



UNIVERSITY OF
CENTRAL OKLAHOMA

2007 UCO eLearning Strategic Goals

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eLearning Goals

1. **Leadership Commitment:** To establish and support eLearning as a component of institutional teaching and learning strategies and culture.
2. **Planning:** To provide strategic eLearning direction and processes for the institution and to integrate eLearning planning into institutional, academic, college, and departmental strategic plans.
3. **Technology Infrastructure:** To provide a technology infrastructure that supports the technology needs of all university stakeholders and enables them to utilize eLearning effectively. (Note: infrastructure here refers to hardware, software, classroom technology, laboratory technology, IT processes, and technology support for students, faculty, and staff.)
4. **Faculty Preparedness:** To provide faculty with the support needed to implement eLearning effectively.
5. **Learner Preparedness:** To provide students with the services and support necessary to use eLearning effectively.
6. **Quality and Assessment:** To ensure the quality of eLearning instruction and the assessment of the UCO components contributing to eLearning success.
7. **Learning Spaces:** To establish, coordinate and maintain learning spaces that promote effective teaching and learning and facilitate the effective use of eLearning. (Learning spaces in this context are areas such as: a. physical locations where instructors and students will engage face-to-face, b. physical locations where students will engage with each other in study groups and team work, and c. physical laboratory spaces.)
8. **Library Resources:** To provide the library resources needed to promote effective teaching, learning, and research and to facilitate the effective use of eLearning.
9. **Online Student Services:** To establish and maintain online access to all major student services.
10. **eLearning Organizational Structure:** To establish the Center for Executive Education and Distance Services (CEEDS) organization as the institution-wide coordinating department for eLearning and distance and executive/continuing education.

Goal 1: Leadership Commitment

To establish and support eLearning as a component of institutional teaching and learning strategies and culture.

- 1.1 Develop an understanding of eLearning and stay abreast of major eLearning concepts.
- 1.2 Communicate executive leadership's commitment to eLearning.
- 1.3 Support and coordinate the eLearning goals of all departments.
- 1.4 Establish a process to recognize the eLearning efforts of faculty.
- 1.5 Promote the use of eLearning initiatives to provide students with flexible course options. (For example, promote choices for students such as traditional, hybrid, and online delivery methods.)
- 1.6 Promote the expansion of UCO course offerings to accommodate students who want to study UCO courses at a distance.
- 1.7 Maintain a business planning process for new, large-scale online programs.
- 1.8 Allocate appropriate funding for the essential components needed for eLearning success including faculty eLearning initiatives, up-to-date learning spaces, adequate physical and "virtual" library resources, online student services, and others as appropriate.
- 1.9 Allocate appropriate funding for the continuous upgrading of the technology infrastructure and support services as well as funding for new services as required.
- 1.10 Promote and ensure quality in all UCO eLearning endeavors.

Goal 2: eLearning Planning

To provide strategic eLearning direction and processes for the institution and to integrate eLearning planning into institutional, academic, college, and departmental strategic plans.

- 2.1 Enable CEEDS to coordinate an ongoing eLearning strategic planning process.
- 2.2 Ensure that eLearning initiatives support institutional goals.
- 2.3 Ensure that eLearning initiatives support overall academic goals.
- 2.4 Ensure that each college establishes and maintains an eLearning component within their strategic plans.
- 2.5 Ensure that each academic department establishes and maintains an eLearning component within their strategic plans.
- 2.6 Review and revise institutional, academic, college, and departmental plans on a regular basis.
- 2.7 Communicate the UCO eLearning Strategic Plan to institutional stakeholders and invite their input.
- 2.8 Establish a governing body to review UCO eLearning Strategic Plans on a yearly basis to ensure that eLearning goals and strategies are current and on target and to make recommendations on needed revisions.

Goal 3: Technology Infrastructure

To provide a technology infrastructure that supports the technology needs of all university stakeholders and enables them to utilize eLearning effectively. (Note: infrastructure here refers to hardware, software, classroom technology, laboratory technology, IT processes, and IT support for students, faculty, and staff.)

