Division of Online Programs

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 Student Learning Outcomes/Objectives, with Any Associations and Related Measures, Targets, Findings, and Action Plans

A. Goals: 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. Outcome: 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.

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

2. Findings (2011-2012) - Target: Met
Online student satisfaction surveys were administered during both the Spring One and Spring Two 2012 sessions. Spring One results (n=423) indicated 95.2% of students were either very satisfied or satisfied with their experiences in online courses and Spring Two results (n=433) indicated 95.4% of students were either very satisfied or satisfied with their experiences in online courses.

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

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

2. Findings (2011-2012) - Target: Met
Online counselors became certified to offer PTS counseling to military students. UWA also was designated a Military Friendly institution by the military, making government benefits easier to obtain by military students.

3. Action Plans:
a. To continue to investigate needs of military students
To continue to investigate needs of military students.
Established in Cycle: 2010-2011  
Implementation Status: In Progress  
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 (no request)  

b. Survey military students and expand scholarships  
Survey military students seeking their input regarding their needs. Expand Military Scholarship to include veterans and families of military personnel.  
Established in Cycle: 2011-2012  
Implementation Status: Planned  
Priority: High  


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

1. Achievement Target:  
Develop services found necessary.  

2. Findings (2011-2012) - Target: Met  
Online counseling services are available for all online students and a licensed counselor with training in post-traumatic stress is available. Additionally, discussions are ongoing as to how Online Programs can better serve the military student. Current discussions center around expanding benefits to veterans and their families.  

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: In-Progress  
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 (recurring)  

d. Measure: Investigate improving online testing services  
Investigate improving online testing services.
1. **Achievement Target:**
   Develop services found necessary.

2. **Findings (2011-2012) - Target: Met**
   All functions related to online testing were moved to the Information Technology Department based on a review of services needed. Anecdotal evidence indicates that this move resolved many of the problems related to online testing.

2. **Outcome: 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.

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 (2011-2012) - Target: Met**
   75% of faculty who teach online attended a professional development session. A Faculty Orientation shell was completed and is posted on all online instructor's Blackboard course listings.

3. **Action Plans:**
   a. **Provide professional development**
      Provide one professional development workshop/webinar per semester for online faculty.
      **Established in Cycle:** 2010-2011
      **Implementation Status:** Planned
      **Priority:** High
      **Implementation Description:** Based on survey information, the DOP will conduct one professional development session per semester.
      **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 (recurring)

   b. **Survey faculty to identify addtional needs**
      Survey faculty to identify additional needs
      **Established in Cycle:** 2010-2011
      **Implementation Status:** Planned
      **Priority:** High
II. Goals and Other Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans

A. 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. A Crystal Report on enrollment on Fall 1 session will provide evidence for this measure.

1. Achievement Target:
Undergraduate enrollment will increase by 20% and graduate enrollment will increase by 10%.

2. Findings (2011-2012) - Target: Not Met
Undergraduate online enrollment actually decreased from Fall 1, 2010 to Fall 1, 2011 by twenty students. Graduate online enrollment increase by thirty-five students, or 1.5%. It should be noted that a number of factors affected enrollment including changes to federal financial aid and changes to ALSDE requirements.

3. Action Plans:
   a. Online Programs will be more actively involved in undergraduate recruitment.
   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 (recurring)

   b. 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
c. **Hire recruiter for online programs**
   DOP needs to hire a recruiter for online programs. The DOP currently depends on full-time faculty to assist staff in marketing UWA Online at national and regional conferences. The Dean also travels to market the programs as often as possible. There have been a number of occasions when DOP has not had the necessary staff to attend a conference that was identified as being a good marketing opportunity. Additionally, DOP has begun a marketing campaign with eLearners, which requires daily attention to leads, including emails and phone calls.

   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High  
   **Implementation Description:** Search committee selects qualified candidates and offers recommendation to Provost.  
   **Projected Completion Date:** 09/29/2011  
   **Responsible Person/Group:** Martha Hocutt  
   **Additional Resources Requested:** $35,000 salary + $13,300 benefits = $48,300  
   **Budget Amount Requested:** $48,300.00 (recurring)

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d. **In-depth review of marketing plan**
   Conduct an in-depth review of marketing plan, identifying proven outlets. Budget more monies in proven outlets. Conduct targeted marketing in states identified as high enrollment states, Ohio, Georgia, Florida, Tennessee, and South Carolina. Hire recruiters whose territory includes target states. Increase marketing budget so sustainted campaigns can be conducted. Additionally, develop plan for marketing MSCE in Family Counseling in Turkey. Hire recruiter of recruitment of Turkish students.

