

**The Institute for Teaching and Learning Excellence
Proposed Structure, Departmental Names and Duties
Presented to Marshall Allen June 15, 2005**

The Institute for Teaching and Learning Excellence (ITLE) is a new OSU entity made up from three departments that were formerly part of the IT Division. Those Departments were Educational Television Services (ETS), Audio-Visual Services, and the Faculty Support Center. These three departments comprised the central service organizations responsible for video/audio production, video-based interactive distance education, web-based distance education support, and classroom technology support. The three departments had several points where their service offerings overlapped, and this proposal seeks to limit areas of overlap where it makes sense to do so. However, the proposed mission of the new entity also identifies some gaps in service that ITLE proposes to fill. That mission statement includes:

The Mission of the Institute is to provide resources and support to promote and enable excellence for every element of the teaching-learning transaction in the University community, and to provide quality video production and distribution services to the University and its clients.

While the various areas within ITLE will interact regularly, there will be five operational departments within the Institute. Specific descriptions of operational duties will follow below, but a brief overview of their general duties is as follows: The former ETS Operations/Production and Creative Services Departments will retain those names at this time. The former Audio-Visual Services Department will be renamed Classroom Technology Support Services, and will become an integrated subdivision of the former ETS Engineering Department. That combined area will retain the title of Engineering, and will provide the design, procurement, installation, Master Control operation, equipment loan/rental services, and maintenance support for all areas of ITLE except IT (see below). All Central University support for Distance Education (except for server services provided by the IT Division) will be split between the remaining two operational departments. Support for interactive web-based education (currently BlackBoard and WebCT) and faculty development in both course design and software use will be provided by Faculty Development (formerly the Faculty Support Center), while classroom scheduling and support for live, interactive (videoconference-based) distance education and streaming video distribution will be provided by Conferencing Services (formerly the ETS Emerging Technologies Department). Two additional departments will provide support to the entire Institute. IT Support will provide computer and network services for the facility and contracted work (such as the DAC project), coordinating closely with the OSU IT Division, while the Accounting Department will provide financial and procurement support for the Institute.

Getting the job done – The three departments coming together for this new Institute had certain areas of operation that overlapped. While the previous missions of all three departments will continue (we will continue to provide video production services along with classroom and distance education support), the new 3-priority approach identified by the Provost will add to the load of all departments – but will perhaps impact Faculty Development and Conferencing Services more than the rest. While developing and supporting technologically-facilitated instruction will involve all departments (both in physical support and delivering training in venues such as Tech Tuesday), the specific challenges of creating professional development

programs for both “early career” and “established” faculty will require new services, new tools, and (quite probably) new personnel. This creates “gaps” or new operational requirements that none of the three departments have done in the past. Some of the anticipated gaps are identified below, along with the department(s) who will have primary responsibility. It then becomes imperative that we identify and limit areas of overlap, so that the workload is equalized in the most efficient manner. This will also avoid confusion on the part of our faculty/staff clients as they learn the one-stop method of finding out how to get their work performed, i.e. – call 4-1000. The idea is to publicize the new, easy to remember main number for all calls, but we realize that the volume of calls and the hours of operation in certain areas will make it necessary to also list other numbers. Therefore, in the next campus phone listings (paper and/or electronic) we will request that the 744-1000 number be listed in bold, with the direct numbers for Master Control, Faculty Development lab, and Classroom Technology Support Services listed below. In preparation for what may be a large call volume on the main number, we need to look into the cost and availability of additional hold lines and the possibility of making those hold lines automatically recall the main number after XX seconds if they are not picked up. This will lessen the chance of dropped calls.

Filling the Gaps – While the elimination or reduction of overlaps can make this new department more efficient than the combination of the three previous departments, there are also areas that none of the three departments have previously offered that the OSU faculty/staff need. While we can’t foresee all the areas where we might be of service, we have identified the following gaps in service, and who we feel is best positioned to offer the service:

Advanced educational concepts, development, training, and assistance. (pedagogy, group teaching, student engagement, faculty development, etc.) This area of emphasis will aid both the early career and the established faculty by providing the tools and personal assistance they may need to begin or improve their use of technology in the physical and/or virtual classroom.

Credibility in this area will require the appointment of a faculty member (as Assistant Director?) to the Institute to oversee the programs created here. Faculty Development will be the lead department in this endeavor, although Conferencing Services will certainly be heavily involved in the course development, where appropriate. All other departments will assist as requested.