- 3.1 Provide the technology infrastructure and tools needed by faculty, students, and staff to effectively conduct their work and to effectively engage in eLearning.
- 3.2 Ensure the stability of the technology infrastructure.
- 3.3 Continue to upgrade the technology infrastructure in a timely, coordinated manner.
- 3.4 Establish and maintain a technology support structure that provides support to all UCO stakeholders when they need it.
- 3.5 Identify, establish and maintain a standardized infrastructure across the institution that is flexible enough to meet all UCO stakeholder needs.
- 3.6 Conduct regular customer satisfaction surveys to ensure that technology needs are being met and to learn how technology services and support can be improved.
- 3.7 Establish and maintain a process for responding to the unique technology needs of UCO stakeholders.
- 3.8 Establish and maintain project management processes to insure that IT will be able to respond to and support individuals and departments when critical technology projects must be implemented.

Goal 4: Faculty Preparedness

To provide faculty with the support needed to implement eLearning effectively.

- 4.1 Provide faculty with the technical tools, training and support needed to engage in eLearning.
- 4.2 Provide faculty with the incentives needed to engage in the effective use of eLearning.
- 4.3 Provide opportunities for faculty to engage in eLearning prototype projects to learn to use eLearning effectively.
- 4.4 Provide ongoing eLearning awareness initiatives to insure that leadership and faculty maintain current knowledge of the effective use of eLearning.
- 4.5 Provide faculty with a list of the technical competencies and with methodologies needed to utilize eLearning effectively, a means of assessing their technical competencies, and adequate training opportunities to develop the technical skills and methods needed for eLearning success.
- 4.6 Provide faculty with adequate training opportunities in eLearning pedagogy.
- 4.7 Provide faculty with opportunities to collaborate with peers on eLearning best practices.
- 4.8 Provide faculty with the support needed to develop quality eLearning instructional components.
- 4.9 Provide faculty with guidelines on what is considered effective eLearning.
- 4.10 Provide appropriate eLearning guidelines and policies for faculty on important issues such as “workloads” when teaching in an eLearning environment, “ownership” of the eLearning instruction they develop, and others as appropriate.
- 4.11 Ensure that faculty’s eLearning efforts count in the promotion and tenure process.

Goal 5: Learner Preparedness

To provide students with the services and support necessary to use eLearning effectively.

- 5.1 Provide students with the technology tools needed for engaging in eLearning.
- 5.2 Provide students technology support when they need it.
- 5.3 Provide students with a list of technical competencies needed to successfully engage in eLearning and a method of accessing their technology competence.
- 5.4 Provide students with a list of the technical competencies needed for success in today's workplace.
- 5.5 Provide students with opportunities to develop the technical competencies they need to successfully engage in eLearning and to effectively utilize technology in the workplace.
- 5.6 Provide students with opportunities to develop effective information literacy skills.
- 5.7 Provide a process to obtain input about students' technological expectations at UCO and incorporate this input into the eLearning Strategic Planning process.
- 5.8 Provide students with online tutoring opportunities for primary subjects.
- 5.9 Provide all UCO learners with accessibility to UCO technologies and address ADA standards.
- 5.10 Offer an online version of the UNIV 1012 (Success Central) course.

Goal 6: Quality and Assessment

To ensure the quality of eLearning instruction and the assessment of the UCO components that contribute to eLearning success.

- 6.1 Maintain eLearning quality standards and guidelines that direct faculty in the effective use of eLearning.
- 6.2 Maintain an evaluation process to determine the quality of all eLearning instruction developed by faculty and by external content development resources.
- 6.3 Include questions about faculty's use of eLearning on the end-of-course evaluation instrument completed by students.
- 6.4 Assess eLearning initiatives to ensure that they meet the eLearning goals of the institution.
- 6.5 Assess the information technology infrastructure and support system on a continuous basis to determine if it effectively supports eLearning.
- 6.6 Assess the eLearning centralized organizational structure (CEEDS) to ensure that it meets institutional eLearning needs and goals.
- 6.7 Assess the eLearning strategic planning process.
- 6.8 Assess UCO learning spaces to ensure they meet faculty and student needs and support the effective use of eLearning.
- 6.9 Assess library resources to ensure they meet faculty and student needs and support the effective use of eLearning.
- 6.10 Assess online student services.

