Annual Report

Fiscal Year 2018

Curriculum Managment
THE UNIVERSITY OF UTAH

UOnline
THE UNIVERSITY OF UTAH

Teaching & Learning Technologies
THE UNIVERSITY OF UTAH

Connecting Curriculum for Student Success

Curriculum • Catalog • Compliance • Consultations • Courses • Canvas • Classrooms

Curriculum Managment
THE UNIVERSITY OF UTAH

Areas of responsibility:

- University curriculum management
- University catalog
- Learning outcomes management systems
- Degree audit & advising support technologies

UOnline
THE UNIVERSITY OF UTAH

Areas of responsibility:

- Distance / online curriculum compliance
- Online programs coordination & support
- Online programs marketing
- Instructional design & course development teams
- Curricular testing center & services
- Student learning analytics

Teaching & Learning Technologies
THE UNIVERSITY OF UTAH

Areas of responsibility:

- Learning management system
- Media management systems
- Video production services
- Campus classroom systems
- Campus events AV and equipment services
- Curriculum systems data integrations & software development

I am grateful to our academic, student services and technology partners who joined with us this past year to optimize our curriculum processes, grow online offerings and enrollments and improve our learning environments. Working together we consolidated campus proctored exam services and combined curriculum management with degree dashboard encoding. We also implemented new academic systems and online programs that lay foundations for a university ready to flexibly, inclusively and individually serve every student regardless of location. Taken together these elements help enable the deeply engaged learning and transformative experiences we pledge to each U student.
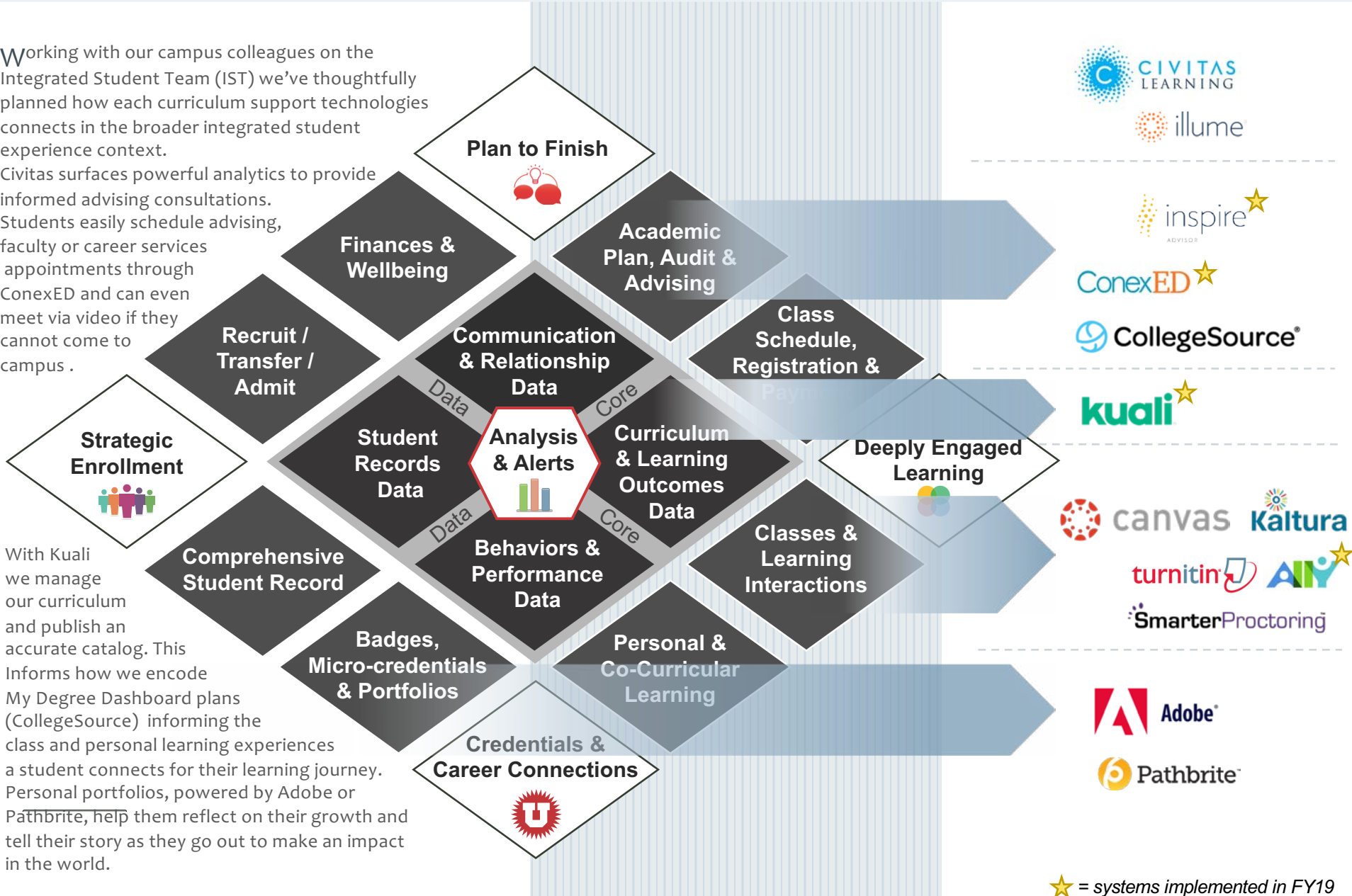
Cory Stokes
Digital Learning Officer
Assoc. Dean of Undergraduate Studies