Course creation services & assistance – while Faculty Support has traditionally provided training and assistance in creating course templates for the web-based course offerings on campus, this task will be more robust. We may provide assistance in all elements of course creation from video shooting to graphic scanning to PowerPoint development to online course enrollment student data entry. We may take responsibility (where requested) for editing the live encoded DL classes into on-demand Internet based courseware. **To properly handle this task, will require that someone with training in courseware design be added to the Faculty Development staff, and – because the types of courses are so different – possibly also to the Conferencing Services staff.**

Webpage development services & assistance. OSU needs consistent, accessible OSU branded webpage templates and webpage creation services and hosting, database-driven websites, ecommerce solutions, interactive training programming, web dataforms, online tests, surveys,

opinion polls, etc. Creative Services has been responsible for the creation and maintenance of the ETS and Institute for Telecommunications web sites, and both they and Faculty Support have provided assistance to faculty and staff in building graphics for web page display – despite the fact that neither department has all the tools or training to make us a logical choice to offer this as a service to the OSU Community. While other departments at OSU also provide such services, there is not one central agency responsible for the service. We need to decide (with input from the Provost and IT Division) whether this is a gap we should fill. Based on recent discussions with CIO Darlene Hightower, we recommend an answer of YES (they are apparently referring queries to us). While the Front Page server used for courses in the past was created using surplus equipment and not given much tech support by the IT Division, a new server will be mounted on the redundant OSU cluster and backed up regularly. This will result in a much higher quality of service to the faculty and students. If we decide (or are directed) to do this, all calls from faculty for training on how to use Front Page extensions on their course web pages will go to Faculty Development, while calls for turnkey web page creation and/or assistance with programming issues will be referred to IT Services. **To fill this gap IT Services will need to hire one or two .5FTE graduate students at \$10/hour, and one .5FTE student may be required by Faculty Development.** A close collaboration among IT Services, Faculty Development, and Conferencing Services, and they with the IT Division and OSU departments/agencies responsible for accessibility standards for those with disabilities will be necessary to insure that all web sites meet the appropriate standards. If we are not chosen to provide this service for OSU, the above groups may still be involved in the development of the advanced features of the ITLE “middle-net” like “ecommerce” solution for checking out AV equipment, current DL room schedules, database driven elements, etc.

Training services and assistance – Creation and hosting of training materials for OSU or external clientele (both live and on demand). This might include internal faculty/staff training in areas like MSDS, diversity, and sexual harassment for departments like Human Resources (for on-campus training) or Fire Protection (external clients). We could also provide live and on demand training (live classes and internet courses) in all related areas like course creation, webpage development, train the trainer, etc. The lead on this would probably be Faculty Development, but will require close cooperation with all other departments.

Overlap Identification and Resolution – The various departments coming together in this Institute have traditionally offered varying degrees of competing services. There will always be areas where it makes sense to leave some overlap, but through cross-training staff and mutual support among departments we can limit unnecessary staff duplications. Many of the areas of overlap can easily be combined to offer the end-user the best possible service, while some services may still be offered in multiple ways or locations. These areas of overlap include:

Video Acquisition: While this is one of the primary tasks of the ETS Operations/Production Department, various forms of this service have also been available through the Faculty Support Center and Audio-Visual Services. Faculty Support has provided equipment (camcorders) and support to faculty to both tape presentations and to allow the faculty to tape their own presentations. They have also provided complete videotaping services for some University-wide events – most notably training seminars. Audio-Visual Services also has camcorders available for faculty to check out, and can provide instruction on how to use the equipment. **Remedy:** All

calls for video acquisition services will now be routed to the Operations/Production Manager. If he determines that someone wishes to do their own camera work he will refer them to Classroom Technology Support Services to arrange the loan of a camcorder. As soon as playback decks can be obtained for Faculty Development (see video/audio encoding below) those camcorders will be transferred to Classroom Technology Support Services to supplement the inventory they already have available.

Audio recording: Another of the frequent tasks of the ETS Operations/Production Department, various forms of this service have also been available through the Faculty Support Center and Audio-Visual Services. Training has been available from Faculty Support in how to use a PC to record narration for inclusion in projects being developed by faculty members. However, that has not always resulted in a pleasing end-product, nor is it necessarily the best use of resources. **Remedy:** Again, all calls for audio acquisition will go through the Operations/Production Manager, who will determine what resources are best used to accomplish the needs of the client. The best quality will usually be realized through recording in a sound-controlled area (as opposed to most offices) and delivering the recording to the client in their preferred format. If the client wants to do their own acquisition and merely need equipment, they will be referred to Classroom Technology Support Services to borrow any necessary equipment. If they need instruction in how to use standard OSU software to record and/or edit their audio, Faculty Development will be involved.

Graphics creation: While the ETS Creative Services Department has long worked with OSU departments to create graphics and animations, the Faculty Support Center has also provided some graphics services for faculty – primarily assisting faculty members or their staffs in producing their own graphics. **Remedy:** All calls for graphic/animation work will be referred to the Creative Services Director, who will determine whether the client is best served through a turnkey process, or if they simply need some ideas to work through on their own. If they want to do their own work they will be referred to Faculty Development for any necessary training.

