Mission/Purpose
The mission of the Division of Online Programs is to provide quality support for the faculty and students in online programs.

I. Goals and Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

A. Goal: Address the major educational issues of the region
Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive image of the institution and the area

1. Objective 1: Improve perception of UWA Online Programs
Improve perception of UWA Online Programs and educate people in the region of the benefits of the degrees offered online, including job opportunities

   a. Measure: Increase online enrollment
   Online enrollment in undergraduate and graduate courses will increase ten percent. A Crystal Report on enrollment on Fall 1 session will provide evidence for this measure.
   
   Source of Evidence: Existing data

1. Achievement Target:
Undergraduate enrollment will increase by 10% and graduate enrollment will increase by 10%

2. Findings (2010-2011) - Achievement Target: Not Met
Undergraduate enrollment for the Fall 1, 2010 session decreased by 15 students (09.9%). Graduate enrollment for the Fall 1, 2010 session decreased by 25 students (01.1%). A marketing director was not hired until November and was not effective in marketing efforts for the next six months. In May, the marketing director resigned and a more experienced person was hired in June. Additionally, admission standards for undergraduate students were raised and the requirement of the remote proctor, a device that can be used to identify academic dishonesty, was implemented.

3. Action Plans:
   Online Programs will be more actively involved in undergraduate recruitment.
   Established in Cycle: 2009-2010
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Provide training for marketing director.
   Responsible Person/Group: Kent Partridge
   Additional Resources Requested: Funds for training.
   Budget Amount Requested: $3,000.00
Increase enrollment by 20%
Online programs will increase enrollment by 20% by hiring a full-time recruiter for Online Programs and increasing marketing efforts by visiting community colleges, industries, and job fairs to promote undergraduate programs and professional conferences, schools, and workshops for graduate programs.
Established in Cycle: 2010-2011
Implementation Status: In-Progress
Priority: High
Implementation Description: Post position announcement for full-time recruiter position; conduct a search; hire recruiter; increase marketing budget
Responsible Person/Group: Martha Hocutt
Additional Resources Requested: Salary = $40,600 (includes benefits)
Marketing Budget Increase = $40,000 Furniture and Equipment - $2,500
Budget Amount Requested: $83,100.00
Implementation Notes: 7/12/2011 Recruitment person not hired because budget request was not funded. Marketing efforts were increased for this target. Marketing budget was increased by 10%.

To continue to investigate needs of military students
To continue to investigate needs of military students.
Established in Cycle: 2010-2011
Implementation Status: Planned
Priority: Medium
Implementation Description: Survey military education center directors for information on what new online services are needed for military students.
Responsible Person/Group: Kent Partridge and Martha Hocutt
Additional Resources Requested: surveys
Budget Amount Requested: $0.00

2. Objective: Revise online courses and use technologies which accommodate a variety of learning styles
Online courses will be revised and include use of current technologies for course deliveries which accommodate a variety of learning styles.

a. Measure: Online courses will include the use of current technologies for course deliveries
Online courses will include the use of Tegrity, lecture capture software. A count of the number of courses that use Tegrity and a checklist for Online Instructor Evaluation will be used as evidence of this measure.

Source of Evidence: Activity volume

1. Achievement Target:
20% of online courses will include Tegrity

2. Findings (2010-2011) - Achievement Target: Met
Ten instructors used Tegrity as a tool in the online course (s) that they taught. This represents Tegrity use in 22% of online courses.

3. Objective: Provide quality programs and services for online students.
Provide quality programs and services for online students.
a. **Measure: Online students will indicate satisfaction with programs.**  
Assessments will be developed to measure the approval rating of the online students. Administer survey to online students in Spring 2010.

Source of Evidence: Student course evaluations on learning gains made

1. **Achievement Target:**  
Online Programs will expect to score in the 90% or above range regarding student satisfaction.

2. **Findings (2010-2011) - Achievement Target: Met**  
A survey administered to online students during the Summer 2010 session indicated 96% of students rated their experience of online coursework at UWA as either satisfied or very satisfied. A total of 574 responses were received at a response rate of 26%.

b. **Measure: Investigate needs of military students**  
Investigate any online needs of military students.

Source of Evidence: Administrative measure - other

1. **Achievement Target:**  
Develop new programs and/or services for military students.

2. **Findings (2010-2011) - Achievement Target: Met**  
As result of conversations with education center directors at military bases and with current students, a need for tuition assistance was identified. A military scholarship program was developed and UWA completed paperwork to become a “Go Army” school.

