XLS Mission, Goals, and Annual Objectives

For Fiscal Year 2010 (AY2009-2010)

# Mission

Extended Learning Services (XLS) of Continuing Education connects the resources of The University of Montana to a diverse audience by facilitating access to educational opportunities through online learning, summer and winter programs, off-campus courses and degrees, and professional development programs.

# Core Values

* **Access and opportunity****:** We are committed to providing access to education that suits the needs of diverse populations.
* **Leadership:** We are committed to leading the market in providing innovative solutions to learning needs.
* **Collaboration:** We strive to empower individuals through involvement in participating openly in collaborative projects.
* **Professional Customer Service:** We provide high-value services that address the concerns of the customers.

# XLS Strategic Goals

1. **Substantially modify and improve faculty professional development and training to ensure high-quality course design, instructor preparedness, and learner engagement associated with any programs and courses that XLS facilitates.**

*While the focus of this goal tends toward online courses and programs, any courses and programs supported by XLS and making a significant and meaningful use of mediating technology are relevant. This goal covers the development and adoption of quality principles and guidelines for online courses and the creation of a robust faculty development program in online course design and teaching.*

1. **Analyze and improve distance learners’ academic life-cycle processes and support services.**

*This goal covers a broad range of efforts to increase and improve our student support for distance learners, with a heavy emphasis on online learners. This goal is particularly important if UM is to attract new students who cannot or choose not to come to campus for their education.*

1. **Expand the quantity and scope of XLS courses, certificates, degrees and other non-credit or optional-credit programs.**

*Simply put, this goal covers the need to expand and refine our educational offerings. Continued growth will not be possible otherwise. In particular, it recommends a focus on well-selected degree program development across all terms and modalities. There also appears to be a need for targeted non-credit/optional credit professional/workforce development online programs. Finally, there are clear signs that some initiatives targeting high-school students (college preparation and/or college credit) and competency remediation of UM students can make effective use of online learning.*

1. **Develop comprehensive and sensible marketing and information provision strategy to promote *Extended Learning Services* (as a whole and as its individual programs) to constituents within *UM*, the community, and national and international partners.**

This goal goes hand-in-hand with expanding the scope of the programs. It’s recommended that targeted marketing campaigns tie directly to new program development. While general brand awareness is important and will continue to be part of the over-all strategy, it is the targeted campaigns where there is the most room for improvement. This strategic goal also encompasses efforts to improve access to information about any courses or services that XLS facilitates, by improving the XLS website, offering a blog, a newsletter and improved marketing communications.

1. **Improve business, course development, and delivery processes to ensure scalability, product and service quality, and efficiency.**

*This goal speaks to the imperative to be resource-aware with regard to our operations. It is contingent on this operation to continually refine its operations to maximize the level of service it provides relative to the human and financial capital invested. This goal advocates for a careful and continual examination of total ROI. This goal has ramifications for the tools we buy or build or the services we contract.*

1. **Strengthen intra-collegiate, intercollegiate, and community and business partnerships in *such a way as to demonstrate the Carnegie definition of community engagement.***

The goal covers the relationship XLS has with other units of UM-M; with affiliated UM campuses; with other institutions in the Montana University System; and other national institutions and consortia; and partnerships with community organizations and business, and international institutions. The Carnegie definition for engagement describes the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

1. **Develop the human resources associated with *XLS* consistent with the scale and growth of the programs and major initiatives under XLS, with a likely focus on supporting the rapid growth of online learning at the UM.**

This goal addresses the need to ensure that the human resources—both those who are directly part of XLS staff and those who support XLS programs in other ways (notably the faculty)—are supported and developed in a way that’s consistent with the growth of online learning and in support of the continuous improvement of those involved. This goal includes the promotion of the professional development of the XLS staff through participation in R3, workshops, conferences, discussion, communities of practice, and the like.