PowerPoint Assistance: Both Creative Services and Faculty Support have assisted faculty in the past, to different degrees. Faculty Support primarily taught how to use PowerPoint, but occasionally assisted in building graphics when requested. **Remedy:** If faculty/staff request training in how to use the program, they will be assisted by Faculty Development. All requests for creation of PowerPoint content will be handled by Creative Services.

Photo scanning: While many people have the equipment necessary to scan photos, and Faculty Support has long offered the service of either scanning photos or allowing faculty/staff to scan their own in the lab. This has also been a service of Creative Services, where advanced tools exist to optimize the scanned images. **Remedy:** While some faculty/staff may prefer to scan their own images, either for speed or convenience, we propose that quality and consistency concerns require that we offer the services of the graphic artists in Creative Services to everyone needing photos scanned. Therefore, all calls requesting photo scanning will be routed to the Creative Services Director, who will be responsible for all scanning services provided by the Institute. Faculty/staff still wishing to scan their own photos will be allowed to use the facilities offered by the Faculty Development lab, but the staff there will only provide scanning services if the Creative Services staff is unable to provide the service in a timely manner.

DVD/CD Mastering with custom menu creation: While the software to do this function is becoming easily and inexpensively available, there is a matter of quality control and consistent OSU branding to be considered in how the Institute provides the service. As in earlier areas of overlap, this service has been provided by both Creative Services and Faculty Support, plus Faculty Support has provided facilities for faculty/staff to do their own work in the lab.

Remedy: In the interest of providing the highest quality, most consistent product, all calls requesting that the Institute provide the service will be routed to the Creative Services Director. If faculty/staff still wish to do their own work will be provided the use of the facilities offered by the Faculty Development lab, but the staff there will only provide DVD/CD mastering and menu creation services if the Creative Services staff is unable to provide the service in a timely manner.

DVD/CD simple mastering and duplication: Equipment has been purchased and is in place to do small- to medium-size duplication projects in both Faculty Support and ETS Operations/Production, and multiple locations now or will exist to dub or record video/audio directly to DVD/CD media with simple menus. **Remedy:** After a DVD or CD master has been created, where the duplication is done is not important. Because there is demand both for faculty/staff to do their own duplication and for someone to provide that service, multiple duplication facilities will be maintained. All calls for duplication service will be routed to the Operations/Production Manager, while faculty/staff wishing to do their own work will be referred to the Faculty Development lab. Requests for large-scale duplication (requiring more time or resources than are available in either facility) will be outsourced under the direction of the Operations/Production Manager. **NOTE:** The cost of materials (blank disk media, jewel cases, printing supplies) for in-house duplication is a funding issue, as is the replacement of equipment after it wears out.

Video dubbing: Most video dubbing projects are handled by ETS Master Control or Operations/Production Department personnel using equipment connected to the main ETS distribution system. However, copies of courses encoded for streaming or other distribution are regularly dubbed to videotape in the Faculty Support lab. **Remedy:** While there may be a change in where streaming video is processed (see below), the inconvenience of connecting the lab to the central ETS distribution system and communication system so that all dubbing can be done in Master Control is so much greater than the convenience of making simple dubs in the lab, that both dubbing systems will be retained.

Classroom technology faculty training: The current scheme has faculty training being done by all three former department groups. ETS has been responsible for training faculty in the use of the interactive videoconference-based distance learning rooms, while Audio-Visual Services has trained faculty in the use of the installed and portable equipment in campus multimedia-equipped classrooms, and Faculty Support has trained faculty in the use of web-based training systems and the software (such as Real Presenter) used to encode streamed classes. **Remedy:** The interactive classrooms and multimedia classrooms are in the process of conversion to where all classrooms will be very similar in operation. The Classroom Technology group will remain available to train faculty when needed, the responsibility for all classroom operational training will be assumed by Conferencing Services. This will be offered at the beginning of the Fall and Spring semesters in group format, with follow-up training offered as needed. As responsibility for

Streaming Media support is transitioned to Conferencing Services (see below), the responsibility for faculty/staff training in the use of the relevant tools will be similarly transitioned.

Video/audio encoding and streaming: The bulk of the classes offered via streaming media are those presented in the live interactive classrooms controlled by the Master Control staff, which also provides the encoding services. Additional encoding projects are accomplished using Master Control equipment, either done by Master Control or Operations/Production Department staff. Other streaming encoding is done in the Faculty Development lab by either the Faculty Support staff or the faculty/staff of the college/department presenting the course. **Remedy:** Live classroom and on-demand encoding will continue to be done in Master Control by Engineering, Operations/Production, or Conferencing Services staff. When faculty/staff wish to do their own encoding they will be directed to the Faculty Development lab. [We recommend that the camcorders currently used for video playback in the lab be replaced with playback decks, and the camcorders transferred to the stock of Classroom Technology Support Services to increase their loan/rental stock.](#)