Global Learning Strategic Plan Draft
January 24, 2014

Mission
To assist S&T in carrying out its educational mission as it relates to working professionals and institutional partners, while generating revenue and name recognition for the university.

Vision
We will be one of the leading suppliers of high quality distance education and training for working professionals and our institutional partners.

Values
Lifelong Success: We live in a changing world and believe that working professionals must be continually engaged with sources of new knowledge and we will strive to always deliver cutting edge products that promote learning.

Creative: We will be creative in our use of technology and our delivery of educational products.

Partnerships: We will engage and form partnerships with our clients both internal and external to the university and work closely with them to insure that the products we deliver meet their needs.

Supportive: We will support our clients both within and outside the university as they engage us for services and support them in such a way that our efforts are perceived as adding value to their effort.

Strategy Statement
Global Learning will be the adult working professional’s provider of choice for educational products as evidenced with a top five U.S. news ranking by 2020. This will be accomplished by maintaining a highly trained and motivated workforce that will give exceptional service to both producing units within S&T and receiving clients throughout the world.

Unit Governance and Leadership
Global Learning reports to the Provost and is led by a Vice Provost and three Directors and three Managers. See Attachment A for Global Learning organizational chart.
The Director of the Video Communications Center is responsible for:

- Technical aspects of producing and distributing all online educational products produced both in Rolla and the Engineering Education Center in St. Louis,
- Evaluating and selecting the proper technology for use in delivering courses,
- Insuring that all production staff are properly trained and prepared to respond to student requests.

The Director of the Engineering Education Center located in St. Louis is responsible for:

- Publicity and student recruiting efforts in the St. Louis metro area,
- Recruitment of adjunct faculty to supplement the teaching effort of Rolla based academic departments and
- Managing three video classrooms located in the St. Louis facility.

The Director of Distance and Continuing Education is responsible for:

- Developing relations with potential and existing clients,
- Marketing, and coordination of Summer Camp activity,
- Marketing, support and coordination of off-site conferences conducted by academic departments including management of paper peer review process and publication of proceedings,
- Marketing, support and coordination of face-to-face training courses provided to a variety of clients both on and off campus,
- Managing the production and delivery of online training courses taught by faculty and external instructors including oversight of the development of applicable learning management systems,
- Enrollment and support of participants attending face-to-face events, and
- Planning and monitoring of Global Learning’s outreach activities.

Global Learning is also supported by a Manager of Marketing, a Manager of Business/Fiscal Operations and a Manager of Student Services. The Manager of Student Services maintains close contact with prospective students during the enrollment process and beyond to insure that any issues arising during the student’s tenure are addressed promptly.

**Themes and Levers**

**Theme 1:** (Matches Theme 2 of Campus Plan) Enhance reputation and raise visibility.
**Lever 1.1:** (Supports Lever 2.4 of Campus Plan) Continually improve Global Learning’s communication and marketing plan to raise the visibility of S&T’s distance education and training programs and conference coordination capability.

*Timeframe:* Ongoing  
*Metric:* Number of enrolled distance students and number of major conferences supported as determined from the Registrar’s data and internal Global Learning data.  
*Baseline:* Enrollment of 987 in FS 2013 as reported on the Registrar’s 4th week data for Extended Learning and one (2) major conference during FY 2013.  
*Goal:* Enrollment growth of 4% per year for FS 2014, 2015 and 2% per year thereafter. Two conferences per year through FY 2015 and three per year by FY 2018.  
*OPR:* VP Global Learning

**Lever 1.2:** (Supports Lever 2.5 of Campus Plan) Continually evaluate new technology and instructional approaches to insure a satisfactory distance student experience.

*Timeframe:* Ongoing  
*Metric:* Student satisfaction ratings for distance courses as measured by student surveys. Retention rate of students as determined by Institutional Research.  
*Baseline:* Average student satisfaction rating for all S&T students as indicated on the FS 2013 end of course evaluations at 3.0. Retention of distance students at 80%.  
*Goal:* Maintain an average student satisfaction rating of 0.1 above the campus average for all courses and a retention rate in 2014 of 80% and improve by 1% per year thereafter through 2020.  
*OPR:* VP Global Learning

**Theme 2:** (Supports Theme 4 of Campus Plan) Increase and facilitate meaningful access of working professionals to and interaction with expert faculty, staff and services.

