

Distance Learning Executive Committee
Agenda
October 20, 2008

1. Commendations
2. Information Items
 - a. Report on CODE Fall Retreat
 - b. OCS Update (Hickerson)
 - i. Dallas Initiatives
 - c. Reconfiguration of DLEC, Status (Baker)
 - i. Awards Committee
 - ii. Academic Programs Committee
 - d. DL Revenue Model Update (Baker)
 - e. SBEC Item 10 Discussion (Baker)
 - f. Incentive Funding and Grants (Baker)
 - g. THECB DEAC Committee on Definitions (Smith)
 - h. TLTC Update (Laverie)
 - i. Online Seminar sponsored by CODE, **Developing Interaction Activities for Distance Education**, on Thursday, 11/13/08 from 12:00 Noon to 1:30 pm, TLTC Room 153, lunch provided
 - i. Report on Revenue Enhancement Committee (Baker)
 - j. Great Plains Idea (Smith,Herzog)
 - k. IT Updates (Segran, Austin)
3. Action Items
 - a. Distance Ed Week
 - b. CODE Proposed Commencement Banner Bearer

Proposed Graduation Banner Rotation Schedule*

| College | Graduation Ceremony |
|---|----------------------------|
| CODE/Arts & Sciences | Fall 2008 |
| Architecture | Spring 2009 |
| Agricultural Sciences & Natural Resources | Summer 2009 |
| Education | Fall 2009 |
| Engineering | Spring 2010 |
| Human Sciences | Summer 2010 |
| Arts & Sciences | Fall 2011 |
| Visual & Performing Arts | Spring 2011 |

* If a college does not have a graduate, the next college in the rotation will be represented and the rotation schedule will be adjusted accordingly.

Distributed Learning Council (formerly the Distance Learning Executive Committee)

Charge: The Distributed Learning Council shall serve in an advisory capacity to the Provost regarding matters related to distributed learning. The Council provides leadership in determining academic policies, procedures and priorities concerning distributed learning. The Council also reviews proposals for distance and off-campus degrees and certificate programs.

Voting Membership (See attached): Voting members will consist of appointed representatives of Agricultural Sciences and Natural Resources, Architecture, Arts and Sciences, Business Administration, Education, Engineering, Graduate School, Honors, Human Sciences, Mass Communications, Outreach and Distance Education, Visual & Performing Arts, Law School, and Library, as well as a representative from Student Affairs and Enrollment Management.

Ex Officio Membership (See attached): (1) Provost Office representative, (2) Information Technology representative, (3) Institutional Research representative, (4) Texas Tech University Health Sciences Center representative, (5) TLTC representative, (6) Office of Planning and Assessment representative), (7) Faculty Senate, (8) and College of Outreach and Distance Education representatives.

Appointment: The deans of each college/school will appoint their representatives for voting members. The President of the Faculty Senate will appoint a representative, the Provost will appoint the Provost Office representative, the Vice President for Student Affairs and Enrollment Management will appoint a representative, the Associate Vice President and Chief Information Officer will appoint the institutional research and informational technology representatives, the President of the Texas Tech University Health Sciences Center will appoint a TTUHSC representative. The Vice Provost for Planning and Assessment will appoint a representative. The Dean of the College of Outreach and Distance Education will appoint one voting representative and ex officio representatives from that area. The director of the Teaching, Learning, and Technology Center will appoint a representative from that area. All appointed members serve at the pleasure of their supervisors and will serve a staggered three-year term, with the possibility of being reappointed.

Operating Procedures: The Council shall develop its own operating procedures subject to the approval of the Provost. Copies of all minutes and reports are provided to all members of the Council and submitted to the Provost.

Voting: Each representative has one vote. Ex officio representatives shall not vote, except that the chair of the Distributed Learning Council should vote to break any tie. Members' substitutes are considered to carry a full voting proxy.

