

**Initiative Roadmap**

<b>Initiative Category</b>	Academic	
<b>Initiative Name</b>	Blended Learning and Online Course Delivery	
<b>Roadmap Lead (First, Last name)</b>	Ed	Klonoski
<b>Executive Sponsor (First, Last name)</b>	Mary	Papazian

<b>Initiative description</b>	Articulate a vision for blended and online learning at CSCU, and obtain funding and develop strategy for growing online and blended learning course offerings throughout system.	
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<b>Desired outcomes</b> (Description, including KPIs if any)	Create more opportunities for students to explore online options and ultimately drive increased student enrollment in online and blended offerings both in Connecticut and beyond, and help students reduce time to degree completion	
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Initiative lead	Role
Ed Klonoski	President of Charter Oak College
Executive sponsor	Role
Mary Papazian	President of Southern Connecticut State University

Key risks	Severity	Plan to mitigate risks
Faculty may have trouble adapting curriculum to blended model and student learning compromised	Medium	Provide sufficient training and faculty support resources to deliver online tools
Students do not fully learn content because they lack toolkit to learn through blended model	Medium	Develop tools and identify resources to help students adapt their learning and study skills
Faculty and staff not equipped / sufficiently supported with technology and training	High	Provide sufficient IT resources and capabilities for faculty and staff
Faculty could perceive shifting course delivery as threat to current courses taught	High	Conduct change management to guide faculty and incorporate input throughout process

Critical interdependencies	Specific corresponding initiatives
Academics and student experience	Academic advising and Academic program initiatives
Policy	Transfer and articulation initiative

	Date
<b>Planning start date</b>	Fall 2014
<b>Planning end date</b>	Summer 2015
<b>Implementation start date</b>	Fall 2015
<b>Implementation end date</b>	Spring 2016

	Summary budget impact
<b>One-time</b>	TBD
<b>Ongoing</b>	TBD

Key Stakeholders	Area / Influence
Provost, deans, and academic department heads	Implementation input
Faculty	Content input
Student leadership	Content input
IT	Implementation
Connecticut Distance Learning Consortium (CTDLC)	Online courseware experience

	Impact on other planning
<b>Budget impact (Low/Med/High)</b>	High
<b>IT support required (Low/Med/High)</b>	High
<b>Impact on Facilities? (Y/N)</b>	Y
<b>Policy impact (Y/N)</b>	Y

Online and Blended Learning initiative roadmap

Roadmap name	Milestone number	Milestone	Date due	Milestone comment
Blended learning and online	1	Introduce institution presidents to purpose and goals of blended learning and online initiative	15-Sep-2014	
Blended learning and online	2	Articulate vision for distance learning growth in CSCU system with CSCU leadership	03-Oct-2014	
Blended learning and online	3	Establish a task force for developing CSCU's blended learning strategy (4-6 people with representation from universities and community colleges)	17-Oct-2014	
Blended learning and online	4	Develop and articulate definition of what constitutes an online or blended learning course and ensure alignment with NEASC requirements	31-Oct-2014	
Blended learning and online	5	Conduct research on how online/blended learning tie to improving student outcomes and clearly articulate benefit to all stakeholders (students, faculty and staff)	14-Nov-2014	
Blended learning and online	6	Define role of Charter Oak in degree aggregation and growing online offering across the system	28-Nov-2014	
Blended learning and online	7	Articulate key fears/concerns stakeholders have around online/blended learning and develop appropriate mitigations to address those fears	28-Nov-2014	
Blended learning and online	8	Bring in online/blended learning experts to provide examples of successful models tied to student outcomes and describe how fears/concerns have been addressed	12-Dec-2014	
Blended learning and online	9	Inventory current system-wide online/blended learning course offerings	09-Jan-2015	
Blended learning and online	10	Define metrics to assess success of online/blended learning expansion	16-Jan-2015	
Blended learning and online	11	Analyze system-wide enrollment trends to determine which online courses have highest share of overall enrollment and what bottlenecks could be reduced with increased online offerings	30-Jan-2015	
Blended learning and online	12	Establish criteria to select blended / online courses to grow system-wide. Conduct analysis to identify priority courses for growth and courses for re-allocation of resources.	13-Feb-2015	
Blended learning and online	13	Interdependency: Align proposed expansion with transfer and articulation	20-Feb-2015	
Blended learning and online	14	Benchmark tuition for out-of-state student online instruction	06-Mar-2015	
Blended learning and online	15	Set clear aspiration target for online / blended learning growth (% of students enrolled by a certain date)	13-Mar-2015	
Blended learning and online	16	Develop high-level estimate of investment need for pilot	20-Mar-2015	
Blended learning and online	17	Define prize-based innovation strategy to pilot initial cohort of innovative models for expanding online/blended learning, including defining targeted supports (e.g., for faculty to adapt coursework, embedded assessments, effective use of technology). Identify selection committee.	27-Mar-2015	
Blended learning and online	18	Interdependency: Align with Academic advising initiative to ensure students are aware of pilot and online/blended / course offering	10-Apr-2015	
Blended learning and online	19	Develop marketing plan to create prize-based competition and solicit teams of faculty, staff and students to submit applications	17-Apr-2015	
Blended learning and online	20	Share prize-based innovation strategy and plan with Presidents for input	17-Apr-2015	
Blended learning and online	21	Share prize-based innovation strategic and plan with Executive Steering Committee for input	24-Apr-2015	
Blended learning and online	22	Get approval from BOR to pursue prize-based innovation model	08-May-2015	

