

Even during its recovery from the flood, the Division planned ahead and initiated some special projects that would continue into the following year. The Division was asked to develop and initiate programming that would expand on current summer activities to bring a wider range of individuals to the campus during the summer. Planning also began to expand the work of the Office of Workforce Development beyond the Grand Forks area.

In addition, the Division was asked to provide leadership on the campus in the development of "distance free" education. Developing this concept would include discussions on how to best use the power of the Internet in the delivery of educational programming.

The staff of the Division made a commitment to continue to refine and explore procedures to effectively manage each department's budget. As Director of Financial Management, Odella Fuqua would assume a leadership role in helping the Division accomplish this goal.

During the year, a major change was announced that would significantly impact the Division of Continuing Education. President Baker announced that he was going to make a major organizational change at UND. A division would be created that would bring together the Student Affairs, Continuing Education, University Relations, KUND Public Radio, Student Academic Services, Enrollment Services and Admissions. Dean Robert Boyd was asked to serve as the Vice President of this new division which would be officially formed on July 1, 1998.

Much of the spring semester was spent preparing for these changes. The transition brought some large challenges as well as wonderful opportunities for the Division of Continuing Education. Division staff members would be called upon to provide leadership and creativity to help in the formation of this new division. Continuing Education would be moving from Academic Affairs,

its long-term home, to another division more focused on students and outreach. New program units would need to be assimilated into the Division of Continuing Education. Maybe most significantly, this change would introduce new leadership in the Dean's office for the Division, something that had not occurred for 19 years.

In recognition of this transition and of Dean Boyd's new role as Vice President for Student and Outreach Services, the Division of Continuing Education hosted a celebration for Bob on June 25, 1998. Dozens of current and past Division employees attended. A maple tree was planted near Gustafson Hall to give permanent recognition to Bob Boyd's leadership and to honor his commitment to Continuing Education. It was a festive occasion, one that helped maintain the Division's well-deserved reputation for creativity, quality, and for having fun.

On July 1, 1998, Dr. James Shaeffer became the Dean of Outreach Programs at the University of North Dakota following in the footsteps of Robert Boyd the new Vice President for Student and Outreach Services. Several other internal staff changes followed as a result of that transition in leadership including Karen Berthold being named assistant dean.

Enrollments increased to more than 19,000, an increase of almost 3000 from the previous year. This was the highest enrollment seen in the Division since FY 93. Gains were seen in nearly every program area with significant increases seen in Workforce Development, University Within the University, and Conference Services.

In addition to the increase in enrollments, the Division expanded and enhanced its programming efforts delivering a total of 824 activities, the highest number since FY 85. After a two-year absence, the staff of Conference Services regained the Emergency Medical Services Conference, an event that drew more than 1100 participants and one with high statewide visibility. Considerable effort was put into revising the Dietary Managers Course enhancing it with video tapes written and produced by the DM faculty and the UND Television Center.

The Division made a commitment to deploy its staff as effectively and efficiently as possible. Some responsibilities were shifted in an effort to maximize skills and personal interests.

During the year, the Division made plans for future challenges. Lorna Berge, long-term coordinator for the Dietary Managers Program, was scheduled to retire early in 23 following year. Dawn Botsford, the twenty one-year coordinator for Conference Services, would also leave her role. With them would go much of the history of the organization, as well as their creativity, customer service attitude, and their positive impact on the culture of the Division. Planning for these impending changes became one of the focal points for the year.

Planning continued to explore the most appropriate role for UND at the Grand Forks Air Force Base. Enrollments had dropped steadily since 1992 and it was becoming very clear that the Division's role at the Base needed to be modified.

The staff of the Division also initiated discussions focusing on new programming. The Division found itself challenged to develop degree programs delivered in evening and weekend formats, to provide leadership in the use of various technologies to enhance teaching and learning on and off campus, and to establish collaborations with out-of-state post-secondary institutions that would enhance the delivery of programs within and beyond the boundaries of North Dakota.

Kendall Baker left his position as president of the University of North Dakota on June 30, 1999. During his seven years at the University, President Baker had been a strong supporter of the Division of Continuing Education and of UND's outreach efforts. His leadership and support would be missed. Dr. Charles Kupchella was scheduled to assume his role as UND's tenth president on July 1, 1999.

As the 1990's was coming to a close the year 2000 approached, the Division faced many challenges, but also saw an equally encouraging list of opportunities. It was wonderful time to be part of Continuing Education.

dcehistory/c/fw/9-00

FY 2000 - 2007

FY 2000

The Division of Continuing Education had 20,208 enrollments in over 1,000 events in FY00. This is an increase of 865 enrollments as compared to the 19,343 enrollments in FY99.

Staffing

There were some key staff members that either retired or moved to another position on campus. A few include: Lorna Berge, after 14 years in the Division, retired from Noncredit Correspondence Study. Fred Wittmann who served in the Division for over 20 years moved to the VP for Student and Outreach Services office. Dawn Botsford, after serving the Division for over 20 years, will be working with special events for the campus. Mike Olson of Northern Lights Public Radio received one of the UND meritorious awards.

