

President answers questions about new structure

In December last year President Murray put forward a proposal for a new academic organizational structure at BCIT. The proposal calls for the elimination of all department head positions, the creation of 13 associate deans with responsibility, under the deans, for specific groups of programs. Departments within the School of Academic and Vocational Studies would be reallocated to the other four schools and a director of vocational training put in place to coordinate all trades training. The proposal also calls for an Industry Services Committee made up of

Continuing Education and Industry Services directors, an industry liaison officer, a Co-operative Education manager and a Development Assistance Centre manager.

The proposal is the result of extensive internal and external consultation carried out by an Institute Education committee struck at the time of the merger. While still very much in the discussion stage, Roy Murray has indicated a desire to have it, or a modified version, in place by the summer or early fall.

The following interview, recorded in December, will be continued in next week's issue of the UPDATE.

UPDATE: How, in your view would the proposed new academic structure affect continuing education and industry services at BCIT?

RVM: One of the key elements is the introduction of the **Industry Services Committee**, a Committee that would bring together Cooperative Education, Canadian Jobs Strategy and the Continuing Education Industry Services components of the schools. For the first time we are attempting to coordinate our efforts with the business/industrial sector, whether it be for development assistance, requests for cooperative placements or selling our training either through Canadian Jobs Strategy or through a strict Continuing Education relationship with business and industry. I think there is a great untapped market out there and rather than just putting ads in papers and expecting business to come to us we have to go out and sell our institution more. I am getting involved with the promotion

of our resources through leads developed by our Government/Industry Liaison Coordinator, Kerry Jothen. I believe that companies like B.C. Tel and Chevron should not have to go out of the province; they can obtain the kind of specialized training they need right here at BCIT. I think we have to be very pro-active in this way and I think that the proposed organization can look after it.

UPDATE: What kind of feedback have you been getting about the proposed structure?

RVM: Everything from, "I hate it" to "I love it". I think there is going to be a certain component of the institution that is reluctant to change. They forget that we really did become a new institution needing a new mode of operation.

In some sectors of campus, the vibrations I've been getting have been very good. I must say that I really appreciate the people that have said to me, "I think

(see "Interview")

Letter to the Editor

IT SOUNDS GREAT IN PRACTICE, BUT WILL IT WORK IN THEORY?

All of us have seen the global effects of the amalgamation between PVI and the old BCIT, but very little has been presented about the operational effects at the department level. It is clear that, in many cases, the amalgamation has taken place in concept only.

Our experience in this department has been somewhat different, however, and we thought it might be useful to share our "front-line" experiences with your readers.

When PVI amalgamated with BCIT, our department (Part-time Studies for Engineering Technology) acquired responsibility for approximately 150 trade courses and 2000 annual students.

During the early administration of these new courses, there were many minor glitches which, in hindsight, could have been avoided. The problems, however, were handled with good humour by all. Everyone seemed to realize that gremlins will inevitably creep in during profound structural change in any large organization.

Perhaps the primary, positive good to come out of the amalgamation was the exposure to new ideas and new approaches to industrial education.

The President has called on BCIT to take "bold innovative action" and we have found that by reviewing our training philosophy and procedures with former PVI personnel, we have been able to enlarge our view of what it is possible for a great institute to do.

However, the practical problems associated with administering the PVI courses forced us to review the working details of both the

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that this new organization is probably going to hurt me a little bit, but I think that overall it is good for the institution." I hope that during discussions, when people look at the negative and positive sides they will, in the final analysis, consider the whole institution rather than their own small areas. The changes made in the past and those proposed for the future are not directed towards any particular segment of the Institute but towards the complex problem of further uniting the two institutions academically and administratively.

UPDATE: Providing the concept is acceptable after the consultation, is there any chance the new structure will be in place during the next fiscal year and how will it affect the budgeting process.

RVM: If it's agreeable, the new structure will be in place by September 1, 1987 at the latest. Since we are going to a program budget system this year, it doesn't really matter what cluster of programs we implement. If we approve the new organization by September 1 then we can implement the budget changes necessary.

UPDATE: You say that costs will be significantly reduced under the new system. Will this occur as a result of layoffs?

RVM: We didn't put the new organization in place to save money; that wasn't one of the criteria. If you look at the number of managers at that mid-management level in the new organization versus the old, of course there are going to be some savings. Whether we see that now or three years from now depends upon how the new structure is implemented. I would hope that if we agree upon the organization and there are savings as a result of it, then they are savings gained over a period of time from retirements and attrition. As far as people getting layoff notices saying they are no longer wanted here, I don't think there are going to be any.

TO BE CONTINUED...

Karpinsky invites comments on Redford House

VAL KARPINSKY, director of Student Housing, is conducting an investigation into the long-term future of Redford House. Anyone with comments or opinions regarding this should contact Val immediately at Local 8606.

Staff and Students are invited to participate in an open forum on
THE PROPOSAL TO CLOSE THE INGLIS LIBRARY
Thursday, February 5 11:45 to 1:30 p.m. Inglis Building Library, third floor. **PETER JONES**, V.P. Student Services and Educational Support, **PAULA PICK**, Institute Librarian and other Library staff will be present. Coffee served.

"Letter"

old PVI system and our own.

It turned out that there were differences which had to be reconciled.

PVI's Continuing Education worked on a course-based system which responded rapidly to changes in the marketplace, while BCIT worked from a program-based system which promised continuity of opportunity with ongoing dayschool offerings.

From the perspective of the old PVI, we were simply running dayschool at night - a minor exaggeration, but essentially true. From our perspective, PVI's continuing education operation was a scene of utter chaos; courses began and ended according to no predictable schedule, and the courses were not connected with each other, let alone dayschool. Our perception of the old PVI courses was also a minor exaggeration of reality - it turned out that PVI did offer a few programs, just as we offered a few individual courses. Nonetheless, there were some clear differences of approach.

In trying to reconcile these differences, we came to the realization that the new BCIT is large enough to accommodate both models, and that by doing so we are in a better position to live up to the President's call for innovative action.

Our department's aim now is to chart a course which will make controlled growth

possible in a changing marketplace. We believe we can do this by combining the best of the old PVI with the best of the old BCIT.

- We believe job-related training is the primary area for growth in continuing education and industry services.
- We will continue to offer the old PVI-style market-generated courses and not attempt to combine them into programs, except where the market itself calls for this. We will continue to market such courses directly to industry, and introduce new courses as required. We are also conscious of the need to build strong ties with the daytime operations. In particular, we see our department as the focus for bridging, which assists trades people to acquire technical certification.

However, there is a larger problem which we cannot address at the departmental level. It needs urgent attention during the process of strategic planning now taking place.

The problem is concerned with the unpalatable facts of continuing education and industry services at BCIT. Falling enrollments, reduced development of new initiatives, poor use of Institute resources, lost opportunities for industry training, inadequate responses to the marketplace, and lack of focus within the new organization are not entirely new problems, but they worsened when continuing education was integrated with the Schools and have worsened since the amalgamation.

We see little in the recently announced proposals for a new academic structure that will change this situation; and while our view of the amalgamation and its outcomes is generally up-beat at the operational level, we feel there is a long way to go before the Institute can truly say it is the innovative, flexible training institution defined in our new mission statement.

Paddy O'Reilly
Department Head
Part-Time Studies
School of Computing and
Electro-Mechanical Studies