

## CENTER FOR INSTRUCTIONAL TECHNOLOGY

### Mission

The Center for Instructional Technology provides a vibrant, collaborative, creative and reliable technical and training infrastructure to support teaching and learning in a variety of educational environments.

### Vision

The Center for Instructional Technology will define, develop, improve and maintain technologically sound and proven instructional and learning environments for Oklahoma State University. CIT will:

- Provide a vibrant, collaborative and creative support structure for instruction;
- Provide a state-of-the-art technology infrastructure for learning;
- Provide a state-of-the-art digital infrastructure for analog-to-digital conversion;
- Support a state-of-the-art auditorium and conference center facility for events;
- Provide a state-of-the-art environment for developing media-rich instructional and marketing resources;
- Collaborate with TCC, area common schools, and all OSU agencies within the framework of distance learning, teaching and learning, digital delivery convergence, and instructional development; and
- Support surrounding neighborhoods through involvement with community support programs.

### Core Values

**Excellence** - We seek excellence in all our endeavors and we are committed to continuous improvement.

**Intellectual Freedom** - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Integrity** - We are committed to the principles of truth and honesty and we will be equitable, ethical, and professional.

**Service** - We believe that serving others is a noble and worthy endeavor.

**Diversity** - We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** - We are dedicated to the efficient and effective use of our resources. We accept the responsibility of the public's trust and are accountable for our actions.

## Goals, Critical Success Factors, Objectives, and Strategies

**Goal One. Academic Excellence – Assist in creating and upholding high standards of excellence in instruction and research.**

### **Critical Success Factors:**

- 100% of classroom technologically equipped
- Flexible, redundant and technically stable course delivery options to recruit and retain faculty and students
- System-wide support for technology-based course delivery systems
- Trained and certified staff
- State-of-the-art instructional development facilities
- Multimedia Laboratory resources to provide creative opportunities for students
- Update technology base to support creative expression.
- Provide technological infrastructure for Advanced Technology Research Center.

### **Objectives:**

**Objective 1.1:** Procure local cable channels for 24/7 delivery of courses, community-based programming, and marketing throughout the northeast Oklahoma region.

#### Strategies:

- Indirectly support local educational television consortium to procure a franchise-based educational channel for OSU.
- Begin live and pre-recorded broadcast of courses, community-based programming and marketing content utilizing current digital infrastructure.

**Objective 1.2:** System-wide support for asynchronous learning platforms.

#### Strategies:

- Maintain Help Desk and faculty training for Blackboard and WebCT.
- Continue staff training for course support.
- Support institutional task force to set policy and expansion of delivery of content.

**Objective 1.3:** Expand utilization of internet-based video.

#### Strategies:

- Support institutional task force to set policy and expansion of delivery of Content.
- Begin live internet-based video services utilizing current digital infrastructure.

**Objective 1.4:** Maintain and upgrade multimedia development systems and resources to support a media-rich learning environment for students.

Strategies:

- Upgrade current resources as needed.
- Provide additional staff training to lead to certification.
- Market services to appropriate stakeholders.
- Support institutional task force to set policy and expansion of delivery of content.
- Complete upgrade of Macintosh computers.

**Objective 1.5:** Support electronic course delivery and resource development options with institutional task force initiatives.

Strategies:

- Create task forces to address policies, procedures, standards and training, classroom technology, synchronous course delivery, asynchronous course deliver, and multimedia development.
- Maintain quality classroom instructional resources through daily monitoring.

**Objective 1.6:** Expand Multimedia Laboratory to provide creative opportunities for students.

Strategies:

- Increase hardware and software resources in the lab.
- Complete outfitting and upgrades of Macintosh G4 systems.
- Continue staff training to support student creative projects.

**Objective 1.7:** Provide opportunities for students, faculty, staff and external stakeholders to record level of satisfaction.

Strategies:

- Continue web-based academic and service satisfaction survey.
- Continue print-based academic and service satisfaction survey, and provide timely opportunities for stakeholders to complete the survey.

**Objective 1.8:** Work with the Director of the Telecommunications Laboratory at OSU-Tulsa to ensure an appropriate technology infrastructure.

Strategies:

- Develop a task force to merge research and instruction utilizing Internet2.
- Support institutional task force to research and implement practical and cutting

- edge technology.
- During planning, address issues concerning videoconferencing and classroom instructional resources.