3. **Action Plan:**  
*To continue to investigate needs of military students*  
To continue to investigate needs of military students.  
*Established in Cycle:* 2010-2011  
*Implementation Status:* Planned  
*Priority:* Medium  
*Implementation Description:* Survey military education center directors for information on what new online services are needed for military students.  
*Responsible Person/Group:* Kent Partridge and Martha Hocutt  
*Additional Resources Requested:* surveys  
*Budget Amount Requested:* $0.00

c. **Measure: Investigate need for counseling services for online students**  
Investigate need for counseling services for online students.

Source of Evidence: Administrative measure - other

1. **Achievement Target:**  
Develop services found necessary.

2. **Findings (2010-2011) - Achievement Target: Met**  
Anecdotal evidence indicated a need for online counseling services. Sought and obtained grant funding to provide counseling services. Hired LPC and graduate assistant. Began offering online counseling services in February.
3. **Action Plan:**
   Investigate funding sources to continue current counseling and increased services.
   Investigate funding sources to continue current counseling and increased services.
   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** High
   **Implementation Description:** Work with Office of Sponsored Programs to identify and apply for funding
   **Responsible Person/Group:** Martha Hocutt, Ann Hollingsworth, Rodney Granec
   **Additional Resources Requested:** $40,000 will be in grant funding will be needed in 2011-2012
   **Budget Amount Requested:** $40,000.00

d. **Measure:** Investigate improving online testing services
   Investigate improving online testing services
   **Source of Evidence:** Administrative measure - other

1. **Achievement Target:**
   Develop services found necessary

2. **Findings (2010-2011) - Achievement Target: Met**
   Anecdotal evidence, student complaints and professor concerns indicated a need to consolidate online testing services. Testing center was developed to be housed in Information Technology and online advisor was moved to Online Testing Center

4. **Objective:** Provide professional development for faculty.
   Provide professional development sessions for online faculty and incorporate other methods to support online faculty.

a. **Measure:** Provide professional development and resources for faculty
   Provide professional development workshops for online faculty and other resources to support faculty.
   **Source of Evidence:** Activity volume

1. **Achievement Target:**
   50% of faculty will attend at least one professional development session.
   Develop faculty orientation Blackboard shell for use by all online faculty

2. **Findings (2010-2011) - Achievement Target: Met**
   At least 50% of online faculty have attended professional development sessions. Developmental shells have been created to house resources for faculty development.

3. **Action Plan:**
   Survey faculty to identify additional needs
   Survey faculty to identify additional needs
   **Established in Cycle:** 2010-2011
   **Implementation Status:** Planned
   **Priority:** High
B. Goal: Meet the needs of various publics through information technologies
Meet the needs of its various publics, both internal and external, through the comprehensive use of information technologies

1. Objective: Improve perception of UWA Online Programs
Improve perception of UWA Online Programs and educate people in the region of the benefits of the degrees offered online, including job opportunities

   a. Measure: Increase online enrollment
Online enrollment in undergraduate and graduate courses will increase 10%. A Crystal Report on enrollment on Fall 1 session will provide evidence for this measure.

   Source of Evidence: Existing data

1. Achievement Target:
Undergraduate enrollment will increase by 10% and graduate enrollment will increase by 10%

2. Findings (2010-2011) - Achievement Target: Not Met
Undergraduate enrollment for the Fall 1, 2010 session decreased by 15 students (09.9%). Graduate enrollment for the Fall 1, 2010 session decreased by 25 students (01.1%). A marketing director was not hired until November and was not effective in marketing efforts for the next six months. In May, the marketing director resigned and a more experienced person was hired in June. Additionally, admission standards for undergraduate students were raised and the requirement of the remote proctor, a device that can be used to identify academic dishonesty, was implemented.

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   Implementation Description: Provide training for marketing director.
   Responsible Person/Group: Kent Partridge
   Additional Resources Requested: Funds for training.
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   Increase enrollment by 20%
Online programs will increase enrollment by 20% by hiring a full-time recruiter for Online Programs and increasing marketing efforts by visiting community colleges, industries, and job fairs to promote undergraduate programs and professional conferences, schools, and workshops for graduate programs.

   Established in Cycle: 2010-2011
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Post position announcement for full-time recruiter position; conduct a search; hire recruiter; increase marketing budget
   Responsible Person/Group: Martha Hocutt
   Additional Resources Requested: Salary = $40,600 (includes benefits)
   Marketing Budget Increase = $40,000 Furniture and Equipment - $2,500
Budget Amount Requested: $83,100.00
Implementation Notes:
7/12/2011 Recruitment person not hired because budget request was not funded. Marketing efforts were increased for this target. Marketing budget was increased by 10%.