Chairperson: The Council is chaired by the Dean of Outreach and Distance Education.

| Name | College/Department | Term Began | Term Ends |
|-------------------|--|------------|-----------|
| | College of Agricultural Sciences and Natural Resources | 2008 | 2009 |
| | College of Architecture | 2008 | 2010 |
| | College of Arts and Sciences | 2008 | 2011 |
| | College of Business Administration | 2008 | 2009 |
| | College of Education | 2008 | 2010 |
| | College of Engineering | 2008 | 2011 |
| Herzog, Sherry | College of Outreach and Distance Education | 2008 | 2009 |
| | Graduate School | 2008 | 2010 |
| | Honors College | 2008 | 2011 |
| | College of Human Sciences | 2008 | 2009 |
| | School of Law | 2008 | 2010 |
| | Libraries | 2008 | 2011 |
| | College of Mass Communications | 2008 | 2009 |
| | College of Visual and Performing | 2008 | 2010 |
| | Student Affairs and Enrollment Management | 2008 | 2011 |
| Baker, Matt Baker | College of Outreach and Distance Education (Chair) | 2008 | |
| | Information Technology (Ex Officio) | 2008 | 2009 |
| | Institutional Research and Information Management (Ex Officio) | 2008 | 2010 |
| | Faculty Senate (Ex Officio) | 2008 | 2011 |
| | Health Sciences Center (Ex Officio) | 2008 | 2009 |
| | TLTC (Ex Officio) | 2008 | 2010 |
| Smith, Rosslyn | Provost Office (Ex Officio) | 2008 | 2011 |
| | Office of Planning and Assessment (Ex Officio) | 2008 | 2009 |
| Hickerson, Bob | College of Outreach and Distance Education (Ex Officio) | 2008 | 2010 |
| Michele Moskos | College of Outreach and Distance Education (Ex Officio) | 2008 | 2011 |

Matassa, Deborah

From: Hickerson, Bob
Sent: Monday, October 20, 2008 10:50 AM
To: Hickerson, Bob; Arsuffi, Tom; Baker, Matt; Baldwin, Kay; Dolan, Tom; Green, Birgit; Griggs, Bettye; Hall, Grant; Herzog, Sherry; Hise, Martha; Johnston, Wallace; Kennedy, Carolyn; Markovich, Nicholas; Martin, Joseph; Matassa, Deborah; Morris, James; Moskos, Michele; Nash, Debra; Smith, Milton; Smith, Rosslyn; Weaver, Gilbert
Cc: Johnson, Nancy J; Nevels, Linda
Subject: RE: CODE Strategic Planning - Finishing up the SWOT and Next Steps
Attachments: bob.hickerson@ttu.edu.vcf; SWOT Facilities and IT - Opportunities.doc; SWOT Financial Sustainability - Opportunities.doc; SWOT Marketing, Promotions and Recruiting - Opportunities.doc; SWOT Partnerships and Collaborations - Opportunities.doc; SWOT People, Training, Structure, Organization - Opportunities.doc; SWOT Programs, Student Services and Research - Opportunities.doc; SWOT Template for CODE Oct 2008.doc

Matt has approved this for action.

I'm still missing a few inputs on the SWOT, but I doubt they would change the big picture very much. The file named SWOT Template for CODE Oct 2008 is the primary document summarizing the overall exercise. However, we had so many items under Opportunities, I broke those out by the subdivisions indicated above, and those templates contain all of the items listed on the flip charts we used in Abilene.

I'd like to make sure each committee looks at the primary document **and** the opportunities document (s) pertinent to the committee's emphasis. Specifically, Committee 1 will work with SWOT People, Training, Structure, Organization – Opportunities and SWOT Partnerships and Collaborations – Opportunities. Committee 4 will need to use the SWOT Marketing, Promotions and Recruiting document, as well as the SWOT programs, Student Services and Research document. This sounds complicated, but I think it'll make sense when you look at the files.

The next step will be to convene committee meetings to look at the SWOT Opportunities sections and select those important enough to address with objectives, strategies and benchmarks/assessment methodologies (and eventually resources and action plans). I recommend we don't limit the number of objectives too much to start – it'll be easy to cull the list for publication in our college plan. We may need some objectives to address Weaknesses or Threats, but I believe that all of those have been addressed in the Opportunities section. However, each committee should look at Weaknesses and Threats to see if any which fall into the committee's purview should be addressed. Tom, your committee has two people from IT listed. Would you invite them to participate as needed? If other committees invite new members, let me know so that I can update our working documents. If you would like me to participate in your first committee meeting to clarify these instructions, I'll be happy to do so.

Remember that objectives should be detailed, measurable, time-bound and reasonable. The acronym SMART is often used: Specific, Measurable, Achievable, Realistic and Time (when will it be achieved). Don't worry about format at first. Our current plans use different formats, and the committee work can be molded to the final college format later.