Programmatic Overviews

Conference services offered new events including: Prime Time University designed for the mature adult and featured "bird watching" Red Road Approach workshop featuring Native American consultant Gene Thin Elk; and Internet 2 Day: Connecting, Exploring and Discovering allowing participants to view the UND Concert Choir from Los Angeles. An agreement was signed with MBS Direct as the textbook supplier for Office of Correspondence Programs (Non-Credit). As the Dietary Managers Course was revised, the accompanying course video was also revised. The *Non-Credit Office of Correspondence Programs* worked closely with the Television Center to accomplish this task. Studio One celebrated its 200th live production on September 30, 1999 and its theme for spring semester was "Celebrate Silver" to commemorate 25 seasons of live productions. In the Spring 1999, the North Dakota Legislature passed a bill creating and funding a four-quadrant workforce training system for the State. UND and Lake Region State College in Devils Lake will work together serving the Northeast Quadrant of North Dakota through the *Workforce Training Partnership*. A new program entitled Tech Savvy Entrepreneurship was a unique collaborative partnership between Minot State University, North Dakota State University, and the University of North Dakota. The *University within the University* offered 43 new workshops for staff. Some of the topics included: Stressbusters; Super Parents Don't Exist: Overscheduled Kids & Bedraggled Parents; Progressive Discipline in the Workplace; Grantwriting: Getting the Results; Coffee, Cookies and Catering, Oh My; and, more. New courses were developed for *Credit Correspondence Study* including: BVED 315, Records and Information Management, COMM 313, Persuasion and MATH 107, Pre-Calculus. New *degree programs* were administered through the Division of Continuing Education including the MEd in Special Education which is offered through IVN. The Corporate Engineering Degree Program curriculum was reviewed by ABET using its new criteria - 'Criteria 2000'; all programs were granted accreditation through ABET. The *Extension Program* saw an increase in number of workshops from 377 workshops in FY99 to 622 workshops in FY00. The reason for this increase is that more schools are requesting workshops

throughout the entire year, rather than just the summer months. *Summer Sessions* was administered by Don Piper, Director. In August 2000, Summer Sessions was moved to the Division of Academic Affairs and a new Director, Dr. Stacie Varnson, was appointed.

FY 2001

In FY 2001, the Division of Continuing Education completed a comprehensive strategic planning process. The Division examined its mission, principles and vision and established goals and priorities and aligned them with the University of North Dakota's strategic planning process completed earlier in the year. The revised mission statement reads:

“The Division of Continuing Education promotes lifelong learning, economic development, and offers quality educational opportunities, programming, and services by extending the resources of the University.”

In addition, the Division modified its principles by which it operates and evaluates its interaction with each other, students, faculty, administrators and clients. The principles of the Division are:

- Strive for integrity in all that we do.
- Treat everyone with dignity and respect.
- Respect tradition, learn from experience, strive for improvement.
- Recognize the importance & contributions of a strong team and each member's talents, abilities and opinions.
- Acknowledge that the strength of our leadership comes from empowerment and motivation of our people.
- Encourage and assist people to develop their potential.
- Create an enjoyable work atmosphere.

The Division also developed a vision statement which reads:

“Leadership in global markets through partnerships.”

The Division had 19,199 enrollments in over 1,231 events. The enrollment figure is strong when compared to the past five year average for enrollments of 17,774.

Staffing

Division staffing is strong. There have been many individuals who have moved into more leadership roles within the Division. Some of them include: Heidi Flaten as coordinator of IVN, CK Braun as curriculum designer, Brenda Keller as coordinator of conferences, Lynette Krenelka as program director for Distance Degree Programs, Galen Cariveau as Director for Work Force Development, Lori Shafer as financial administrative assistant for the Television Center and Northern Lights Public Radio, Monte Koshel as Executive Director of Studio One, Marv Leier for Channel 3 and 17, Barry Brode who assumed responsibility for Northern Lights Public Radio, Odella Fuqua who took on additional responsibilities as Director of Finance and Technology. The

Division recognized Dale Ricke as the 2001 UND meritorious award winner. The greatest resource of the Division continues to be its staff.

There were a few name changes in program areas of DCE:

Non Credit Correspondence was changed to Certificate Programs

Extended Degree Programs was changed to Distance Degree Programs

Technology

The Division, with support from the Provost's Office, provided the leadership in the development of six new online courses. In addition, the Division received funding to develop two new online degree completion programs: RN/BSN degree program and BBA with a major in Information Systems.

New Developments

New courses/programs that were offered in FY2001 include: Buzz on Biz Youth Entrepreneurship Camp for middle-school students was offered and featured candy-making at Widman's Candy store, UND's first doctoral outreach program in Teaching and Learning – Higher Education Focus was offered in Bismarck, a fourth engineering discipline was added to the Distance Engineering Degree Program: BS in Civil Engineering, new credit-free courses in Paralegal, Administrative Medical Specialist and MCAT review were offered, and six new online courses were developed for Correspondence including Econ 202, Geog 151, Geog 161, Hum 101, Math 103, OT 205, and Soc 253. In addition, the Television Center and Northern Lights Public Radio were merged in January 2001.

There are many challenges and opportunities for the Division. The educational needs of the population served through the Division are changing and the Division will strive to develop the appropriate programs to meet the needs. Also, as the use of new technologies arises, there are policies and procedures that may need to be reexamined as a new virtual environment unfolds at UND.

FY 2002

In FY 2002, the Division had 18,870 enrollments through 1,135 activities, events or courses. This is slightly down from FY01's enrollments of 19,199. Enrollments have followed the national economic downturn following the tragic events of September 11, 2001.

In FY 2002, the Division of Continuing Education's conference room was remodeled as a high tech room for meetings. The Division also invested in a relational database – SEMtek which will assist the staff in working smarter, not harder. The Division also established a secure server that facilitates the registration and payment options for DCE clients and students enrolled in programs administered through DCE.

Staffing

Kim Pastir received the 2002 UND meritorious award for her dedication and hard work. Jennifer Raymond was hired as the Coordinator of Conference Services.