   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High  
   **Implementation Description:** 1. Meet with Marketing Director to review marketing plan and identify proven outlets. 2. Request increase in marketing funds for 2012-2013. 3. Identify marketing outlets in target states. 4. Conduct sustained marketing campaign in target areas. 5. Hire recruiters for target areas. 6. Attend state and regional conferences in target states. 7. Continue to work with John Key, Mark Davis, and Brian Canfield to build Turkish relationships.  
   **Projected Completion Date:** 07/31/2013  
   **Responsible Person/Group:** Martha Hocutt, Kent Partridge, Mark Davis  
   **Additional Resources Requested:** $200,000 additional monies for marketing and travel; Two recruiters ($45,000 each plus benefits of $14,850)  
   **Budget Amount Requested:** $319,700.00 (recurring)
e. **Increase exposure of UWA online**  
   Increase marketing budget by $40,000 to improve perception of UWA Online and increase enrollment.  
   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High  
   **Responsible Person/Group:** Martha Hocutt/Kent Partridge  
   **Additional Resources Requested:** None  
   **Budget Amount Requested:** $40,000.00 (recurring)

f. **Increase marketing budget**  
   To improve perception and increase exposure of UWA Online, a comprehensive marketing plan will be developed that focuses on UWA Online Programs' unique aspects and excellent quality. Target markets will be identified based on enrollment trends. An increase in the marketing budget of 20% is needed.  
   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High  
   **Implementation Description:** Comprehensive marketing plan will be presented to the Provost for approval in October. Implementation will occur throughout the year.  
   **Responsible Person/Group:** Martha Hocutt, Dean of Online Programs and Kent Partridge, Director of Marketing and Public Relations  
   **Additional Resources Requested:** $43,800 for increase in marketing budget  
   **Budget Amount Requested:** $43,800.00 (recurring)

g. **Professional development for staff**  
   Online students and instructors must be exposed to Best Practices in online teaching. To that end, professional development must be provided. A line item needs to be added to the Division of Online Programs budget to support such activities for both adjunct and full-time faculty.  
   **Established in Cycle:** 2011-2012  
   **Implementation Status:** Planned  
   **Priority:** High  
   **Responsible Person/Group:** Martha Hocutt  
   **Additional Resources Requested:** None  
   **Budget Amount Requested:** $3,000.00 (recurring)

h. **Revise online marketing plan**  
   Seek state approvals from all 50 states. Conduct an in depth review of marketing plan and identify which outlets are most effective. Include more marketing dollars in the outlets that have been proven to be effective. Conduct sustained marketing campaign in five states that have been identified as high enrollment states, Tennessee, Georgia, Florida, and South Carolina. Continue to investigate providing benefits
to veterans and their spouses and children.

Established in Cycle:  2011-2012
Implementation Status:  Planned
Priority:  High
Implementation Description:  1. Complete paperwork to receive state approval in all 50 states 2. Hire consultant to review marketing plan. 3. Identify target areas in high enrollment states and focus advertising efforts. 4. Market online programs at regional and state conferences 5. Hire recruiters for target states and Turkey initiative.
Projected Completion Date:  07/31/2013
Responsible Person/Group:  Martha Hocutt, Kent Partridge, Mark Davis

Additional Resources Requested:  Money for state approvals ($80,000) Hire recruiters (2) Increase in marketing budget ($200,000)

Budget Amount Requested:  $399,700.00 (recurring)

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.

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

2. Findings (2011-2012) - Target: Met
36.8% of instructors (n=95) who responded to an email survey used Tegrity in their online courses. Use represents 21% of all online faculty.

3. Action Plan:
  Purchase software/provide workshops
Provide professional development opportunities for all online faculty.
Established in Cycle:  2011-2012
Implementation Status:  In Progress
Priority:  High
Implementation Description:  DOP will provide on-campus and/or online professional development for all online faculty.
Projected Completion Date:  09/29/2011
Budget Amount Requested:  $2,500.00 (recurring)

III.  Details of Action Plans for This Cycle (by Established cycle, then alpha)

A. Identified required revisions will be made.
Any changes that must be made to Ed.S. programs identified by either ALSDE and SACS will be made immediately and revised documents sent back to entities.
Established in Cycle: 2010-2011
Implementation Status: Finished
Priority: High
Implementation Description: Revisions sent to institution will be made and corrected upon receipt of documents.
Projected Completion Date: 12/30/2010
Responsible Person/Group: Kathy Chandler, Dean of College of Education
Martha Hocutt, Dean of Division of Online Programs
Additional Resources Requested: None
Budget Amount Requested: $0.00 (no request)

B. Survey faculty to identify additional needs
Survey faculty to identify additional needs
Established in Cycle: 2010-2011
Implementation Status: In Progress
Priority: High
Relationships (Measure | Outcome/Objective):
Measure: Provide professional development and resources for faculty
Outcome/Objective: Provide professional development for faculty.

