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Updated: June 13, 1999

Academic Agenda Update Strategic Direction 3.4

Information Technology

We will enhance the university's status as one of the leading innovators nationally in instruction, research, outreach, and administrative support through the application of advanced communications and information technologies.

Strategy 3.4a Provide opportunities and capabilities for faculty to transform courses and curricula for use in a network-accessed distributed learning environment.

Task 3.4a.1: Continue faculty development for course transformation and research and outreach applications in a distributed learning environment.

Assigned to: Vice President for Information Systems with appropriate directors, Deans, Director of Faculty Development Institute.

Measures: Approximately one quarter of faculty participating in Faculty Development Institute yearly. Number of faculty in distance and distributed tracks and workshops.

Completed by: All faculty have opportunity to participate in advanced, second phase workshop by 2001.

Task 3.4.a.2: Provide faculty with support in transforming courses through the integration of instructional and informational technologies.

Assigned to: Deans, Directors of CIL, CEUT, IDDL, deans, other directors as appropriate

Measures: Number and amount of CIL, CEUT, IDDL and other grants awarded, faculty assisted and awards and project outcomes.

Completed by: Continuous

Task 3.4a.3: Develop targeted credit and non-credit courses, programs, professional certificates and degrees for use in a distance and distributed learning environment.

Assigned to: Senior Vice President and Provost, Vice Provost for Academic Affairs, Vice provost Outreach, Vice Provost Research and Dean of Graduate School, coordinator and advisors to the Center for Innovation In Learning, college deans, IDDL Directors,.

Measure: Number of targeted distance and distributed learning courses and programs developed; number delivered; number of enrollments; number department offering courses.

Completed by: Continuous.

Strategy 3.4b: Develop and implement policies and practices that facilitate teaching, research, and outreach in a distance and distributed learning environment.

Task 3.4b.1: Reward colleges and their faculty for transforming instruction, research, and outreach through the application of advanced information technologies.

Assigned to: Senior Vice President and Provost with college deans

Measure: Promotion and tenure decisions; merit pay; cost-sharing on projects; selective enhancements in areas of acknowledged strength, all reviewed yearly with accomplishments reported annually.

Completed by: Continuous.

Task 3.4b.2: Define policies for intellectual properties that are developed electronically within the university by faculty, students and staff.

Assigned to: Senior Vice President and Provost, Vice President for Information Systems, Vice Provost for Research/Dean of the Graduate School, Intellectual Property (IP) Committee, IDDL Policy Board,

Measure: Policy developed and implemented with resulting outcomes.

Completed by: Before year 2000

Task 3.4b.3: Develop differential tuition, fees and course credit hour units to reflect demand and to support technologically integrated programs more effectively.

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Assigned to: Senior Vice President and Provost, Executive Vice President and Chief Business Officer, Vice President for Information Systems, college deans, IDDL Policy Board.

Measure: Differential tuition, fees and course credit hour units developed and implemented with resulting outcomes

Completed by: Before year 2000.

Task 3.4b.4: Develop and implement policies and procedures that overcome barriers to distance and distributed learning including: dedicated index numbers, electronic payment, in-state/out-of-state tuition differences, combined credit and non-credit course combinations, and flexible academic calendars for distance and distributed learning courses.

Assigned to: Senior Vice President and Provost, Vice Provost for Academic Affairs, Executive Vice President and Chief Business Officer, Vice President for Information Systems, college deans, IDDL Policy Board.

Measure: Removal of at least five barriers to distance and distributed learning.

Completed by: Initial policies before year 2000, continuous thereafter

Task 3.4b.5: Develop intra-and inter-institutional virtual organizations that encourage collaboration and provide the teams necessary to implement emerging technology-based programs and activities.

Assigned to: Senior Vice President and Provost, Vice President for Information Systems, other vice presidents, vice provosts, deans, faculty, and staff as appropriate.

Measure: Identification of teams, efforts accomplished and resulting outcomes.

Completed by: Continuous.

Task 3.4b.6: Develop systems to support credentialing mechanisms for students that go beyond traditional courses and degree programs.