Programmatic Overviews

The *Office of Certificate Programs* offered its first web-based, Real Estate Pre-Licensure Online Course which was approved by the North Dakota Real Estate Commission and ARELLO, a national certification agency. An additional online offering was developed: Basics of Nutrition Assessment. *Conference Services* offered new programs and continued to offer many of their ongoing programs – new programs included 2001 State of the Faculty Conference held in Grand Forks, 7th Meeting of the Federation of Earth Science Information Partners. Agricultural Technologies for Rural Development, Dare to Dance, and Qualitative Methods Workshop. Eleven new courses were developed in *Credit Correspondence* – five Communication courses, one Math, one Philosophy, one Sociology, and three Teaching and Learning courses. Two new Online courses were developed: COMM 212 – Interpersonal Communications and SOC 253 – Juvenile Delinquency. The North Dakota Interactive Video Network (IVN) installed new equipment and an operating program to convert IVN to a video conferencing system. *Distance Degree Program* students were granted a waiver of the wellness fees. The Graduate Certificate in Autistic Spectrum Disorders was approved. *Extension* produced its own summer bulletin (in previous years, it was published with Minot State University and North Dakota State University). This is the second year of online course development – a total of 28 online course offerings were developed (as compared to 6 in FY01). Total online enrollment was 356 students: 63 enrollments in Correspondence Study, 67 enrollments in Certificate Programs, and 226 enrollments in Distance Degree Programs. In FY02, the President, in consultation with his cabinet, decided to discontinue funding Northern Lights Public Radio because the stations required increased funding to stay on the air. Additional funds were difficult to justify because of increased academic requests. Forty-five (45) new workshops were offered and seven custom sessions were delivered by the *University within the University*. Topics include: Fiscal Year End Procedures, Incident Reporting, GroupWise, Dealing with Conflict, and more.

As part of FY2002, the Division of Continuing Education set seven major goals for the next fiscal year. The goals include:

1. Provide better access to Gustafson Hall for students and customers who have physical challenges.
2. While encouraging professional development, build a database of attendance at professional development centers.
3. Increase enrollments, Division-wide, back up to 20,000.
4. Assess current student services offered through technology and expand by 20% (new services) by end of FY03.
5. Each program develop new initiatives which increase net enrollments/clients/and or net revenue.
6. Assess current evaluation strategies to ensure their effectiveness; for example including, appropriate clients, groups and programs as well as appropriate methods for assessment.

7. Continue to provide leadership in the use of new and emerging technology and track it.

FY 2003

DCE had 18,911 enrollments in FY03 which was a very small increase from FY02 (18,870). The enrollment goal of surpassing 20,000 enrollments was not achieved this year.

New Developments

An exciting event for FY03 was the hosting of the first annual Beyond Boundaries conference held on the UND campus. The conference was created to focus on integrating technology into teaching and learning. The conference was a success as over 73 proposals for presentation was received and 46 topics were presented. Over 150 professionals shared their experiences in using technology in their teaching or learning.

Staffing

FY03 brought staffing changes. Dr. Karen Berthold, Associate Dean, who had been with the Division since December 1990, left the Division. She provided excellent leadership to the Division and to the University in every role. The Division hired Dr. Kerry Kerber, Associate Dean, in June 2004. Dr. Kerber brought a wealth of experience in higher education and continuing education. Odella Fuqua was appointed Assistant Dean for IT and Finance. Lynette Krenelka and Galen Cariveau were appointed Directors within the Division on July 1, 2002. The Division employs 45 full time and 6 part time personnel. The Division also hires up to 17 students each year.

Kristen Leinen was hired in a new position, Marketing Coordinator to lead the Division's efforts to document and standardize Division-wide tracking of participant information to assist in more targeted marketing campaigns. A new committee, the Promotions and Public Relations Committee (PPRC) was implemented and began by looking at ways to increase DCE's presence on the UND campus by participating in the Potato Bowl parade, the Homecoming parade, and numerous other events to promote DCE.

Programmatic Overviews

The *Extension Office* experienced an increase in both the number of workshops and the number of enrollments from the previous year. The *University within the University (U2)* program offered 275 workshops during FY03. The *Television Center's* student-produced show, Studio One, celebrated its 15-year anniversary. The show and its students took top honors in three major competitions in FY03, receiving a record-breaking 49 awards. Seventy-two students participated in Studio One during FY03. *Online Curriculum Development* grew and developed in FY03. The number of online course offerings was increased by 16 courses to 44 course offerings in FY03. The online enrollments grew to 600 in FY03 (from 356 in FY02). *Credit Correspondence Study* experienced growth in enrollment with a gain of 7.7 percent from FY02. A total of 2,363 in FY03 were recorded. Two new online courses were developed: BADM 395 – Grantwriting: A Model for Success and HUM 101 – Humanities 101. *Certificate Programs* continues to

celebrate the pass rate of the UND Dietary Manager graduates on the national certification examination. UND's pass rate on Part I is 85% (as compared to the national pass rate of 73.6%) and UND's pass rate on Part II is over 53% (as compared to the national pass rate of 49.8%). The online Real Estate Program had an increase in enrollments from 57 in FY02 to 74 in FY03. *Conference Services* staff coordinated 18 programs with a total attendance of 2,283 and 42 program days. Three new conferences were coordinated: 1st Annual Beyond Boundaries: Integrating Technology into Teaching and Learning, The Healthy North Dakota Summit, and the Arts and Humanities Summit. *Distance Degree Program* team members experienced an all time high enrollment number of 2,138. Staff are preparing for a full online Distance Engineering Degree Program semester for Fall 2003. Up to this point, online pilots and testing using ScreenWatch had been done in Spring 2003 and Summer 2003. A total of 17 degree or certificate programs were offered. *Workforce Development* developed 23 different projects addressing 10 major service categories. Enrollments in Workforce Development jumped from 695 enrollments in FY02 to 1,224 enrollments in FY03. One of the largest projects Workforce Development is working on is the IRS curriculum conversion project moving content to an online format.