Goal 7: Learning Spaces

To establish and maintain learning spaces that promote effective teaching and learning and facilitate the effective use of eLearning. (Learning spaces in this context are areas such as: a. physical locations where instructors and students will engage face-to-face, b. physical locations where students will engage with each other in study groups and team work, and c. physical laboratory spaces.)

- 7.1 Ensure that all learning spaces are comfortable, secure, and conducive to learning.
- 7.2 Create learning spaces with flexible seating arrangements to accommodate a variety of class sizes and learning activities.
- 7.3 Provide the technology needed in learning spaces to enhance learning activities.
- 7.4 Ensure that learning spaces can accommodate appropriate technology devices.
- 7.5 Provide learning spaces that accommodate the needs of specific disciplines.
- 7.6 Standardize the technology infrastructure in learning spaces to ensure faculty ease of use no matter in which learning space they teach.
- 7.7 Provide adequate technical support for the effective use of the technology in learning spaces.
- 7.8 Establish and maintain an adequate technology-based testing center available to all UCO students and faculty.
- 7.9 Prototype innovative learning space designs and technologies to evaluate emerging trends.

Goal 8: Library Resources

To provide the Library resources needed to promote effective teaching, learning, and research and to facilitate the effective use of eLearning.

- 8.1 Establish a distance education librarian position to support online learning.
- 8.2 Develop, implement, maintain, and assess online Library tutorial materials for students and faculty to learn to effectively utilize library resources that are provided in the physical library and as well as in the “virtual” library.
- 8.3 Establish, maintain, and assess a student learning center within the physical UCO Library to provide a centralized location where students can work on assignments, obtain assistance on the effective use of major software tools, utilize resources that will help them develop technical skills, and obtain assistance in other areas as appropriate that will help them succeed in an eLearning environment.
- 8.4 Develop, implement, maintain, and assess an online information literacy course that will be offered for credit.
- 8.5 Establish and maintain close collaboration between Library and faculty to ensure that Library staff will be able to assist students with web-based assignments.
- 8.6 Establish a communication structure between IT and the Library to coordinate technical support for faculty and students utilizing library technology.
- 8.7 Develop, implement, maintain, and assess an online tutorial program on current university copyright guidelines.
- 8.8 Develop and maintain effective processes for distributing Library materials to distance learners and instructors.
- 8.9 Develop and maintain effective processes for distributing Library support and training to distance learners and instructors.
- 8.10 Provide up-to-date Library resources to promote effective eLearning such as “linking federated search software” to integrate e-resources with instructional resources. (This would allow faculty to provide links to full-text articles within WebCT avoiding copyright issues.)

Goal 9: Online Student Services

To establish and maintain online access to all major student services.

- 9.1 Provide online student advisement in formats that enable communications between advisors and students at the same time (synchronous) or at different times (asynchronous).
- 9.2 Provide existing online admission, enrollment, and financial aid.
- 9.3 Provide centralized online viewing of campus activities and events.
- 9.4 Provide a centralized online calendar of campus events.
- 9.5 Provide centralized access to online UCO stores.
- 9.6 Establish and maintain an effective UCO portal to serve as the “gateway” to all online services.
- 9.7 Establish and maintain recruitment and retention services for both on-campus and distance students, making it easier to apply for and be admitted to the University.
- 9.8 Establish and maintain customer relationship management technology to effectively track students.
- 9.9 Provide “on campus” access to online student services.
- 9.10 Provide online access to administrative processes for Student Health Services.
- 9.11 Provide appropriate technologies to foster electronic communications in support of online student services.
- 9.12 Provide online tutorials and instructions for faculty and students on how to use online student services.
- 9.13 Provide appropriate technical support for all users of online student services anytime help is needed.

Goal 10: eLearning Organizational Structure

To establish the Center for Executive Education and Distance Services (CEEDS) organization as the coordinating department for eLearning, and distance and executive education.

