STRATEGIC PLAN (Overview)

Given below are **34 strategic objectives** for distance and distributed learning at Virginia Tech. Objectives one through eleven are critical for the establishment of the Institute for Distance and Distributed Learning, while the remaining 23 objectives are grouped under one of the five major distance and distributed learning initiatives. Each objective is linked to one or more of the University's strategic goals outlined in the *Update to the University Plan: 1996-2001.* In addition, many address issues identified in the University's Self-Study.

The Institute for Distance and Distributed Learning

1. Establish the Institute for Distance and Distributed Learning at Virginia Tech in support of the university's strategic mission. *(University strategies 3.3j. & 3.4c)*
   (See Appendix 1 for proposed description and organizational chart).

2. Establish an advisory process for distance and distributed learning that is inclusive, collaborative and broad-based and which recommends enabling polices and practices regarding distance education at Virginia Tech. *(University strategy 3.4c)*
   (See Appendix 2 for proposed advisory process).

3. Collaboratively work with other stakeholders to eliminate university barriers to teaching in a distance and distributed learning environment. *(University strategies 3.1d, 3,4c)*
   (See Appendix 3 for a list of identified barriers)

4. Establish a university-wide funding mechanism which promotes the development and delivery of distance and distributed learning courses and where all participants benefit from the revenue stream.
   (University strategies 3.1, 3.4c).

5. Establish guidelines and procedures for developing and delivering distance and distributed learning courses. *(University strategies 3.1, 3.4c).*

6. Assist in the development of faculty policies regarding faculty workload and rewards and incentives in teaching in a distance and distributed learning environment. *(University strategy 3.1, 3.4b, 3.4c).*

7. Work with appropriate academic and student support services to insure that all students obtaining course work through distance and distributed learning have equivalent access to library and other resources. *(University strategy 3.2d, 3.4e).*

8. Develop a set of course development and delivery "best practice" models that can be used by faculty, departments and colleges as a basis for decision making in the creation and delivery of distance and distributed learning

courses and programs. The models will include different forms of synchronous, asynchronous and hybrid courses. *(University strategy 3.4c)*

9. Seek compliance with state and national accrediting organizations and agencies regarding distance and distributed learning and provide leadership support to the development of new criteria. *(University strategy 3.4c)*

10. In collaboration with the university community, develop a major legislative initiative to significantly expand access to a Virginia Tech education through distance and distributed learning. *(University strategies 3.1, 3.2, 3.3, 3.4, 3.5, 3.6)*

11. In collaboration with the university community identify Virginia Tech's market for course and program offerings and develop and implement a marketing plan to successfully reach these markets. *(University strategies 3.1,3.2,3.3,3.4,3.5,3.6)*

The Electronically Extended Campus: Bringing Education to the Community

12. Increase the scalability of distance learning program delivery by transitioning the graduate engineering and MBA programs from satellite delivered to Net.Work.Virginia delivered programming. *(University strategy 3.4c)*

13. Collaborate with the eight colleges and the Graduate School to identify, target and deliver courses and programs, in support of the university's seven cross-cutting initiatives, and which meet market needs for delivery over Net.Work.Virginia. *(University strategy 3.2g)*

14. Collaborate with the eight colleges, the Graduate School and the Outreach Division to increase extended campus graduate enrollment through the use of distance and distributed learning technologies by 50%. *(University strategy 3.2g)*

15. Collaborate with Virginia Tech Extension Centers, community colleges, public schools and other educational entities to provide a broad-based system of regional, cost effective and technically supported receive site facilities for distance and distributed course and program offerings. *(university strategy 3.6b)*

16. Establish three new distance learning classrooms and continually upgrade existing distance learning classrooms on the Blacksburg campus to meet the instructional delivery needs of the university. *(University strategy 3.4a &3.4d)*

17. Establish five new distance learning classrooms at the University's five major education centers and three distance learning classrooms at secondary centers used by the university. *(University strategy 3.4a &3.4d)*

18. Seek high quality, cost effective solutions to the development and delivery of distance and distributed learning courses and programs over Net.Work.Virginia. *(University strategy 3.4a &3.4d)*

19. Provide sufficient training, instructional design/development and technical support to faculty in the development of courses and programs delivered over Net.Work.Virginia. *(University strategy 3.4a &3.4d)*

The Open Campus: Bringing Education to the People

20. Expand the Cyberschool and web-course summer session concept university-wide to create the Virginia Tech Open Campus where qualified students can take web-based and hybrid courses anytime from anywhere resulting in 10% of Virginia Tech students participating. *(University strategies 3.4a, 3.4b.)*

21. Manage VTOnline as the university's electronic homepage for the Open Campus and other university distance and distributed learning efforts. *(University strategies 3.4a, 3.4b, 3.4c, 3.4d)*

22. Collaboratively develop potential funding models for the development and delivery of Open Campus courses and programs which include departmental and faculty revenue sharing and cost recovery. *(University strategies 3.4b, 3.4c, 3.4d)*

23. Collaborate with CIL, CEUT and other university entities and initiatives to provide faculty incentives, which support the development of courses to be delivered through the Open Campus. *(University strategies 3.4c)*

24. Provide faculty with sufficient training, instructional design/development, production and technical support to create and deliver web-based and hybrid courses through the Open Campus. *(University strategies 3.4a, 3.4c.)*

25. Establish easy student access to basic support services of the Open Campus including online registration and payment, library and learning resources and counseling. *(University strategies 3.4c)*

26. In collaboration with the eight colleges, the Graduate School, and other appropriate entities, target, develop and begin delivery of five undergraduate degree programs and three new graduate degree programs through the Open Campus while ensuring that university standards and consistency are maintained. *(University strategy 3.4a & 3.4d).*

Specialized and Contractual Distance Learning: Bringing Education to Business and Industry

27. Through collaborative efforts with the Offices of Continuing Education and Public Service Programs and the eight colleges, identify and target courses and programs, which address the university's seven cross-cutting initiatives for delivery to business and industry through distance and distributed learning technologies. *(University strategies 3.3i.2 & 3.3m, 3.4I, 3.4g)*

28. Assist faculty, departments and colleges in designing lifelong learning educational modules, which meet critical needs of business and industry and are delivered in a time and place-free or hybrid environment. *(University strategies 3.3i.2 & 3.3m)*

29. In collaboration with other appropriate university entities develop funding models for the development and delivery of customized educational programming delivered through distance and distributed learning technologies. These models will include faculty and department compensation, delivery costs and required support services. *(University strategies 3.3m & 3.4n)*

30. Use distance and distributed technologies to deliver targeted educational programming to business and industry which is responsive to their needs. *(University strategies 3.3i.2 & 3.3m)*

International Distance Learning: Bringing Education to the World

31. In collaboration with the Office of International Research and Development and other appropriate university entities, establish international links for the collaborative development and delivery of distance and distributed learning courses. *(University strategy 3.3k)*

32. Target and support the development and delivery of appropriate courses and programs such as the "Fourth Year Computer Science Degree Program with India" using distance and distributed learning technologies. (*(University strategies 3.3k, 3.5a, 3.5f)*

Research and Development of the 21st Century Classroom

33. Establish the Center for the Development of the 21st Century Classroom and move it to the ACITC to serve as a practicing research environment for the creation of effective distance and distributed learning teaching and learning environments. . *(University strategy 3.1d,3.4b, 3.4d)*

34. In collaboration with the Center for Excellence in Undergraduate Teaching, the Center for Innovation in Learning, and the Graduate School, assist faculty in researching and using new technologies to create the classroom of the 21st century. *(University strategy 3.1d, 3.4b,3.4c,3.4d)*