Goals that have been established for FY04 include:

1. Continue to examine our assessment practices and find methods of sharing successful assessment practices among program coordinators.
2. Increase enrollments by 10% through the development of new programming and other efforts. This goal will be supported through use of new hired, investment in new technology along with other support systems.
3. Enhance our team building within the Division.
4. Expand partnerships and outreach through the examination of new outreach centers and additional personnel.
5. Enhance resource management through examination of organizational structure, use of technology and deployment of personnel.

FY 2004

The Division of Continuing Education achieved an all time high to date in enrollments of 20,416. Credit Correspondence Study, and University Within the University experienced significant increases in enrollment of 623 and 1,030 enrollments respectively, with Distance Degree Programs, Extension, and Office of Conference Services also reporting increases.

New Developments

In FY04, with funding provided by the President's Cabinet, DCE increased staffing for the Online Curriculum Development team, which consisted of two instructional designers and two IT specialists. In FY04 DCE offered 110 online course offerings with enrollments of 1,576 as compared to 600 enrollments in FY03; a significant increase of 976 enrollments.

UND, through DCE, established the UND Fargo Outreach Office and hired a fulltime coordinator to expand its physical presence in Fargo; working with the College of Education and Human Development it began offering the Educational Leadership program to 34 students in the Fargo area..

The *Office of Workforce Development* partnered with the Arthur D Little Consulting firm to jointly provide training and workforce development services to employees of the IRS. The project provided custom designed e-learning training on a 24/7 basis to 20,000 IRS employees who participated in the training project.

Staffing

The Division added many new positions in FY04. Robyn von Ruden was hired as a program specialist in Conference Services. Brenda Keller was hired as Administrative Secretary. Kerri Whipple was hired to coordinate the UND Fargo Outreach Office. Jane Sims, Kristi Swartz, Greg Gardner, and Nathan Clough came on board to staff the Online Curriculum Development Team. Kristin Leinen was hired as Marketing Coordinator.

Monte Koshel received a UND Meritorious Service Award for his many contributions to the Division and UND.

Programmatic Overview

Certificate Programs began offering two new online courses; a conflict resolution course in partnership with Work Force Development and the Conflict Resolution Center, and an online Basic Computer Skills course. *Conference Services* implemented a new pricing structure that now accurately reflects the staffing hours fees necessary to coordinate a successful conference and experienced a gain of \$8,000. Four new conference this year included Kids at Risk in Rural America; North Central College Health Association Annual Conference; Exploring the American Indian Experience; and the first ever North Dakota Family Connections Conference: When Children Have Special Needs. *Correspondence Study* had an increase in enrollments of 26.4% in FY04. *Distance Degree Programs* offered 21 degree programs in FY04 increasing use of online course delivery as part or in entire mode of delivery to seven programs. *Online Curriculum Development* team, working with department coordinators, continued working on a scalable model for all online courses. *Television Center's Studio One* was ranked as one of the best college produced television shows in the region. The show and students took top honors in three major competitions, receiving another record breaking 53 awards, 25 of those as first place awards. *University Within the University* offered 61 new workshops to UND employees including several ConnectND topics presented to employees to ready them for the eventual shift to the statewide PeopleSoft software program. *Extension* had a small increase in enrollments and held workshops in 84 North Dakota cities.

FY 2005

The Division of Continuing Education had 20,336 enrollments in 1,237 activities/courses. This represented a small decrease of 80 enrollments when compared with 20,416 in

FY04. Conference Services, Correspondence and Online Studies, Distance Degree Programs, and Workforce Development/Training all reported increased enrollments.

New Developments

With the staffing increase in the Division in recent years, the Division needed more space for employees, and in March of 2005 began the shift of 11 employees out of Gustafson Hall to a block of offices in the Rural Technology Center. Three departments in DCE were already housed there, the Television Center, Workforce Development, and University Within the University departments.

Correspondence Study changed department name to *Correspondence and Online Studies* (COS) to more accurately reflect the fact that this area now offers 23 courses totally online.

Staffing

The Division created four new positions in FY05: Laura Driscoll was hired as the Director for New Markets and Partnership; Julie Vatnsdal replaced Laura as the coordinator for Correspondence and Online Studies. Corey Quirk was hired as the Educational Technology Applications Administrator. Jack Zhang was hired as the Database Manager, and Cyndee Hieb was hired as an Administrative Secretary. Denis MacLeod joined the Online Curriculum Development team as Communications Editor.

Diana LeTexier, Distance Degree Program Assistant, was honored with a UND Meritorious Award.

The *Information Technology* department was formally formed with the hiring of an Educational Technical Applications Administrator, Information Specialist, and Database Manager. The formation of this team allowed the Division to focus on the use of technology to help it accomplish its strategic goals.

The Division identified six initiatives to focus on in FY05:

- Resource Management – to monitor and adjust resource assignments (personnel, IT, funding, space) as well as seek funding outside DCE for advising course development, TC Center, Distance Degree Programs new funding model
- Enrollment – Implement strategies to reach a headcount of 1800 students (in Correspondence and Online Studies and Distance Degree Programs) by fall of 2006
- External Partnerships – Develop new partnerships and nurture existing partnerships
- Enhance Collaboration – Sponsor activities to encourage communication and creativity; continue to improve operational processes (internal marketing and cross selling); enhance and support DCE culture(s); develop an online orientation for new personnel; meet with new administration (VPAA and AVP of University Relations)

- Information Technology – Apply scalable production model for DCE course development as appropriate; support faculty and staff development in the use of technology; maintain and keep software and equipment current; prioritize IT initiatives; and maintain a leadership role in the use and the relationship with Blackboard
- Assessment – Develop a plan for writing, data collecting, assessing, and reporting our learning outcomes with our clients;

Programmatic Overviews.