Assigned to: Senior Vice President and Provost, Vice President for Information Systems, Vice Provost for Academic Affairs, Vice Provost for Research/Dean of the Graduate School, Vice Provost for Outreach,

deans, IDDL Policy Board, IDDL Directors, faculty, and staff as appropriate.

Measure: Number of systems to support learning modules and to certify knowledge and skills learned.

Completed by: Continuous.

The following strategy is also listed as Strategy 3.1.d. under Strategic Direction 3.1 – Teaching and learning: A Land-Grant Learning Community. Placement of this strategy is preferred in Section 3.1; however if it is eliminated from the 3.1 section it should be placed as indicated below.

Strategy 3.4c. Facilitate a holistic approach to teaching and learning in a distributed learning environment.

Task 3.4c.1: Develop flexible enrollment services (including flexible course calendars, registration, and transcript and credentialing services) for students participating in courses and programs delivered technologically.

Assigned to: Vice Provost for Academic Affairs, IDDL Executive Director and Director

Measure: Flexible enrollment services for students in distance and distributed learning courses delivered technologically.

Completed by: Continuous

Task 3.4c.2: Develop flexible support and student services (including orientation, advising, personal and career counseling and tutoring, library and learning resources) for students participating in courses and programs delivered technologically.

Assigned to: Vice President for Student Affairs, IDDL Executive Director and Director

Measure: Flexible student services for students in distance and distributed learning courses and programs delivered technologically.

Completed by: Continuous

Task 3.4c.3: Facilitate new teaching pedagogy through the integration of technology in distance and distributed learning environments.

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Assigned to: Vice President of Information Systems with appropriate directors, Vice-Provost for Academic Affairs, IDDL Executive Director and Director.

Measure: Number of courses offered through distance and distributed learning technologies.

Completed by: Continuous

Strategy 3.4d: Make knowledge more accessible to broad communities of learners by leveraging technology in outreach activities.

Task 3.4d.1: Develop strategic alliances with business and industry to support worker training in economic development through the use of instructional and information technology.

Assigned to: Vice Provost for Outreach and appropriate directors

Measure: Number of training programs developed and implemented, and resulting outcomes

Completed by: Targets set by January each year; continuous.

Task 3.4d.3: Facilitate knowledge transfer to communities by integrating technology in Cooperative Extension programs and activities.

Assigned to: Vice Provost for Outreach, Director of Cooperative Extension, college deans as appropriate.

Measure: Number of Extension Agents trained.

Completed by: Continuous program planning and implementation.

Strategy 3.4e: Leverage budget, organization and strategy measures to maximize the benefits of a comprehensive information technology infrastructure that connects the university to the state and beyond.

Task 3.4e.1: Continue to develop Net.Work.Virginia.

Assigned to: Vice President for Information Systems, Director of

Communications Network Services.

Measure: Regular evaluation of cost and quality of service.

Completed by: Continuous.

Task 3.4e.2: Continue to develop next generation Internet and LMDS project

Assigned to: Vice President for Information Systems

Measure: Negotiate, plan and implement next generation Internet and LMDS project with other external participants

Completed by: Continuous.

Task 3.4e.3: Encourage process re-engineering and re-design.

Assigned to: Vice President for Information Systems.

Measure: Review and evaluate changes in information technology and the structure and process required to support change.

Completed by: Continuous.

Task 3.4e.4: Offer incentives to encourage adoption of new technical standards.

Assigned to: Vice President for Information Systems with other university officials as appropriate.

Measure: Number and type of incentives awarded

Completed by: Continuous.

Task 3.4e.5: Engage users actively in application development.

Assigned to: Vice President for Information Systems with other university officials as appropriate.

Measurer: Quantity and quality of applications developed

Completed by: Continuous

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Task 3.4e.6: Communicate frequently and in understandable terms to internal and external audiences about institutional directions in information technology.