Online and Blended Learning initiative roadmap

Roadmap name	Milestone number	Milestone	Date due	Milestone comment
Blended learning and online	23	Identify a project manager to oversee incubation of initial cohort, including identifying ways for selected teams to continuously share and learn from each other along the way, for faculty to get mentoring and support adapting curricula, and design experts as additional targeted resources	15-May-2015	
Blended learning and online	24	Market with faculty and staff and solicit applications	29-May-2015	
Blended learning and online	25	Selection Committee to pick winners for pilot cohort	26-Jun-2015	
Blended learning and online	26	Ongoing incubation for pilot cohort with targeted supports; workshop to share emerging learnings between cohort members	07-Aug-2015	
Blended learning and online	27	Ongoing incubation for pilot cohort with targeted supports; second workshop to share emerging learnings between cohort members	25-Sep-2015	
Blended learning and online	28	Ongoing incubation for pilot cohort with targeted supports; third workshop to share emerging learnings between cohort members	07-Dec-2015	
Blended learning and online	29	Task force to evaluate proposed models from pilot cohort and make recommendations on refinements prior to broader implementation	11-Dec-2015	
Blended learning and online	30	Conduct focus groups with faculty, students, and presidents from institutions to codify learnings from initial cohort and align on an approach for scaling innovation in future cohorts	12-Feb-2016	
Blended learning and online	31	Share codified learnings from pilot with BOR	19-Feb-2016	
Blended learning and online	32	Determine what central supports are needed to support scaling across CSCU	04-Mar-2016	
Blended learning and online	33	Develop an estimate of investment and IT need to expand online/blended instruction towards aspirational target and determine options to secure funding	11-Mar-2016	
Blended learning and online	34	Determine model to allocate revenue between institutions where students are taking online or blended learning courses at institution other than institution of primary enrollment	25-Mar-2016	
Blended learning and online	35	Validate online / blended learning scaling strategy and resources with key academic stakeholders (e.g., provosts, deans) and Presidents	15-Apr-2106	
Blended learning and online	36	Develop communication plan targeted to faculty and staff, students and employers to scale and grow online/blended learning for future cohorts. As part of this, establish an online brand identity for CSCU	29-Apr-2016	
Blended learning and online	37	Get approval on plan to grow and scale online/blended learning from BOR	13-May-2016	
Blended learning and online	38	Develop system for measuring and tracking quality of teaching and student learning in blended and online courses	27-May-2016	
Blended learning and online	39	Develop process for measuring increases in program use and ongoing approach to improve online / blended learning offering	27-May-2016	