To continue to investigate needs of military students
To continue to investigate needs of military students.
Established in Cycle: 2010-2011
Implementation Status: Planned
Priority: Medium
Implementation Description: Survey military education center directors for information on what new online services are needed for military students.
Responsible Person/Group: Kent Partridge and Martha Hocutt
Additional Resources Requested: surveys
Budget Amount Requested: $0.00

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Online courses will be revised and include use of current technologies for course deliveries which accommodate a variety of learning styles.

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Source of Evidence: Activity volume

1. Achievement Target:
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Provide quality programs and services for online students.

a. Measure: Online students will indicate satisfaction with programs.
Assessments will be developed to measure the approval rating of the online students. Administer survey to online students in Spring 2010.

Source of Evidence: Student course evaluations on learning gains made

1. Achievement Target:
Online Programs will expect to score in the 90% or above range regarding student satisfaction.

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A survey administered to online students during the Summer 2010 session indicated 96% of students rated their experience of online courseword at UWA as either satisfied or very satisfied. A total of 574 responses were received at a response rate of 26%.
b. **Measure: Investigate needs of military students**
   Investigate any online needs of military students.

   Source of Evidence: Administrative measure - other

   1. **Achievement Target:**
      Develop new programs and/or services for military students.

   2. **Findings (2010-2011) - Achievement Target: Met**
      As result of conversations with education center directors at military bases and
      with current students, a need for tuition assistance was identified. A military
      scholarship program was developed and UWA completed paperwork to
      become a "Go Army" school.

   3. **Action Plan:**
      To continue to investigate needs of military students
      To continue to investigate needs of military students.
      
      **Established in Cycle:** 2010-2011
      **Implementation Status:** Planned
      **Priority:** Medium
      **Implementation Description:** Survey military education center directors for
      information on what new online services are needed for military students.
      **Responsible Person/Group:** Kent Partridge and Martha Hocutt
      **Additional Resources Requested:** surveys
      **Budget Amount Requested:** $0.00

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c. **Measure: Investigate need for counseling services for online students**
   Investigate need for counseling services for online students

   Source of Evidence: Administrative measure - other

   1. **Achievement Target:**
      Develop services found necessary.

   2. **Findings (2010-2011) - Achievement Target: Met**
      Anecdotal evidence indicated a need for online counseling services. Sought
      and obtained grant funding to provide counseling services. Hired LPC and
      graduate assistant. Began offering online counseling services in February.

   3. **Action Plan:**
      Investigate funding sources to continue current counseling and increased
      services
      Investigate funding sources to continue current counseling and increased
      services.
      
      **Established in Cycle:** 2010-2011
      **Implementation Status:** Planned
      **Priority:** High
      **Implementation Description:** Work with Office of Sponsored Programs to
      identify and apply for funding
      **Responsible Person/Group:** Martha Hocutt, Ann Hollingsworth, Rodney
      Granec
      **Additional Resources Requested:** $40,000 will be in grant funding will be
      needed in 2011-2012
d. **Measure: Investigate improving online testing services**
   Investigate improving online testing services

   **Source of Evidence:** Administrative measure - other

1. **Achievement Target:**
   Develop services found necessary

2. **Findings (2010-2011) - Achievement Target: Met**
   Anecdotal evidence, student complaints and professor concerns indicated a need to consolidate online testing services. Testing center was developed to be housed in Information Technology and online advisor was moved to Online Testing Center

4. **Objective: Provide professional development for faculty.**
   Provide professional development sessions for online faculty and incorporate other methods to support online faculty.

   a. **Measure: Provide professional develop and resources for faculty**
      Provide professional develop workshops for online faculty and other resources to support faculty.

      **Source of Evidence:** Activity volume

      1. **Achievement Target:**
         50% of faculty will attend at least one professional development session.
         Develop faculty orientation Blackboard shell for use by all online faculty

      2. **Findings (2010-2011) - Achievement Target: Met**
         At least 50% of online faculty have attended professional development sessions. Developmental shells have been created to house resources for faculty development.

      3. **Action Plan:**
         **Survey faculty to identify addtional needs**
         Survey faculty to identify additional needs
         **Established in Cycle:** 2010-2011
         **Implementation Status:** Planned
         **Priority:** High

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**II. Other Plans for Improvement**

A. **Provide professional development**
   Provide one professional development workshop/webinar per semester for online faculty.
   **Established in Cycle:** 2010-2011
   **Implementation Status:** In-Progress
   **Priority:** High
   **Implementation Description:** Based on survey information, the DOP will conduct one professional development session per semester.
   **Completion Date:** 08/12/2011
   **Responsible Person/Group:** Martha Hocutt
   **Additional Resources Requested:** Subscription to Go-to-Meeting or other webinar capable
service. Stipend for workshop facilitator.