**Lever 2.1:** (Matches Lever 4.1 of Campus Plan) Create a comprehensive distance and online education strategy.

*Timeframe:* Ongoing  
*Metric:* Establishment of clear organizational lines of responsibility for the various activities necessary to facilitate the comprehensive operation.  
*Baseline:* No established organization  
*Goal:* Create organizational structure plan by June 2014 and implement it by August 2014  
*OPR:* Provost

**Lever 2.2:** (Supports Lever 2.5 of Campus Plan) Enhance innovative use of technologies to improve and facilitate online student success.

*Timeframe:* Ongoing  
*Metric:* Student satisfaction ratings as measured by student surveys. Retention rate of
students as determined by Institutional Research. Number of students enrolled as
determined by Registrar’s data.
Baseline: Average student satisfaction rating for all S&T students as indicated on the
FS 2013 end of course evaluations at 3.0. Retention of distance students at 80%.
Enrollment of 987 in FS 2013 as reported on the Registrar’s 4th week data for Extended
Learning
Goal: Enrollment increases of 4% per year for FS 2014, 2015 and 2% per year
thereafter. Maintain an average student satisfaction rating of 0.1 above the campus
average for all courses and a retention rate in 2014 of 80% and improve by 1% per year
thereafter through 2020.
OPR: VP Global Learning

Lever 2.3: (Supports Lever 4.8 of Campus Plan, Page 16) Expand access to expert
faculty through enhanced recruiting and retention.
Timeframe: Ongoing
Metric: Number of enrolled students as determined by the Registrar’s data.
Baseline: Enrollment of 987 in FS 2013 as reported on the Registrar’s 4th week data for
Extended Learning
Goal: Enrollment increases of 4% per year for FS 2014, 2015 and 2% per year
thereafter.
OPR: VP Global Learning

Theme 3: (Matches Theme 3 of Camps Plan) Achieve sustainable growth to ensure
best return on investment.

Action 3.1: (Supports Levers 3.5, 3.6 and 3.7 of the Campus Plan) Increase enrollment
in both distance education courses and non-credit activities through enhanced
marketing and quality program delivery.
Metric: Number of students enrolled as determined by the Registrar’s data and internal
Global Learning data.
Baseline: Enrollment of 987 in credit programs in FS 2013 as reported on the
Registrar’s 4th week data for Extended Learning and enrollment of 2500 participants in
non-credit activities.
Goal: Enrollment increases of 4% per year in credit courses for FS 2014, 2015 and 2%
per year thereafter in credit courses and enrollment increases in non-credit activities of
2% per year through 2020.
OPR: VP Global Learning

Best in Class
Global Learning strives to be “Best in Class” in the delivery of online education for working professionals by 2020 as measured by a top five US News ranking of online/distance education courses.

**Comparator Institutions**

1. University of Wisconsin
2. University of Southern California
3. Pennsylvania State University
4. Purdue University
5. University of Michigan
6. Virginia Tech
7. North Carolina State University
Attachment A

Global Learning Organizational Chart
updated January 2018

Vice Provost of Global Learning
Dr. Henry Wade

Manager of Business & Fiscal Operations
Christina Adams

Assistant Director
Debby Huskey

Institutional Design Specialist
Kelly Jones

Manager of Graduate Student Services
Mike Goble

Manager of Marketing
Rebecca Fosshee

Director of Distance and Continuing Education (DCE)
Olive Turner

Director of Engineering Education Center (EEC)
Dr. Victor Strenger

Director of Research Communications
Carolyn McConville

Manager of VCC
Dolton Alford

Chief of Staff
Patricia Hoffman

IT Help Desk Tech Rep

Broadcast Media Specialist
Cory Robertson

*Financial advisor to directors and managers.*