Integrating Analytics, Advising , Curriculum and Learning Systems

Working with our campus colleagues on the Integrated Student Team (IST) we've thoughtfully planned how each curriculum support technologies connects in the broader integrated student experience context.

Civitas surfaces powerful analytics to provide informed advising consultations. Students easily schedule advising, faculty or career services appointments through ConexED and can even meet via video if they cannot come to campus .

With Kuali we manage our curriculum and publish an accurate catalog. This Informs how we encode My Degree Dashboard plans (CollegeSource) informing the class and personal learning experiences a student connects for their learning journey. Personal portfolios, powered by Adobe or Pathbrite, help them reflect on their growth and tell their story as they go out to make an impact in the world.

Plan to Finish

Finances & Wellbeing

Academic Plan, Audit & Advising

Recruit / Transfer / Admit

Communication & Relationship Data

Class Schedule, Registration & Payment

Strategic Enrollment

Student Records Data

Data

Analysis & Alerts

Core

Curriculum & Learning Outcomes Data

Deeply Engaged Learning

Comprehensive Student Record

Data

Behaviors & Performance Data

Core

Classes & Learning Interactions

Badges, Micro-credentials & Portfolios

Personal & Co-Curricular Learning

Credentials & Career Connections

CIVITAS LEARNING

illume

inspire ⭐ ADVISOR

ConexED ⭐

CollegeSource®

kuali ⭐

canvas   Kaltura

turnitin   Ally ⭐

SmarterProctoring

Adobe®

Pathbrite

⭐ = *systems implemented in FY19*

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THE UNIVERSITY OF UTAH
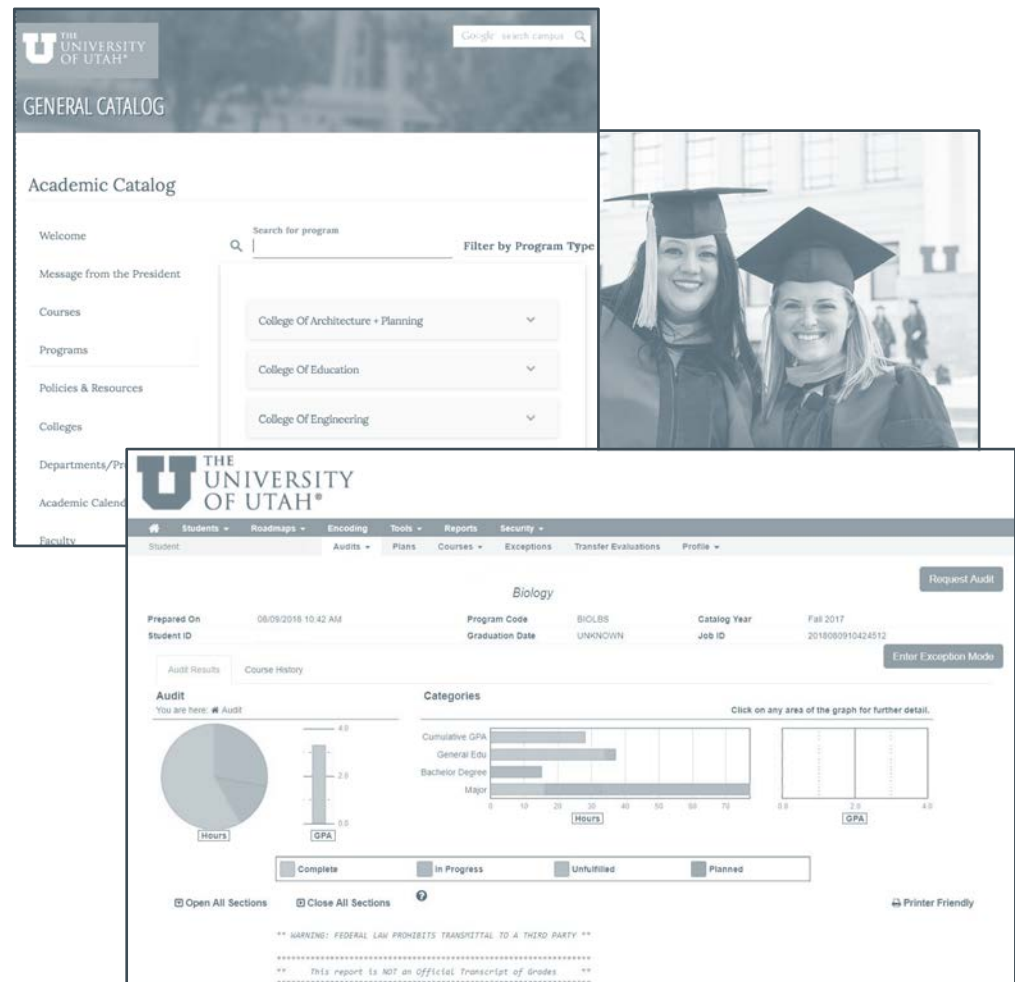
Making Sense of Curriculum Paths