Assigned to: President, Senior Vice President and Provost, Executive Vice President and Chief Financial Officer, Vice President for Development and University Relations, Vice President for Information Systems, Vice Provost for Research/Dean of the Graduate School, Vice Provost for Outreach, college deans.

Measure: Review communications plan for delivering institutional narrative; modify as necessary, and implement plan.

Completed by: Before year 2000.

Task 3.4e.7: Identify and implement innovative alternative funding strategies.

Assigned to: Executive Vice President and Chief Business Officer, Vice President for Information Systems; Vice President for Development and University Relations.

Measure: Review, plan and implement resource acquisition strategies for public allocations in light of their steady state and/or decline; for tuition and fees in light of their increase; for private sources in light of strategic focus; for reallocation of institutional resources in light of strategic focus.

Fund information technology infrastructure consistently and at responsive absolute dollar figures, investing significant percentage of comprehensive institutional budget in its development and maintenance.

Centralize core information technology services and their funding, while distributing non-core technologies and their funding to the user as much as possible to balance funding and use appropriately.

Encourage life-cycle funding (12-18 months for software; 2-4 years for hardware) and just-in-time solutions to meet rapid-change technology arena

Completed by: Continuous.

Task 3.4e.8: Plan formally for core information technology needs across the university.

Assigned to: Senior Vice President and Provost, Executive Vice President and Chief Business Officer, Vice President for Information Systems with coordination across all units.

Measure: Assess technology needs, project future implications, create plan. Make funding strategies match planning outcomes.

Completed by: Plan completed by March of each year.

Task 3.4e.9: Organize for responsiveness to customer needs and satisfaction.

Assigned to: Vice President for Information Systems

Measure: Provide trees of “paraprofessionals” to assist users: Service bureaus for operational and administrative needs; Consultants on services and products who coordinate new user requirements; Consultants on educational assessment and effectiveness; Architects to develop and advise on enterprise standards.

Completed by: Continuous evaluations and recommendations to meet user needs.

Task 3.4e.10: Maintain quality improvement process for continuously improved service.

Assigned to: Vice President for Information Systems.

Measure: Review current process, improve as necessary and continue implementation.

Completed by: Continue to implement current process.

Task 3.4e.11: Create a supportive environment for change using elements of information technology through the use of elements of standards, security, and architectural planning to create environment amenable to change.

Assigned to: Vice President for Information Systems.

Measure: Use open, standards-based approaches for cost-effectiveness whenever possible. Provide reliable security that is applicable in heterogeneous operating environments.

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Design an architectural plan and transition strategies for institution-wide distributed computing environment.
Create collaborative, cooperative internal partnerships.
Create “data warehouses” to provide users easy access to all of their own data and other databases as appropriate.

Completed by: Continuous.

Strategy 3.4f: Provide leadership, coordination and support to the university’s distance and distributed learning effort through the Institute for Distance and Distributed Learning.

Task 3.4f.1: Promote the Institute for Distance and Distributed Learning as the coordinating network to connect faculty and learners to systems of distributed teaching and learning resources regardless of time and place.

Assigned to: Senior Vice President and Provost, Vice Provost for Academic Affairs, Vice Provost for Outreach, Vice Provost for Research/Dean of the Graduate School, Vice President for Information Systems, IDDL Directors.

Measures: Development and implementation of communication plan.

Completed by: Continuous

Task 3.4f.2: Implement the purpose, goals and work plan of the Institute for Distance and Distributed Learning

Assigned to: Senior Vice President and Provost, Vice Provost for Academic Affairs, Vice Provost for Outreach, Vice Provost for Research/Dean of the Graduate School, Vice President for Information Systems, IDDL Directors.

Measure: Review of IDDL year-end accomplishments.

Completed by: June, 2000

Task 3.4f.3: Establish base budget funding for the Institute for Distance and Distributed Learning

Assigned to: Senior Vice President and Provost, Vice Provost for Academic Affairs, Vice Provost for Outreach, Vice Provost for Research/Dean of the Graduate School, Associate Vice President for Budget and Finance.

Measure: Base budget funding for 2000/2001.

Completed by: May, 2000