C. Gain approval in all 50 states to offer online programs
DOP is currently reviewing requirements for approval to offer online programs in all 50 states in response to new federal legislation. A number of states have initial application fees, program fees and annual fees. These fees range from $100 to $15,000 depending on the state.
Established in Cycle: 2011-2012
Implementation Status: Planned
Priority: High
Budget Amount Requested: $50,000.00 (recurring)

IV. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
Assessment data indicates that the DOP does a good job of meeting the needs of various publics. Students are satisfied with the services they receive and instructors are provided beneficial professional development. Continued improvement in utilization of current technologies in online courses is also evident. Documentation includes results of Student Satisfaction Surveys, expanded counseling services and instructor survey on Tegrity use.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
The biggest weakness identified is the ability to "get the word out" to target markets regarding the quality programs available at UWA. Several marketing venues were utilized that were originally thought to be effective. However, as time passed, the value of the venues appeared to be less than originally thought. These included marketing at national conferences and a lead generator service.

C. What plans were implemented?
UWA was designated a Military Friendly school during the 2011-2012 year. The designation should increase the number of military students enrolled. Additionally, professional development was provided to online faculty during the July 2012 faculty meeting and during training for NBC Learn. Online students were surveyed during both spring terms regarding their satisfaction with online programs. Results indicated a high degree of satisfaction. Finally, all services related to online testing were moved to the Information Technology Department.

D. What plans were not implemented?
Enrollment did not increase as planned.

E. How will assessment results be used for continuous improvement?
During each planning cycle, key assessments are identified and target goals are established. At the end of each cycle, a review of assessment data is conducted, and any targets that were not met are identified. Then action plans are developed to aid in meeting the goal during the following assessment cycle.

V. Annual Report Section Responses

A. Key Achievements
The past year has been a productive one for online programs. Two professional development sessions were held for online faculty. The first was training for NBC Learn and the second, a two-day faculty meeting where a variety of professional development opportunities were available from which faculty could choose. In the spring, the new Faculty-Orientation Blackboard course was loaded into all online instructor's Blackboard course listings. Additionally, UWA was designated a "Military Friendly" school. The greatest achievement was the satisfaction of more than ninety-five percent of UWA students.

B. Staff Achievements
The staff in the Division of Online Programs has been actively involved in leadership and service at both the University and in the community. Ms. Florence Williams completed the Community of Scholars Program and graduated from the 2012 Leadership Sumter County program. Mr. Kent Partridge served the community as Vice-President of the UWA Wesley Board of Directors and the University as a member of a number of committees including the Marketing and Image, Web Page, Student Media and Online Advisory Committee. Mrs. Libba Reed also served the community and University through her organization of the UWA College Goal Sunday event and by serving on the SACS Online Program Committee. Mr. Chris Robinson served the University by his membership on the Substantive Change SACS committee. Two staff members enhanced their credentials by obtaining advanced degrees. Both Libba Reed and Chris Robinson obtained their master's degrees. Ms. Reed's degree is in Elementary Education and Mr. Robinson's is in Counseling and Psychology.

C. Public/Community Service
The DOP organized a College Goal Sunday event in which area high school seniors came to UWA and completed the FASFA application, which is necessary for students to receive any type of federal financial aid. Mrs. Sharon Truelove, an advocate for the fine arts, served on the Board of Directors of the Meridian
Symphony Association, Inc., as Music Director of Cuba Presbyterian Church, and as a member of the Meridian Symphony Chorus. Also, in her role as President of the Cuba Study Club, she arranged for UWA international students to make presentations to the community.
## Annual Plan

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<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
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<tbody>
<tr>
<td><strong>Goals</strong></td>
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<tr>
<td>Goals: Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
<td>YES</td>
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<td><strong>Outcomes/Objectives</strong></td>
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<td>Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
<td>YES</td>
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<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit's mission.</td>
<td>YES</td>
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<td><strong>Measures</strong></td>
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<td>Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
<td>YES</td>
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<td><strong>Achievement Targets</strong></td>
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<td>Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
<td>YES</td>
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<tr>
<td><strong>Findings</strong></td>
<td>YES</td>
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<td>Findings are indications whether an outcome/objective was met or not. Findings are put into the system under each achievement target. Findings include an interpretation of results, possible uses of results, reflection on problems encountered, indicated improvements/changes and strengths or weakness.</td>
<td>NO</td>
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<td><strong>Action Plans</strong></td>
<td>YES</td>
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<td>Action plans are detailed plans created by the unit to meet an outcome/objective that was only partially met or not met or to make improvement to those outcomes/objectives that were met but still need some strengthening. The plan includes a projected completion date, implementation description, responsible person(s)/group, resources required, and budget amount (if applicable).</td>
<td>NO</td>
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<td>Action plans created in previous cycles have been updated with implementation notes.</td>
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<td><strong>Annual Report</strong></td>
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<td>The Annual Report section contains information on key achievements, faculty and/or staff achievements, and community/public.</td>
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<td><strong>Analysis Report</strong></td>
<td>YES</td>
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<td>The unit has reflected on and created narratives for each of the following areas: specific strengths and progress made on outcomes/objectives, specific weaknesses or challenges, plans that were and were not implemented, and how assessment results will be used for continuous improvement.</td>
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Approved by: [Signature]  
Date: [12/31/12]

Received by OIE: [Signature]  
Date: [8/10/12]