**Budget Amount Requested:** $2,500.00

**Implementation Notes:**

7/12/2011 Two faculty development sessions were held on UWA campus. DOP plans to continuing offering faculty development workshops on campus and online.

**B. Provide professional development for online instructors**

Provide professional development in the area of online course design and instruction to both full-time and part-time online instructors

*Established in Cycle:* 2010-2011

*Implementation Status:* In-Progress

*Priority:* High

*Implementation Description:* Participation in online workshops and seminars

*Responsible Person/Group:* Martha Hocutt

*Additional Resources Requested:* Equipment and other supplies = $2,000

**Budget Amount Requested:** $2,000.00

**Implementation Notes:**

7/12/2011 Two faculty development sessions were held on UWA campus. DOP plans to continuing offering faculty development workshops on campus and online.

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**III. Analysis Answers**

**A. What specific strengths did your assessments show? (Strengths)**

Assessments indicate a number of strengths in the Division of Online Programs (DOP). The list below highlights these strengths: Online faculty are receptive to learning about new technologies that are available to enhance online courses and are willing to use the technologies. The DOP responds to the needs of online faculty. The DOP responds to the emotional, financial, and academic needs of students.

**B. What specific weaknesses or challenges did your assessments show? (Weaknesses)**

Assessments indicated that the Division of Online Programs (DOP) faces some challenges in meeting specified objectives. Analysis indicated the following challenges: As competition for online students increases, the DOP must do a better job of highlighting the quality and integrity of online offerings. More professional development needs to be conducted for online faculty. Faculty input on the types of professional development needed should be sought. While survey data indicates overall student satisfaction, the DOP should seek specific data regarding areas in which students are not satisfied. Data regarding military students' unique needs should be sought, analyzed and acted upon.

**C. What plans were implemented?**

During the 2010-2011 year, much progress was made toward meeting goals and objectives. An updated marketing plan was developed which included exhibiting at local, regional and national conferences. A survey was sent to all online faculty requesting information on professional development needs, and three professional development workshops were held on the UWA campus. A military scholarship program was implemented, and a licensed professional counselor was hired to provide counseling services to online students. Additionally, all testing services were consolidated under the UWA Online Testing Center.

**D. What plans were not implemented?**

All plans were implemented.

**E. How will assessment results be used for continuous improvement?**

The DOP continually uses assessment data for guidance in program improvement. Data collected will be analyzed by the Dean of the Division of Online Programs, who will share the
results with various bodies and/or units, such as the Online Advisory Committee, the Information Technology Department, the Deans Council and others. Problems identified will be discussed with the appropriate persons and plans of actions will be developed to resolve problems.

IV. Annual Reports

A. Key Achievements

Online enrollment increased approximately four percent. Experienced Director of Marketing and Public Relations was hired. The first edition of Online Outlook newsletter was published in September and monthly thereafter. The DOP exhibited at 29 professional conferences. Professional Development session on Course Shell Design was held for all faculty (including adjunct) who teach online. Online liaisons completed multiple reviews of online course shells; results were used to establish a developmental shell system to ensure integrity and consistency in online course design. The Online Student Satisfaction survey was revised and administered. A handbook for online students was developed (delayed publication/distribution because of new web site). A handbook for online faculty was developed (delayed publication/distribution because of new web site. Policies and procedures related to the Remote Proctor were refined. A military scholarship was established and implemented. A licensed professional counselor was hired to serve online students. The DOP, in collaboration with the Financial Aid Department, was awarded a College Access Grant.

Documents Available in the Document Repository:

- Achievement Report
- Achievement Report

B. Staff Achievements

Online Advisor, Florence Williams, received her master's degree in guidance and counseling.

C. Public/Community Service

Dr. Martha Hocutt chaired the Content Mastery Grant committee for the Alabama Commission of Higher Education, served on the Alabama College Goal Sunday Task Force, and facilitated implementation of the College Access Grant, which provided assistance to Black Belt area youth in completing federal financial aid forms. Mr. Kent Partridge served as the State Marketing Director for the first Alabama College Goal Sunday Task Force and as a Task Force member. The purpose of this program is to assist low- to middle-income students in completing the form required to receive federal financial aid, and all work is done by volunteers. He also served as the marketing director for the UWA College Access Grant and as Vice President of the Wesley Foundation Board of Directors.