In *Certificate Programs*, the Dietary Managers course was offered in an online format for the first time in history. The new edition of the DM course was written, edited, and submitted to the DMA. A five year approval status was granted, the highest approval rating possible. *Conference Services* coordinated 21 events serving 2,993 participants. Among the new conferences coordinated in FY04 were the R&D Showcase IV, The Clinical Forum on Mental Health: Turning Knowledge into Practice, and the AMAM PPR-2R: Updating, Understanding & Using the Criteria to Provide Quality, Cost-Effective Care Workshops. *Correspondence & Online Studies* enrollments increased 13 % over FY04 from 2,986 to 3,440 in FY05. Eleven new courses were added to COS offerings. *Distance Degree Programs* increased degree programs offered to 22 programs with the addition of the Master of Arts in Counseling, primarily a closed cohort delivered via combination of IVN, online streaming, and face-to-face. Enrollments have continued to increase from FY00 enrollments of 1,821 to 2,530 in FY05. *Extension* had an increase in revenue and attributes this increase to online students as well as the new fee structure adopted by the three institutions (Minot State University, North Dakota State University, and the University of North Dakota). Courses offered will now cost \$50 per credit as opposed to \$50 for a 1 or 2 credit course. While revenue increased in FY04 enrollments decreased by 824 from FY04 due to a combination of factors: the state funded Teaching With Technology courses ended, the change in the fee structure, and declining student and teacher populations in the state. The *Online Curriculum Development* team launched 22 new courses. The number of new online course enrollments increased by 37% from 1,576 enrollments in FY04 to 2,153 enrollment in FY05. In February 2005, Nathan Clough, Information Technologist moved to Minneapolis, MN but retained his position with the Division. It was determined that due to the nature of his position his job responsibilities could be done at a remote location. The *Television Center's Studio One* television show celebrated its 300th show, Dean James Shaeffer was inducted into the *Studio One* Hall of Fame. *Studio One* students received a record breaking 54 awards, 20 of those were first place awards. The *UND Bismarck Center* held a retirement for Dick Davison, a long time director and employee of DCE played a major role in the programs offered in the Bismarck area. One of the main focuses for the *UND Bismarck Center* was to increase awareness through advertising, Chamber involvement, sponsorships, and attend and participate in other community functions. The *UND Fargo Outreach Office* continued to be more actively involved in Fargo functions promoting the University of North Dakota by participating in Chamber of Commerce events, and marketing in the Fargo newspapers.

FY 2006

Enrollments in the Division of Continuing Education continue to climb steadily. In FY06 enrollments reached yet another all time high of 21,054. Certificate Programs, Correspondence & Online Studies, Distance Degree Programs, University Within the University, and Workforce Development and Training all reported increased enrollments.

Staffing

FY06 saw some major changes in staffing. In November, 2005, the Division said goodbye to Dr. James Shaeffer, Dean of seven years. Jim joined the Division in June 2006 serving first as Associate Dean and for the last seven years as Dean. Dr. Robert Boyd, Vice President for Student and Outreach Services who previously was Dean for 20 years, stepped back in to help guide the Division in the interim. Dr. Boyd enlisted Dr. Kerry Kerber, Associate Dean and Odella Fuqua, Assistant Dean to take on more leadership roles. In addition, Barry Brode, Director of the Television Center, Lynette Krenelka, Director for Distance Degree Programs, and Galen Cariveau, Director of Workforce Development also took on additional duties within the Division while a nationwide search was conducted for a new Associate Vice President for Outreach Services/Dean of Outreach Programs. An initial search did not provide any successful candidates and a new search was postponed until FY07.

Jane Sims and Corey Quirk took on the lead roles in the directing DCE's Online and IT efforts, respectively.

Barry Brode, Director of the UND Television Center, was recognized for 25 years of service to the University.

New Programming

President Kupchella again looked to the Division of Continuing Education to oversee a new initiative, Summer Events, which was established in December, 2005. The purpose of this program is to serve as a place to centralize summer event information, to promote summer programming at UND, and to coordinate event information among departments on campus. To positions were created to direct this venture, Julie Bean, joined Summer Events team as the Program Specialist and Sara Satter as the Program Assistant.

Programmatic Changes

Certificate Programs's nationally recognized Dietary Managers course reported that 29% of new enrollments selected the online format. Exam writers taking the first-time ever online test scored 100% on both parts of the exam. The Real Estate Pre-Licensure was expanded to Nebraska. *Conference Services* coordinated two new conferences, the Mid-America Association of Law Libraries Conference and The Norwegian Heritage in the United States Conference: Resources & Research Experiences. *Correspondence & Online Studies* enrollments increased 16% to 4,002 enrollments, with 24 courses were newly developed or rewritten and of those, 16 are online offerings. *Distance Degree Programs* online-delivered courses and degree programs are increasing in popularity with both on and off-campus students and in response to that trend, many departments and faculty are moving to using a popular format called a blended or hybrid format, what has

an online curriculum and a required, brief, on-campus visit. Nine programs are now offered in the online format. *Information Technology* implemented the use of Breeze, a software that allows for interaction between students and instructors in an online format. The *Marketing Team* focused DCE's marketing efforts a "you can do this" approach as compared to a "we have this" approach. Each department documented their marketing efforts in order to establish new marketing budgets for FY07. The Online Curriculum Development team launched 66 new courses and projects bringing a total of online courses now offered at 143 courses. Total enrollments in online offerings rose from 2,153 in FY05 to 3,324 in FY06. The Television Center, for the first time ever, all of the UND Commencements were telecast on Cable Channel 3. Summer, winter, and spring ceremonies were telecast live. The TC created and telecast a "Welcome Program" on Cable Channel 3 that was designed to welcome new students to UND and inform them about services available to help them succeed. The *UND Bismarck Center* and *UND Fargo Outreach* offices continue to make strides in marketing UND to their respective regions.