Strategies should be action oriented and include sufficient detail so that someone could actually use them to achieve the objectives. I recommend we go overboard on detail when formulating the strategies – we can edit them later and move some of the detail into the work or action plans. We'll be ahead of the game if each committee will also consider what resources will be needed to execute the strategy, i.e. new staff position, \$XX for course redesign, etc. That detail won't be in the college plan, but we'll need it for budget input and work plans.

At the retreat, we specified December 1st for the first input from the committees. We're also planning a second retreat in Junction the 2nd week in December. The committee work will need to be pretty far along by that time to allow us to begin to pull together the college plan at that retreat.

Sorry for the delay on this. I had it done a week ago, but lost the flash drive I stored it on and had to start over!

Thanks, Bob

Bob Hickerson
Chief Operating Officer

Texas Tech University - Division of Off-Campus Sites
P.O. Box 186
Junction, TX 76849
325/446-2301 (w)
806/742-6434 (w)
806/543-3926 (m)

From: Hickerson, Bob

Sent: Monday, October 06, 2008 3:19 PM

To: Arsuffi, Tom; Baker, Matt; Baldwin, Kay; Dolan, Tom; Green, Birgit; Griggs, Bettye; Hall, Grant; Herzog, Sherry; Hise, Martha; Johnston, Wallace; Kennedy, Carolyn; Markovich, Nicholas; Martin, Joseph; Matassa, Deborah; Morris, James; Moskos, Michele; Nash, Debra; Smith, Milton; Smith, Rosslyn; Weaver, Gilbert

Subject: CODE Strategic Planning - Finishing up the SWOT and Next Steps

I haven't heard from several of you on prioritizing the Opportunities section, so I'm extending that deadline to COB Thursday (since I'm out of town all day on Thursday). Please try to get your input back to me by then, and thanks to those who've already replied. In case you've misplaced the original list, I've attached it.

As soon as I have the SWOT finished, I will send a summary of the SWOT, the mission and vision statements, and our list of core values. I recommend that each director discuss these items with his or her staff to get their feedback. If you receive any feedback which should be incorporated in our planning thus far, let me know.

The next step will entail the chairs convening our planning sub-committees to:

- 1) Go over the SWOT to select items, issues which should be addressed by objectives/strategies (i.e. to be included in the strategic plan).
- 2) Draft initial objectives, strategies and benchmarks.

I'll call a meeting of the chairs of the sub-groups so we can brainstorm how we will proceed, and I'll provide samples of objectives, strategies and benchmarks as a guideline.

Our committees are:

1. People, Organizational structure, Training, Policy, Partners:
 - a. Chair: Bob
 - b. Members: Rosslyn, Barbara, Bettye, Wallace, Kay
2. Facilities, IT, Equipment:
 - a. Chair: Tom
 - b. Members: Joe, Grant, Nick, Roy Alspaugh, Sherry, Dustin Jordan, Kent Towns
3. Finance and Development:
 - a. Chair: Sherry
 - b. Members: Nancy Johnson, Matt, Milton, and Linda Nevels
4. Programs, Student Services and Engagement (including marketing, advising, recruiting and admissions)
 - a. Co-chairs: Rosslyn and James
 - b. Members: Michele, Debbie, Milt, Gib and Birgit

Thanks, Bob

Bob Hickerson
Chief Operating Officer
Texas Tech University - Division of Off-Campus Sites
P.O. Box 186
Junction, TX 76849
325/446-2301 (w)
806/742-6434 (w)
806/543-3926 (m)