**Goal Two. Engagement and Outreach – Enhance the quality of life in Tulsa and northeastern Oklahoma by delivering programs and services that support Tulsa’s human, economic, and cultural development.**

**Critical Success Factors:**

- Departmental staff engaged in community support activities
- Provide distance-learning resources to the community

**Objectives:**

**Objective 2.1:** Encourage and plan community support.

Strategies:

- Develop an annual plan and schedule for community support agencies based on OSU-Tulsa sponsored schools and community support agencies.
- Engage Human Resources to define volunteer release time policy and restrictions.
- Track results to provide consistency to community support endeavors.

**Objective 2.2:** Maximize videoconferencing technology to the benefit of institutional and community stakeholders.

Strategies:

- Collaborate with OSU agencies to establish "best practices" and technical standards.
- Increase videoconferencing capability as funds dictate.
- Continue to market videoconferencing resources to all stakeholders on an annual basis with targeted mailings of brochures.
- Market and develop videoconferencing and its related technologies as an academic methodology to provide a quality alternative for standard classroom instruction.

**Objective 2.3:** Maximize effectiveness of web site to benefit the institution and the community.

Strategies:

- Implement specific web site area for marketing to the community.
- Implement specific web site area for student academic assistance.
- Implement specific web site area for faculty assistance.

**Goal Three. Partnerships and Collaboration - Develop partnerships and strengthen collaboration.**

**Critical Success Factors:**

- Partnership with Tulsa Community College
- Partnership with common schools
- Partnership with OSU agencies
- Partnership with other external stakeholders

**Objectives:**

**Objective 3.1:** Identify collaborative services with Tulsa Community College.

Strategies:

- Continue to work within the TCC task force to align distance learning objectives and services.
- Develop similar task force with TCC to address multimedia and instructional development issues and support.

**Objective 3.2:** Foster an environment of technical and community support with area common schools.

Strategies:

- Develop departmental plan for mentoring and educational support for OSU-Tulsa sponsored schools.
- Indirectly support an educational television coalition in their mission to encourage the local cable company to provide the franchise-based educational channels.
- Provide technical consultation for audiovisual and videoconferencing services to area common schools.

**Objective 3.3:** Participate in collaborative task force with OSU System agencies.

Strategies:

- Maintain membership in a task force to set standards, policy and procedures for synchronous video services.
- Maintain membership in a task force to set standards, policy and procedures

for asynchronous internet-based instructional services.

- Expand current task force for distance learning to address faculty and staff development initiatives.

**Goal Four. Diversity – Achieve diversity and create an environment of respect for individuals.**

**Critical Success Factors:**

- Departmental diversity plan
- Diversity training for departmental staff

***Objectives:***

**Objective 4.1:** Develop departmental plan for addressing issues with students, faculty and hiring.

Strategies:

- Involve unit members in developing the plan.
- Submit plan to Vice President for Academic Affairs by October 1st, 2004.

**Objective 4.2:** Develop departmental plan for addressing diversity training.

Strategies:

- Encourage and schedule staff to attend Leadership Development and Ambassador workshops devoted to diversity.
- Encourage and schedule staff to attend separately schedule workshops on diversity.
- Encourage staff to become involved in minority community activities.



**Goal Five. Human Resources – Recruit, retain, and develop an outstanding staff.**

**Critical Success Factors:**

- Streamlined staff infrastructure
- Professional training and certification of staff
- Trained faculty sponsorship of specific services and resources
- Staff completed OSU-sponsored development programs
- Conduct annual performance reviews consistent with the strategic plan

**Objectives:**

**Objective 5.1:** Implement current broadband plan to define position descriptions, responsibilities, and compensation levels.

Strategies:

- Collaborate with Administration and Human Resources for implementation by July 1st, 2004.
- Utilize broadband plan to move 2 personnel to coordinator-level positions and 5 personnel to higher-level technologist positions.
- Utilize broadband plan to define specific job titles and responsibilities.

**Objective 5.2:** Provide staff with opportunities for membership in professional organizations that parallel their job descriptions, position expectations, and current skill and knowledge set.

Strategies:

- Continue staff memberships for the Oklahoma Distance Learning Association, the Digital Video Producers Association and the International Communications Industry Association, Inc.
- Research additional venues for professional memberships through collaboration with parallel OSU and other higher education agencies and units.
- Research venues for providing specific certification in areas of training and staff development through networking and collaborative associations.
- Send at least 2 CIT staff members to professional conferences annually.