FY 2007

DCE reached another all time high milestone in enrollments with 23,045 reported. Certificate Programs recorded highest ever new enrollments at 1,522. FY07 was a record setting year for the UND Office of Workforce Development. During the year, WFD managed 38 projects serving a total of 94 businesses. Through hard work and significant effort our number of participants served, moved from 2,363 participants in FY06 to 3,683 in FY07. This is an all time high for the departments 11 year history.

Staffing

In June, 2007, Dr. Joshua Riedy joined the Division as Associate Vice President for Outreach Services and Dean of Outreach Programs. The Division welcomed Josh and the leadership and extensive knowledge of online course delivery systems he brings with him. The Office of Conference Services (OCS) hired Robyn von Ruden as its coordinator in July 2006. Robyn started with Conference Services in September 2002 as its Specialist and in her four years in the Division has established good working relationship with the clients.

Extension officially changed their name to *Professional Development for Educators (PDE)* in January 2007.

New Programming

Certificate Programs added a new program, the Osher Lifelong Learning Institute (OLLI), to their offerings. OLLI is funded in part by the Bernard Osher Foundation, a philanthropic organization based in San Francisco, and offers courses face-to-face to individuals 55 or better on a variety of topics ranging from Digital Photography, to Civil War to Yoga. A grant of \$100,000 was awarded to UND to launch this program. Connie Hodgson, was hired as a program specialist to lead this effort.

New Developments

The *Office of Workforce Development* submitted grant proposals and received two major contracts in FY07. Both of these contracts called for workforce development instructional design staff to develop state-of-the-art training materials for two of our long-term clients. The first project resulted in WFD developing a 120 hour manufacturing skills program for the Grand Forks Area. The project was funded by the federal government, and was specifically developed to respond to realignment changes taking place at the **Grand Forks Air Force Base**. The curriculum was built around 12 distinct training units. Each of the units was built after a training needs assessment of Grand Forks based manufacturing firms. The second project was very large and state-of-the-art. During this project UND WFD developed customized computerized training materials for **LM Glasfiber North Dakota**. Each training unit uses video captured by WFD staff at the Grand Forks LM Plant and is based upon the results of a job task analysis that is conducted for each component of the LM Manufacturing Process. Each unit takes approximately eight weeks to complete. One unit was completed in FY07, and currently being used in by LM plants in Grand Forks ND, Little Rock AR, Canada, and Spain. The project calls for other units to be developed during FY08.

Programmatic Changes

Correspondence and Online Studies had 2,067 enrollments in online course offerings and 1,425 enrollments in paper (mail) courses. Tuition increased from \$105/credit to \$120/credit. COS added 17 new online courses bringing their total of online course offerings to 50. Online courses now outnumber availability of paper courses which is at 41. *Distance Degree Programs* now offers 24 degree programs, adding two new programs in FY07, the MA in Forensic Psychology and MA/MS in Instructional Design and Technology. Both programs are being offered in an online format. The administration of the Space Studies program went back to the Space Studies department. The *Marketing Team* began work on a Web initiative to have an outside Web consultant, Stamats, review and provide a fresh perspective and guide us in the best practices for higher education Web sites. The *Online Team* launched 70 courses/ projects via paper, online, or hybrid. The *Office of Conference Services* coordinated two new conferences this year. The first, after a 2 year absence, saw the return of the *North Dakota State Human Resource Conference* and was awarded this conference for the next 4 years. The conference served 245 participants and 46 exhibitors in attendance for this event. The second, the *North Dakota Cancer Coalition 2007 Annual Meeting*, was sponsored by the North Dakota's Cancer Control Plan and attracted 49 participants. In FY07, Conferences Services will join the new DCE Professional Services Team. The creation of this larger cross functional team will help provide improved support, planning, and administrative assistance to the OCS staff. The *Summer Events Office* served 38 on-campus departments/units the promotion of 147 different summer events. These events occurred on campus between July 1 – August 18, 2006, and May 12 – June 30, 2007. Of the 147 different sessions listed on the Summer Events Website during FY07 104 of these events documented registrations totaling 6,313 participants.

Narratives respectfully submitted:

1911-1983 Dean Emeritus Ben Gustafson and Robert Boyd

1982-1999 Fred Wittmann

2000-2003 Lynette Krenelka

2004-2007 Kim Pastir

BACKGROUND ON ANNUAL DIVISION OF CONTINUING EDUCATION AWARDS

The Annual Division Awards is a special tradition. To preserve the history of this award process this background was started in 2000. The following is a chronological description of the evolution and history of the annual awards process.

- The first "Personnel Awards Procedures" were written in 1981 (see sleeve). In the official awards binder there is a list of the Awards Committees from 1981 to current. Note that the original procedure called for the awards to be presented semi-annually in June and December. Also, note how the selection committee was decided.
- In April 1982, the procedures were revised to state that "potentially two awards may be given each year; one for Outstanding Divisional Employee and one in any of the other three categories." It was not mandatory that either of the awards be given. This change to the annual awards was met with some controversy, but it was passed by the committee.
- On November 3, 1983, there were only 12 individuals eligible for the awards (including Bob Boyd). However, on the call for nomination form only eleven names were listed (Bob's was removed). The committee suggested awarding only the Outstanding Divisional Employee Award, which was not acceptable (per handwritten note on the memo). Apparently, they still wanted the option to nominate in the other categories.
- On November 29, 1985, a memo went out to all Divisional Employees that mentioned that the committee was made up of mostly the previous year's winners and that the members of the committee were not eligible to receive awards. No updated procedure could be found. (See sleeve for memo.)
- In 1986, the committee was comprised of the previous year's winners, with the exception of one person. No update to the policy was provided or comment as to the change.
- In 1987, cash awards were given. Twenty five dollars was awarded for the Performance, Good Will, and Development awards. Fifty dollars was awarded for the Outstanding Divisional Employee award. This year was the first time that on the actual nomination form stated that those who received awards the previous year were not eligible for nomination this year.
- In 1988, cash awards were not given, only plaques. No indication as to why the change was made.