Distributed Learning Funding Model Using FY 2008 Data

| | Semester Credit Hours Generated <i>(Note 1)</i> | | | Estimated Income | | | | | | Designated Tuition Income Allocation | | |
|-------------------------------------|--|---------------|---------------|------------------------------|-------------------------------|--|-----------------------------------|---------------------------------------|------------------------|--------------------------------------|------------------------|--|
| | Undergraduate | Graduate | Total | Global Fees (\$4.00/isch) | Total State Tuition Income | Undergraduate Designated Tuition | Graduate Designated Tuition | Total Designated Tuition Income | CODE 30% | College 70% | Total | |
| | | | | | | | | | | | | |
| Ag. Sciences & Natural Resources | 321 | 675 | 996 | \$ 3,984.00 | \$ 49,800.00 | \$ 30,068.07 | \$ 63,227.25 | \$ 93,295.32 | \$ 27,988.60 | \$ 65,306.72 | \$ 93,295.32 | |
| Architecture | 1,328 | 183 | 1,509 | \$ 6,036.00 | \$ 75,450.00 | \$ 124,206.42 | \$ 17,141.61 | \$ 141,348.03 | \$ 42,404.41 | \$ 98,943.62 | \$ 141,348.03 | |
| Arts & Sciences | 20,615 | 941 | 21,556 | \$ 86,224.00 | \$ 1,077,800.00 | \$ 1,931,007.05 | \$ 88,143.47 | \$ 2,019,150.52 | \$ 605,745.16 | \$ 1,413,405.36 | \$ 2,019,150.52 | |
| Business Administration | 246 | 391 | 637 | \$ 2,548.00 | \$ 31,850.00 | \$ 23,042.82 | \$ 36,624.97 | \$ 59,667.79 | \$ 17,900.34 | \$ 41,767.45 | \$ 59,667.79 | |
| Education | 3,519 | 5,676 | 9,195 | \$ 36,780.00 | \$ 459,750.00 | \$ 329,624.73 | \$ 531,670.92 | \$ 861,295.65 | \$ 258,388.70 | \$ 602,906.96 | \$ 861,295.65 | |
| Engineering | 265 | 1,460 | 1,725 | \$ 6,900.00 | \$ 86,250.00 | \$ 24,822.55 | \$ 136,758.20 | \$ 161,580.75 | \$ 48,474.23 | \$ 113,106.53 | \$ 161,580.75 | |
| Human Sciences | 423 | 388 | 811 | \$ 3,244.00 | \$ 40,550.00 | \$ 39,622.41 | \$ 36,343.96 | \$ 75,966.37 | \$ 22,789.91 | \$ 53,176.46 | \$ 75,966.37 | |
| Library | 14 | | 14 | \$ 56.00 | \$ 700.00 | \$ 1,311.38 | \$ - | \$ 1,311.38 | \$ 393.41 | \$ 917.97 | \$ 1,311.38 | |
| Visual & Performing Arts | 514 | 249 | 763 | \$ 3,052.00 | \$ 38,150.00 | \$ 48,146.38 | \$ 23,323.83 | \$ 71,470.21 | \$ 21,441.06 | \$ 50,029.15 | \$ 71,470.21 | |
| Graduate School | | 72 | 72 | \$ 288.00 | \$ 3,600.00 | \$ - | \$ 6,744.24 | \$ 6,744.24 | \$ 2,023.27 | \$ 4,720.97 | \$ 6,744.24 | |
| Law | | 126 | 126 | \$ 504.00 | \$ 10,080.00 | \$ - | \$ 11,802.42 | \$ 11,802.42 | \$ 3,540.73 | \$ 8,261.69 | \$ 11,802.42 | |
| Subtotal Income Per Semester | 27,243 | 10,161 | 37,404 | \$ 149,112.00 | \$ 1,873,980.00 | \$ 2,551,851.81 | \$ 951,780.87 | \$ 3,503,632.68 | \$ 1,051,089.80 | \$ 2,452,542.88 | \$ 3,503,632.68 | |

Note 1: Includes all enrollments in courses delivered >50% electronically and courses delivered >50% off campus

Assumptions:

- Special course fees were not calculated due to variation between courses.

- The following per hour tuition rates were used:

| | |
|---------------|------------|
| Undergraduate | State |
| Graduate | Designated |
| Law School | \$50 |
| | \$93.67 |
| | \$50 |
| | \$93.67 |
| | \$80 |
| | \$93.67 |

- A global fee of \$4 per student credit hour for distance courses

Note: If the global fee of \$4.00 was assessed against all student credit hours generated (768,165 during FY 2008), \$3,072,660 would have been generated to be used toward development of distance education, including off-campus sites.

Proposed Revenue Model for Distance Education and Off-Campus Sites

Purpose: To provide an incentive to colleges who teach formula-eligible courses whether taught 50% or more electronically or to students at off-campus sites¹ and to establish operating revenue for the newly-established College of Outreach and Distance Education.

