



# University of Missouri System

COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

## Strategic Plan year 1

10.14.2019

### Office of eLearning

#### **Vision**

UM System will be the premier eLearning provider in Missouri and contiguous states in respect to the quality of programs and courses, and the number of learners served. Our initial focus will be on adult and traditional learners to meet the workforce needs of the state of Missouri and beyond while reaching a goal of 25,000 new learners by 2025.

We are collaborating to ensure a clear, student-centered pathway from first contact to graduation for online learners, and to develop a state-of-the-art technology platform to support eLearning. We will accomplish this by establishing high quality processes for faculty development and course/program development, and by reducing duplication in services such as academic technology support and instructional design and development on each campus.

## **Mission**

The Office of eLearning supports each university in providing vision and leadership regarding excellence, quality, and scale in academic program services for online and digital education. Through the provision of these services, and led by world-class faculty and staff, the Office of eLearning strives to deliver high-quality, interactive, convenient, and engaging learning experiences for a globally diverse student body.

## **Principles**

- Student-first focus
- Increase operational efficiencies
- Enhance online course quality and teaching
- Increase enrollments and revenue
- Think big, start small, fail quickly, scale fast

## **The Foundation**

- What is it?  
The Office of eLearning will define its organizational structure; key functions, services and processes; budget and funding structure; and goals and strategies.
- Why is it important?  
Clarity in purpose and function are essential to an organization's success.
- What does success look like?  
Cohesive high-functioning teams, clearly articulating and communicating to campuses about priorities, policies and processes. Enhanced range and quality of educational technology and instructional design services.
- What are the benefits and risks?  
Benefit is increased likelihood that the eLearning initiative will be successful in substantially and rapidly increasing the number of online students. Risk results

from dependence on individual academic units to participate in the growth initiative.

## **Enhanced Student Experience**

- What is it?

The student experience begins with the first point of contact with the University and continues through program completion. Pre-matriculation services such as enrollment coaching increase the likelihood that a prospective student will become an enrolled student. Retention and completion support such as success coaching and academic advising increases the likelihood that an enrolled student remains enrolled, makes progress toward completion, and successfully completes an academic program. Well-designed and well-taught courses support student learning and increase students' satisfaction with their plan of study.

- Why is it important?

Online learners tend to be adult learners who must balance many responsibilities with their pursuit of higher education. They often have concerns about their ability to make time for classwork, and generally take fewer classes per semester than on-campus students. Online students are more likely to feel isolated and not connected to the learning community, make support services critical. Competition for online learners continues to increase as more institutions seek to attract this market. We must differentiate ourselves amidst the competition.

- What does success look like?

Higher conversion rates of prospects to enrolled student. Higher retention and program completion rates.

- What are the benefits and risks?

Adding pre-matriculation services and success coaching increase the cost of recruitment and retention. If these support services result in higher conversion and retention rates, universities will experience increased net revenues and improved performance numbers.

## Enhanced Branding & Marketing

- What is it?

Determine branding and marketing strategy that best builds on existing brands of the campuses and enables rapid scaling.

- Why is it important?

Branding and marketing will require a substantial initial investment and a continuing investment. It is essential to increase our ability to raise awareness of online programs to generate inquiries from prospective students who can become enrolled students across the entire enrollment funnel. Having a unified brand strategy and identity is essential for the success of the online initiative.

- What does success look like?

Increased number of inquiries about online programs and applications. Increased brand awareness in Missouri and contiguous states.

- What are the benefits and risks?

Increased enrollments and new net revenue. Key risks include marketing that results in spend without resulting enrollments. Marketing efforts have to be aligned with academic program enrollment growth readiness, willingness of the marketplace to invest, and alignment with the needs of the workforce

## Faculty Experience

- What is it?

The faculty experience is defined by the technologies, supports, and programs available. Faculty development is the process through which eLearning provides programs, assets, tools, and professional development to serve faculty members in the digital creation and delivery of material and instruction.

- Why is it important?

Faculty need seamless, easy support for digital education so that they can focus on providing the best experience for their learners.

- What does success look like?

Faculty members are able to effectively use technology in their courses to achieve desired learning outcomes, can access different types of support easily, and are engaging regularly with instructional designers to align their teaching and content with current and emerging educational best practices.

- What are the benefits and risks?

The benefits include efficient use of faculty time as well as ensuring that faculty members are prepared and able to employ the tools for optimal learning. One key risk is that if faculty members do not receive the necessary support in developing and delivering high quality learning experiences, students are more likely to be dissatisfied and less likely to succeed and persist.

## Program and Course Quality

- What is it?

Designing online programs and courses to provide learners with first-rate educational experiences. Ensuring that programs have excellent curricular alignment and that individual courses meet initial quality design standards. This involves a review for initial course quality as well as ensuring courses are reviewed and updated in a timely manner. The course review process involves faculty peer reviewers as well as course design professionals.

- Why is it important?

The success of online learners depends in part on the quality and consistency of the courses and programs in which they are enrolled. In addition, it is imperative that online courses meet national standards for quality and accessibility such as NC-SARA and universal design guidelines.

- What does success look like?

All online courses across the UM system are designed to meet online quality standards. Quality at or above standard levels is verified using a faculty peer review process before being offered. In addition, there is ongoing, regular review for both course quality and accessibility.

- What are the benefits and risks?

Online learners benefit by enjoying consistent, high quality learning experiences that open doors to opportunity and success. The potential risks with not ensuring course quality and accessibility would involve reduced satisfaction for both learners and faculty members, potential loss of title IV or other federal funding and/or lawsuits.

## Academic Technology

- What is it?

A cohesive set of infrastructure, instructional tools, integrations, software as a platform or services, and technologies focused on supporting all digital learning.

- Why is it important?

A seamless technology platform will enable optimal learning support for academic programs as well as increase student access and success.

- What does success look like?

All users of the eLearning platform, regardless of UM campus or course delivery mode, can easily discover and access all services. The UM community will also be able to use the tools efficiently and effectively to teach and learn.

- What are the benefits and risks?

A set of cohesive technologies provides learners and instructors with an enhanced user experience. Lack of consistency causes students and instructors to spend more time learning the different technologies or using them inefficiently while adding substantive cost to UM System.



University of Missouri System



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