- A 1990 memo from Bob Boyd states that tradition dictates that the previous year's winners serve as the current year's committee. He did appoint a representative from Conferences and Institutes to serve on the committee since there was not a representative from that unit among the previous year's winners. He also made the request as to who would chair the committee, instead of the Outstanding Employee. A comment was made on the memo: "When did it happen that if you received an award last year you can't be eligible for one this year?" The comment continues "unfair—especially in the Outstanding Divisional Employee—someone who got any of the other three is a natural candidate. An issue for next year's consideration?"

Also, in 1990, it was noted that the Good Will award was changed to the Dedication Award, but no mention was made in the notes and procedures as to the change.

- In 1991, it appears that the issue of committee members eligibility was not addressed and no update to the procedure was made. It was noted that the committee would discuss with Bob if temporary people (like those at the GFAFB) should be eligible to receive an award. This also appears to not have been addressed.
- The 1992 letter to the division states that committee members are not eligible to receive an award for the current year. Apparently, this held despite the comments made in 1990.
- In 1993, the procedures were changed to include eligibility guidelines concerning past winners and the procedure to select the Outstanding Divisional Employee (See actual memo in sleeve.)
- The 1994 committee notes indicated that they were concerned that some people submit nominations with only a name and no comments about why they were nominating an individual. They discussed if the award winners should be recognized in the University Letter, as had been done in the past.
- In 1997, the committee discussed whether supervisors should be informed when their staff was nominated for an award and provide them with the comments made to support the nomination. It was decided, after much discussion, to proceed with this recommendation, however, revisions were not made to the procedures. Future committees had the option of continue this practice.
- In 1998, the awards committee decided not to type up all the individual nominations.
- In 1999, the awards committee decided not to type up the individual nominations. They also decided that the comments should be framed and presented to each winner, so the procedure was modified.
- In 2000, the selection committee decided to type up all nominations and give them to the individual's supervisor. The supervisor would be instructed not to use the information as part of the person's evaluation since the comments were from their peers and did not have anything to do with the evaluation of tasks and standards related to the performance review process. They could be used as a "pick-me-up" or stroking tool. The committee thought that everyone could use a good word now and then and that even though the words were written as part of the nomination process, the nominator thought enough of the person's work or character to nominate them. Why not share that appropriately with

the individual? This was discussed with the Dean and approved. The Chair of the committee was responsible for typing up the comments, delivering them to the supervisor, and explaining their appropriate use.

- The 2001 selection committee decided to make a slight change to the eligibility requirements for the Divisional Awards. In the past, the eligibility requirements stated that eligible employees must be employed with Division for at least 6 months if they were externally hired or for a period of 3 months if they were internally hired. The committee voted to change the requirement to read as follows. Employees must be employed with the Division for a minimum of 6 months to be eligible for an award. The committee discussed the possibility of adding a new category called "rookie of the year" to recognize a new employee, but did not vote on this suggestion.
- The 2002 selection committee decided to make changes to the eligibility requirement for the Divisional Awards. In the past, the eligibility requirements stated that the Outstanding Divisional Employee was eligible to be nominated for the Performance, Development, and Dedication awards. The committee voted to exclude the Outstanding Divisional Employee from being eligible for any award. The committee also voted to incorporate the Excel Award category into the procedures—although nominations are still not solicited for this award. The committee discussed the possibility of displaying perpetual plaques for each award and brought the recommendation to Dean Shaeffer for a decision. He decided against the recommendation stating that while he supported the intent—to provide even greater recognition to those receiving DCE awards, to have a plaque for each award lessens the significance/importance of the Outstanding Employee Award—which reflects all of the other criteria. The committee did not discuss typing up and placing individual nominations in each employee's files (as done in 2000), therefore, this was not done. However, a copy of the framed composites of all award winners was placed in their personnel files.
- No procedural changes were made in 2003.
- 2006 was the first year that nominations were solicited electronically. An anonymous system of entering nominations online was developed. It worked well, but it would be possible to double nominate so it was discussed and recommended that future nominations be signed. The new system worked very well except that it caused an awkward situation because the award committee chair was not the person to collect these nominations as had been practiced in the past. There were nominations for some committee members for the Outstanding Award and they saw the write-ups for themselves. So the committee recommends that for 2007 and forward, no current award winner is eligible for an award in a consecutive year. Each committee will have to look at its components to see if someone on it is able to handle the electronic nominations, and if not, have someone trained to do it. All nomination's write-ups were sent to each one's supervisor to have them placed in the employee's personnel file (regardless if that employee was that year's award winner). Also the committee recommends that each member of the team award receive the same privileges that individual winners receive, with the exception that only one of the team serve on the awards committee the next year. Most likely the team leader or coordinator would be that representative. The 2006 committee also recommends that none of the team members are eligible for an award the following year.

Division Awards and Criteria:

- Dedication Award: loyal, cooperative, dependable, trustworthy, flexible, and positive attitude
- Performance Award: productive, hardworking, creative, dependable, produce quantity/quality work above normal expectations
- Development Award: willing to learn, a problem solver, developing new skills, maturing in position, demonstrating concern for the Division as a whole, and continuing personal and professional growth
- Outstanding Award: excel in attributes of all other award criteria, making significant contributions to the Division.

It should be emphasized that the Outstanding Employee can be at any level (i.e., Director, Coordinator, or Administrative Staff).