Rationale: There has not been a direct correlation between Departmental Operating Expenses (DOE) Budgets and performance. Consequently, many colleges have not had a financial incentive to develop distance or off-campus programs for place-bound students outside of those residing in Lubbock and contiguous counties. Also, the College of Outreach and Distance Education was developed for the purpose of: (1) providing planning direction, prioritization of effort, program assessment and comprehensive support for the creation, delivery, and assessment of programs, (2) managing all off-campus sites, (3) marketing all distance and off-campus programs, and (4) facilitating timely compliance with regulatory requirements. As a result of budget constraints in FY'09, no new funding was appropriated to operate the college.

Effective Date: Spring 2009 and all subsequent semesters

Recommendation 1: This model allows for the return of 70% of the institutional (designated) tuition to the colleges teaching the courses specified above based upon actual enrollment and 30% of the institutional (designated) tuition to the College of Outreach and Distance Education. The university will retain State Tuition, Graduate Tuition, Non-Resident Tuition, Mandatory Fees and formula funding with the exception of the formula funding generated at the Recognized Higher Education Teaching Sites². Colleges will continue to have the option of assessing Special Instruction Fees, as well as other university-approved fees.

Example: For FY 2008-2009, the Institutional (Designated) Tuition is \$93.67/credit hour. A college with 100 distance and/or off-campus students taking an average of 12 credit hours/student would generate \$78,683.

Recommendation 2: Institute a global fee of \$4.00 per SCH to support formula-eligible courses taught 50% or more electronically or to students at off-campus sites. This would allow the College of Outreach and Distance Education to address critical infrastructure deficiencies in a number of our off-campus sites, adequately prepare for expansion into metropolitan markets, seed new program development, provide critical bridge funding for existing programs, firmly establish a friendly distributed education infrastructure, and implement a systematic program evaluation process.

Quality and Accountability: To qualify for the return of revenue to the college, faculty must attend mandatory training/orientation sessions related to distance learners, distance course design, and assessing learning outcomes for distance learners. Participating colleges would be expected to report on the learning outcomes in a manner consistent with SACS-COC requirements.

Initiative Start-up Costs (one-time) for 1/1/09-8/31/09:

| | |
|---|---|
| Accounting staff and equipment (includes fringe benefits) | \$ 30,000 (\$ month salary & startup) |
| Marketing staff and marketing expenses | \$ 66,667 (\$ month salary & advertising) |
| Course conversion | \$250,000 |
| Instructional development and design support | \$100,000 |

¹Courses taught to off-campus sites includes those taught by all modalities and combinations of modalities (face-to-face, interactive video, and online) to students at TTU-Amarillo, TTU-Abiene, TTU-EI Paso, TTU- Highland Lakes, TTU-Fredericksburg, TTU-Junction, and all subsequent TTU Recognized Higher Education Teaching Sites, as well as to courses taught at university-approved locations within Texas outside of Lubbock and contiguous counties.

²The Texas Higher Education Coordinating Board expects that funding generated at an off-campus site will be used to sustain operations. The following excerpt is taken from Chapter 5, Sub-Chapter D, Paragraph 5.76(b): "an off-campus educational unit is financially dependent upon its parent institution(s) and supported within the budget of the institution(s). It is not eligible to request separate legislative funding. Institutions should not over-commit resources to a geographic area before a sufficient and sustained level of demand is achieved. Formula generated funds earned at an off-campus educational unit are expected to be applied to the financing its operation."

DRAFT

Texas Tech University FY 08 Distance and Off-Campus Education Report

| | FY 2007 | FY 2008 |
|---|---------|---------|
| Course: | | |
| Electronic (50% or more) | 231 | 239 |
| Off-Campus (50% or more) | 45 | 147 |
| sub-total | 276 | 386 |
| Extended Studies: Print & Electronic * | 73 | 89 |
| Total | 354 | 475 |
| Course Enrollment: | | |
| Electronic (50% or more) | 10,047 | 12,105 |
| Off-Campus (50% or more) | 772 | 1,850 |
| sub-total | 10,819 | 13,955 |
| Extended Studies: Print & Electronic * | 3,379 | 2,831 |
| Total | 14,198 | 16,816 |
| Student Credit Hour: | | |
| Electronic (50% or more) | 28,427 | 36,600 |
| Off-Campus (50% or more) | 2,113 | 6,834 |
| sub-total | 31,545 | 57,404 |
| Extended Studies: Print & Electronic * | 10,393 | 8,640 |
| Total | 41,938 | 46,044 |

* Includes REM Extension Courses