# XLS Priority Goals for FY2010

* **Analyze and improve distance learners’ academic life-cycle processes and support services.**
* **Expand the quantity and scope of XLS courses, certificates, degrees and other non-credit or optional-credit programs.**
* **Strengthen intra-collegiate, intercollegiate, and community and business partnerships in such a way as to demonstrate the Carnegie definition of community engagement.**
* **Identify and implement a next-generation LMS solution in collaboration with ITO and appropriate other stakeholders.**

# XLS Team Objectives for FY2010

To be filled in by the functional teams during the month of July 2009 and presented and discussed at the XLS Planning Day in August.

### Instructional Design and Development

**Learner Services**

1. Online Orientation for Students
2. Continue building Student Support Services relationships/partnerships
3. Bb 101 revision (for F09, a unique letter is going out to first-time online learners, and students will be asked to complete the Bb 101 tutorial before beginning their first online course)
4. Using the website to communicate to students
5. Revamping the Readiness assessment for students
6. Working with Joyce –data analysis project (so we can make informed decisions based identified needs, gaps)
7. Collaborating with Mary Opitz at the COT around Student Services (the SharePoint Helpdesk piece is one example)

**Instructional Design**

1. Online Teaching Fellow ‘certificate’
2. Continual improvements made to our semester-long course development process
3. Adding tutorials to iDL course for faculty to assist them in making online course content ADA compliant
4. Adjunct Training program
5. Revamping course review rubric w/ exemplars & examples from UMOnline courses
6. Establishing a Faculty Advisory Board/Committee
7. Outreach to affiliate campuses – training iDL facilitators
8. Program development planning (developing frameworks, guides for departments that are gearing up to put a full program online)
9. Promoting an awareness of who we are/what we’re doing w/ Deans and Chairs….
10. Learning Guide being revamped for both faculty and students
11. XLi2010 – is going system-wide!

### Operations

1. Develop a business plan for XLS
2. Increase communication to the campus community and beyond
   1. Provide Training in Maven and operational efficiencies to the campus community
   2. Continue to send XLS newsletters and write Blog articles
   3. Focus on continuous improvement for the new website
   4. Hone marketing campaign
   5. Attend and contribute to intra-campus meetings (i.e. Griz Central meetings and OSAT committee)
   6. Develop CE user guides for helpdesk, front desk, and support personnel
   7. Develop a Maven users guide for campus community
3. Continue to work with departments to offer course schedules that best fit student needs, but stay , within budget. Specifically, examine the UMOnline budget and make strategic decisions on which courses should be developed and offered. An allocation model, that is equitable and stays within budget, should be created and implemented by spring semester
4. Continue to identify and develop procedures for hybrid courses
5. Continue to work with others to improve the operations of XLS
   1. Deepen our cooperation with the Registrar’s Office, Business Services and other student service offices around campus. By further defining and developing our relationships with these offices, it should be possible to streamline workflow and coordinate more effectively, especially during course schedule development.
   2. With the continued improvement and deployment of Maven as a course scheduling tool, work with administrative associates in the academic departments to develop a set of ‘best practices’ to help ensure that course schedule changes are made in a timely, accurate manner.

### Professional Development Services

1. Nurture and maintain our existing relationships with our various sponsoring partners.
2. As IDD team resources allow, introduce our non-UM faculty PDS instructors to our IDD team, to assist them with instructional design – allowing PDS instructors to create the most engaging courses that they can.
3. Continue networking with professional development contacts and build new relationships to grow additional programs that make sense in the current economy.
4. Coalesce what we have learned into a strategic plan for the Professional Development Services area.
5. Market Professional Development Services in general – and specifically, create a marketing piece for engaging school districts and other sponsors who provide academic credit specifically for educators.
6. Continue exploring and practicing with technological tools such as wiki and content management systems.
7. Continue planning and managing the NCUR conference for April 2010.
8. Participate in the ongoing evaluation of the structure and content of the PDS web pages and make improvements where necessary.

### UMOnline-XLS Technical Support Team

1. Identify and implement a next-generation LMS solution in collaboration with ITO and appropriate other stakeholders.
2. Develop and roll-out an effective job queuing process and tool.
3. Expand technical support capacity and explore the viability of longer technical support hours.
4. Support the evaluation and possible migration to a new LMS solution for the campus.
5. Develop and provide appropriate training (and support material) to CE staff and others to ensure distribution of technical knowledge on relevant CE and University systems.