- 10.1 Provide eLearning awareness for UCO stakeholders and promote, coordinate and communicate eLearning initiatives.
- 10.2 Provide opportunities for faculty to engage in learning about and adopting effective eLearning strategies.
- 10.3 Coordinate business plans for new, online programs.
- 10.4 Identify, coordinate, and assess external content development resources as appropriate.
- 10.5 Provide faculty with consulting services for the development and delivery methodologies of eLearning instruction.
- 10.6 Identify eLearning competencies for faculty and coordinate associated technology skill development programs.
- 10.7 Research and prototype emerging eLearning technologies in collaboration with appropriate UCO individuals and departments.
- 10.8 Develop programs to support student success when engaged in online learning.
- 10.9 Facilitate an ongoing eLearning strategic planning process for the institution and all associated departments contributing to eLearning success.
- 10.10 Facilitate an ongoing assessment of all critical eLearning components including faculty's use of eLearning, technology infrastructure and support processes, learning spaces, library resources, and any other critical eLearning component as required.
- 10.11 Coordinate with the Office of Information Technology and the technology centers of departments and colleges to provide the technology infrastructure needed for eLearning success.
- 10.12 Coordinate and support faculty's utilization of the services of the Faculty Enhancement Center (FEC) and the Technology Resource Center (TRC).
- 10.13 Establish and maintain strong liaison, communication, and communication with all UCO departments critical to eLearning success.
- 10.14 Identify potential eLearning opportunities and monitor potential threats to eLearning.

- 10.15 Coordinate the creation and maintenance of faculty eLearning policies.
- 10.16 Monitor the eLearning regulations of UCO accrediting agencies and ensure compliance.
- 10.17 Effectively liaise, communicate, and collaborate with UCO departments and constituent groups to support the effective use of eLearning.

Next Steps

Plan Communications

The 2007 UCO eLearning Strategic Plan provides strategic direction for UCO. The goals and strategies detailed in the Plan should be communicated to all major UCO stakeholders with an ongoing invitation to them to provide further input.

Implementation of Initiatives to Help Faculty Adopt eLearning

A number of issues were identified in the planning process that related to the need for improved support to aid faculty in the adoption of eLearning. Immediate steps should be taken to develop, implement, and assess focused initiatives to expand faculty's effective utilization of eLearning.

Development of Faculty Policies

In addition to improved support to aid faculty in the adoption of eLearning, a number of faculty policies are needed. Immediate action should be taken to create and implement policies associated with each of the following:

- Guidelines that govern faculty workloads when developing online materials and teaching in an eLearning environment
- Guidelines on what is considered to be effective eLearning
- Guidelines on how faculty's eLearning efforts will be evaluated and considered in promotion and tenure processes
- Guidelines on the ownership of the eLearning instruction faculty develop

Action Plans

Careful consideration should be given to the major threats identified in the eLearning strategic planning process, and immediate action should be taken to resolve the identified obstacles that may impede eLearning success, especially in the technology threat category. Further, a specific action plan should be created to guide activities needed to resolve the identified technology threats. Also, an associated action plan should be created to provide the details needed for accomplishing the major strategies of the Plan. The following major elements should be included in action plans:

- Responsibility – the department or individual responsible for resolving the threat or implementing the strategy
- Description of Deliverables – the major action or product needed to resolve the threat or accomplish the strategy
- Budget – The funding required to resolve the threat and accomplish the strategy
- Timeline – Dates for starting development, completing development, implementation, and assessment
- Communication and Coordination – Appropriate notification and communication to UCO constituents
- Assessment – Assessment process as appropriate

Appendix A: eLearning Committee Membership

Dr.	Jim	Bidlack	College of Mathematics and Science
Dr.	Tim	Bridges	College of Business Administration/Deans Representative
Dr.	Chris	Burkey	College of Mathematics and Science
Mrs.	Sandra	Burkey	Center for Executive Education and Distance Services
Mr.	Drew	Duke	Enrollment Management
Dr.	Dan	Donaldson	Center for Executive Education and Distance Services
Dr.	John	Garic	College of Graduate Studies and Research
Dr.	David	Hartmann	Faculty Senate
Dr.	Bill	Hommel	College of Arts, Media, and Design
Dr.	Bruce	Lochner	Student Affairs
Mrs.	Linda	Mask	Center for Executive Education and Distance Services
Mr.	Julio	Pacheco	Office of Information Technology
Dr.	Linda	Steele	College of Liberal Arts
Dr.	Shari	Villani	College of Education and Professional Studies
Ms.	Sonya	Watkins	Office of Information Technology
Ms.	Nicole	Willard	Library
Dr.	Shirley	Waterhouse	Consultant