- Encourage staff to research and develop presentations for internal and external professional groups.

**Objective 5.3:** Establish official faculty sponsorship and assistance with Multimedia Laboratory.

Strategies:

- Make a formal request to specifically targeted faculty.
- Establish a focus group designed to establish "best practices" in blending technology, teaching and learning at the OSU-Tulsa campus.

**Objective 5.4:** Establish collaborative cross-institutional, agency and unit training network.

Strategies:

- Participate in, or establish training task force with OSU to address resources, personnel, training needs, and possible training venues.
- Establish initiative for training to include professional organizations, certified training facilities, online training options, and training and travel options.

**Objective 5.5:** Provide incentives for CIT staff to complete higher education degrees.

Strategies:

- Establish specific job description criteria for departmental positions to include higher education degrees.

**Objective 5.6:** Encourage full staff complement to complete OSU-sponsored development programs.

Strategies:

- Work with staff in Leadership Development Program and Advanced Leadership program.
- Work with staff in the Ambassador Program.

**Goal Six. Enhance and Leverage Resources – Leverage current financial and physical resources to achieve strategic goals.**

**Critical Success Factors:**

- Shared services between OSU-Tulsa, OSU-Stillwater, OSU-CHS, OSU-OKC, and OSU-Okmulgee

***Objectives:***

**Objective 6.1:** Support institutional task force for sharing of resources.

Strategies:

- Determine leadership within audio/visual services and distance learning throughout the institution.
- Determine leadership within audio/visual services and distance learning at Tulsa Community College.
- Participate in relevant task force initiatives or focus groups designed to identify resources and plan sharing tasks, resources and projects.
- Institutionalize a training plan that identifies specific staff to assist in specific areas of instructional development and marketing development.

**Goal Seven. Image, Pride, and Recognition – Communicate an image that reflects achievement and pride.**

**Critical Success Factors:**

- Partnership with Cox Communications
- Updated web site
- Digital delivery of OSU academic programs
- Digital delivery of OSU marketing material
- Professionally trained and certified staff
- Remodeled conference center and auditorium
- Production capability in North Hall room 224 to support *Writing Out Loud* and other OSU-produced programs

**Objectives:**

**Objective 7.1:** Establish OSU-Tulsa as the technology gem for the state of Oklahoma.

Strategies:

- Perform regular and daily maintenance of classroom instructional systems.
- Utilize task force-based planning to implement technology improvements to classroom and conference center facilities.
- Streamline academic services to incorporate additional electronic options such as internet-based live video and web site electronic drop box for student and faculty academic services.

**Objective 7.2:** Establish a strong partnership with Cox Communications to ensure an educational cable access channel for OSU marketing, community support and academic services.

Strategies:

- Support the education coalition designed to secure 4 education channels and 3

city channels per 40 total channels of provided channel spectrum.

- Continue to provide information to the OSU Vice President for IT and Distance Learning to support channel procurement.
- Implement a task force to plan channel content.

**Objective 7.3:** Redesign the web site for the Center for Instructional Technology.

Strategies:

- Design a specific section addressing services for external stakeholders.
- Design a specific section to provide improved academic resources for students.
- Design a specific section to address faculty services.

**Objective 7.4:** Complete transition from analog delivery systems to digital delivery systems.

Strategies:

- Address convergence in the OSU task force meetings.
- Complete automated course delivery systems in the CIT Control Room by Fall 2004.
- Complete digital upgrades to Macintosh computers by Fall 2004.
- Train targeted staff in digital media conversion by Fall 2004.
- Complete production studio in North Hall room 224 by January 2005.

**Objective 7.5:** Expand training options for staff to include areas of training and certification.

Strategies:

- Define skill set to be distance learning, instructional technology and multimedia development.
- Continue memberships in professional organizations in defined areas.
- Plan curriculum and training to lead to certification through professional organizations, online training facilities and/or OSU-approved agencies.

**Objective 7.6:** Redesign and renovate the auditorium.

Strategies:

- Work with Physical Facilities to finalize a physical plan for renovation.
- Develop detailed maps of current technology and wiring infrastructure.
- Move video and audio mixing systems to the projection booth.

- Begin renovation in May 2005.

**Objective 7.7:** Construct a production studio in North Hall room 224.

Strategies:

- Secure funding for production studio.
- Develop a list of equipment.
- Begin construction in Fall 2004.