

Value-For-Money audit highlights

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stances. There is no evidence that this has occurred. However, with cutbacks in funding and the public's demand for greater accountability among public sector or quasi public sector organizations, the University must be in a position to provide information to justify the resources utilized. Further, without clear goals and objectives, there are no guidelines to help direct change, integrate ongoing activity, or monitor and report on performance."

Recommendation 7.13: The goals and objectives of the faculties of Arts and Sciences should be documented and approved at an appropriate level. In addition, goals and objectives should be reviewed annually to determine if they are being achieved.

From Academic Programs - Teaching/Course Evaluation:

7.47 "It was reported by the Deans and Department Chairs that teaching evaluations were treated seriously by faculty and were used to improve their teaching and the courses offered."

From Academic Programs - Accountability for Activities, Workload and Allocation:

7.62 "We recognize that allocations will vary depending on the objectives of the Faculty, Department and faculty member. However, a more disciplined approach will provide greater assurance that the activities of faculty members are contributing to the objectives of the faculties and the mission of the University."

Recommendation 7.63: The University should document its overall ob-

jective on the relative emphasis to be given teaching, research and service. Methodology to do this has been developed within the Faculty of Veterinary Medicine and appropriate methodologies should be developed in the faculties of Arts and Science. In addition, faculty should be held accountable for their actual activities by comparing them to their expected performance and the results documented.

From Academic Programs - Curriculum:

7.65 "There appears to be adequate processes in place to ensure all new programs or changes to existing academic programs are properly approved, consistent with prevailing UPEI requirements and linked to the University mission."

Recommendation 7.68: Graduate surveys should be implemented to assist in assessing the appropriateness of programs and courses in the faculties of Arts and Science.

From Research:

8.7 "... Not only is research a fundamental aspect of a University, it is expected that this contribution to the discipline through research will be reflected teaching and will help to stimulate independent thought on behalf of the students..."

From Research - Planning:

8.14 "The Research Study indicated that as a small university UPEI will only be able to establish itself as a recognized center of research in a limited number of areas..."

From Research -- Outputs:

8.48 "The documentation and reporting of the research activity can act as a basis for accountability in relation to the overall research support provided by the University. In addition, research activity is an essential aspect of University functioning and as such should be used in marketing efforts to promote the University as a vital participant in the broader community."

From Enrolment Management:

9.3 "... When enrolments decline revenues are lost. For example, a decline of 300 students represents a loss of about \$1 million. Enrolment is expected to remain static in the future even though participation in post secondary education may continue to increase. The University will not necessarily benefit from the increase because competition for students is growing..."

9.7 "In order to address enrolment issues, the University needs an enrolment management plan designed to influence the make-up of the student body by directing marketing, recruitment, admission, and retention initiatives."

9.12 "The first step in the development of an enrolment management strategy is to define the optimum size and composition of the student body. Once this is decided the University can decide on whether the Institution can support that population with faculty, classrooms, and other related sources."

9.14 "... [The] reasons for recruiting international students include: enrichment of campus life and general education by integrating different cultures into the University; ... reduce UPEI's dependancy on government grants and tuition fees paid by

local residents by charging additional fees to international students; manage enrolment at UPEI to optimize the number of students and the use of facilities; and increase economic benefits to PEI."

From Fundraising:

11.4 "The role of public relations is to provide a common, consistent, relentless message to ensure the University is presented with a consistent profile..."

From Computer Services:

13.11 "A collaborative initiative between UPEI and Holland College - 'Information Technology in Education Centre' (ITEC) has been initiated to use IT [information technology] facilities to provide education on a broader level to more students at less cost."

From Residence, Food and Conference Services

14.6 "The total cost to repair the three residences; [sic] Marion Hall, Bernadine Hall, and Blanchard Hall, is expected to be substantial ... The consultant also provided estimates for a number of alternatives to be considered as part of the business plan development which included options which ranged from elimination a residence to building a new residence..."

14.11 "The rates for residences and conference services are not based on a clearly defined cost recovery or pricing strategy. Therefore the University does not know if the rates are too high, reducing the demand for the service, or too low, reducing the revenue to the University."

From Athletics

15.8 "The Department has no authority to increase student athletic fees, as these are set

up as part of the budget process. ... The amount charged has non direct correlation to the actual cost of providing athletic services..."

From Bookstore

16.1 "The University operates a bookstore with \$1.8 million in annual sales of books, clothing and office supplies. The bookstore provided a net contribution to the University of \$180,000 in 1997-98."

16.3 "... All universities pay the same price for textbooks, which is 20 percent below the suggested retail price."

16.5 "The cost of books is a major expenditure for students attending university. Anything that can be done by the University to minimize the price of books would ease the financial burden on the students..."

16.6 "There are other options which could be considered such as the purchase and sale of used textbooks by the Bookstore, or allowing the students to set up formal arrangements for buying and selling used books."

Recommendation 16.8: The University should explore options to help minimize the cost of textbooks to students.

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