- Excel Award Nominations have not been solicited for this award in the past. This award is given on a somewhat infrequent basis. When the Awards committee reviews and identifies a person who meets the challenges of our growing organization, performs at high quality levels, embraces change, contributes to the growth of the university, and represents the Division in a positive and professional manner, the award is presented.

History of Recipients of Annual Division of Continuing Education Awards

June 1981:

- Outstanding Divisional Employee - Colleen McCloud
Performance Award - Bonita Magnuson
Development Award - Diana Cook

June 1982:

- Outstanding Divisional Employee - Rebecca Monley
Performance Award - Rose Miller
Development Award - Pamela Hahn
Goodwill Award - Joan McCauley

December 1983:

Outstanding Divisional Employee - Dawn Botsford
Performance - Tammy Anderson
Goodwill - Joann Kitchens

December 1984:

Outstanding Divisional Employee - Connie Opp
Performance Award - Joann Kitchens
Development Award - Dawn Botsford
Goodwill Award - Joan McCauley

December 1985:

Outstanding Divisional Employee - Cheryl Danduran
Performance Award - Sharon McConnell
Development Award - Lorna Berge
Goodwill Award - Nancy Nelson

December 1986:

Outstanding Divisional Employee - Fred Wittmann
Performance Award - Janice Ahmann
Development Award - Jo Coutts
Goodwill Award - Donna Lewis

December 1987:

Outstanding Divisional Employee - Mary Helen Pelton
Performance Award - Brenda Neil
Development Award - Anne Burke
Goodwill Award - Stella Kocher

December 1988:

Outstanding Divisional Employee - Dan Rice
Performance Award - Diana LeTexier
Development Award - Lorrie Miller
Goodwill Award - Monica Ovnán

December 1989:

Outstanding Divisional Employee - Desi Sporbért
Performance Award - Bonnie Juhnke
Development Award - Laurie Schill
Goodwill Award - Joann Kitchens

December 1990:

Outstanding Divisional Employee - Dawn Botsford
Performance Award - Brenda Neil
Development Award - Jo Coutts
Dedication Award - Nancy Nelson

December 1991:

Outstanding Divisional Employee - Jean Johnson
Performance Award - Patty Miller
Development Award - Bonnie Juhnke
Dedication Award - Joan McCauley

December 1992:

Outstanding Divisional Employee - Karen Berthold
Performance Award - Dori Anvinson
Development Award - Jackie Badman
Dedication Award - Joann Kitchens and Dawn Marie Kerr

December 1993:

Outstanding Divisional Employee - Lynette Krenelka
Performance Award - Bonnie Juhnke
Development Award - Kristie Hegg
Dedication Award - Connie Jones

December 1994:

Outstanding Divisional Employee - Jean Johnson
Performance Award - Dawn Botsford and Dawn Marie Kerr

Development Award - Jennifer Reiter
Dedication Award - Alberta Hanson
Excel Award - Mary Helen Pelton

December 1995:

Outstanding Divisional Employee - Dawn Marie Kerr
Performance Award - Dori Anvinson
Development Award - Brenda Olson
Dedication Award - Kristie Hegg

December 1996:

Outstanding Divisional Employee - Lorna Berge
Performance Award - Odella Fuqua
Development Award - Becky Godfrey and Jason Powell
Dedication Award - Joan McCauley and Alberta Hanson
Excel Team Award - Studio One

December 1997:

Outstanding Divisional Employee - Barry Brode
Performance Award - Dale Ricke
Development Award - Galen Cariveau
Dedication Award - Monique Clifford

December 1998:

Outstanding Divisional Employee - Don Piper
Performance Award - June Novacek and Marv Leier
Development Award - Kim Pastir and Monte Koshel
Dedication Award - Bert Klamm and Nancy Martin
Excel Award - Fred Wittmann

December 1999:

Outstanding Divisional Employee - Odella Fuqua
Performance Award - Laurie Hanson and Staci Matheny
Development Award - Connie Noem and Lori Shafer
Dedication Award - Albertha Dawson and Diana LeTexier
Excel Award - Dawn Botsford

December 2000:

Outstanding Divisional Employee - Brenda Keller
Performance Award - Laura Driscoll
Development Award - CK Braun and Aaron Quanbeck
Dedication Award - Nancy Martin and Tony Trimarco
Leadership Award - Jim Shaeffer

December 2001:

Outstanding Divisional Employee - Kim Pastir
Performance Award - Marsy Schroeder and Jennifer Aamodt
Development Award - Heidi Flaten
Dedication Award - Tim McCartney and Terri Kemnitz
Excel Award - Galen Cariveau

December 2002:

Outstanding Divisional Employee - Laura Driscoll
Performance Award - Jennifer (Raymond) Swangler
Development Award - Courtenay White
Dedication Award - Diane Kinney and Karen Cote
Excel Award - CK Braun
Leadership Award - Karen Berthold

December 2003:

Outstanding Divisional Employee – Lynette Krenelka
Performance Award – Jim Bush & Gretchen Schatz
Development Award – Dara Faul & Irja Gardner
Dedication Award – Pam Walters
Excel Award – Michelle Walters

December 2004:

Outstanding Divisional Employee – Diana LeTexier
Performance Award – Kristin Leinen
Development Award – Kerri Whipple
Dedication Award – Julie Sturgis
Excel Award – Dale Ricke

December 2005:

Outstanding Divisional Employee – Marsy Schroeder
Performance Award – Corey Quirk & Chad Gratton
Development Award – Sara Hansen & Kari Holter
Dedication Award – Renee Nelson & Julie Vatnsdal
Excel Award – Odella Fuqua

December 2006:

Outstanding Divisional Employee – Jennifer Swangler
Performance Award – Robyn von Ruden
Development Award – Brandi Pelham & Denise Anderson
Dedication Award – Vicki Thompson
Excel Award – DCE Online Team