Clear degree paths for students start from collecting, approving and publishing accurate information about programs and courses. The process starts with academic departments entering proposed curriculum and course fee additions and changes into the Kuali Curriculum Management System. This was our first full year using this system to collect proposals and route them through approval workflows. The U worked closely with the Kuali product team to add a new agenda builder feature that clearly organizes curriculum proposal information for committee discussions.

Kuali CM is the system of record for our curriculum information including program learning outcomes. This past year all the existing learning outcomes across programs were entered into Kuali. Planning and prototyping began on the learning outcomes assessment system we are developing to facilitate an integrated, managed process across the responsible curriculum committees.

This year we also replaced the university's curriculum catalog system with Kuali Catalog providing a tightly integrated environment to empower departments to rapidly approve and maintain the curriculum information published to students.

In January 2018 the Office of Undergraduate Studies realigned the staff who encode degree plans and rules in the My Degree Dashboard system used by students and advisors. Now part of the Curriculum Management team, these professionals are much closer to the core curriculum change processes and systems. This team of cross-trained professionals collaboratively strategize and implement improvements to how we help students discover and follow their degree paths.

Lyndi Duff leads The Curriculum Management team. She deserves special recognition for her extraordinary work this past year managing changes and building sustainable processes for the future.

Identifying Curricular Challenges and Opportunities

illume COURSES

Explore courses where:

Potential to boost graduation rates is highest

You have no active filters ⊕ Add Filters

32 Courses

High

Year 1   Year 2

BOOST POTENTIAL

Low

YEAR TYPICA...

Data Analytics Inform Online Course Development & Revision

Using our *Civitas Illume Courses* data analytics system and ten years of historical student performance data, we've identified key first-year general education courses that can significantly impact timely graduation. We found that two courses from the College of Humanities, Writing 1210 and History 1700, jumped out as a key course for students in their first year. Doing one letter grade better in these general education courses helps to build the foundation for better academic performance and progress.

WRTG-2010

Students with a C in WRTG-2010 are 81.5% likely to persist, but only 33.6% likely to graduate

HIST-1700

Individual students who improve their grade in this course by one letter have a 16.0 percentage point stronger likelihood of graduation. That's 86.0% higher than the average course. Online sections account for 28% of enrollments on HIST-1700.

As part of our efforts to optimize degree pathways we've already engaged departments in the College of Humanities around developing schedule flexibility through online classes and incorporating digital skills and literacy outcomes to better engage students and help them develop the communication, reasoning, study and research foundational skills for success in their major studies.

→ **Highest Boost Potential**

⚑ **WRTG-2010** : WRTG-2010-Intermedi... >

● **HIST-1700** : HIST-1700-American Civ... >

▲ **BIOL-1210** : BIOL-1210-Principles of ... >

● **BUS-1050** : BUS-1050-Foundations o... >

▲ **MATH-1050** : MATH-1050-College A... >

▲ **CHEM-1210** : CHEM-1210-General C... >

▲ **MATH-1010** : MATH-1010-Intermedi... >

● **CHEM-1215** : CHEM-1215-General C... >

● **ECON-2010** : ECON-2010-Principles ... >

● **MUSC-2100** : MUSC-2100-History... >

Who Are Our Online Students?

AGE

Legend: <=20 | 21-22 | 23-25 | 26+

	<=20	21-22	23-25	26+
ALL ONLINE	12%	18%	21%	49%
SOME ONLINE	42%	27%	17%	14%
NONE ONLINE	37%	23%	18%	22%

GENDER

Legend: Female | Male

	Female	Male
ALL ONLINE	61%	39%
SOME ONLINE	53%	47%
NONE ONLINE	42%	58%

LOAD

Legend: Full-time | Part-time

	Full-time	Part-time
ALL ONLINE	26%	74%
SOME ONLINE	84%	16%
NONE ONLINE	71%	29%

Student data snapshots from Spring semester 2018

While most students in online classes at the U also take on-campus classes the number of all-online students each semester rises each year. These students may have started as on-campus students and then adapt to changing life circumstances by switching to all-online for one or several semesters. At this time relatively few of our all-online students live outside of Utah.

A typical U all-online students is:

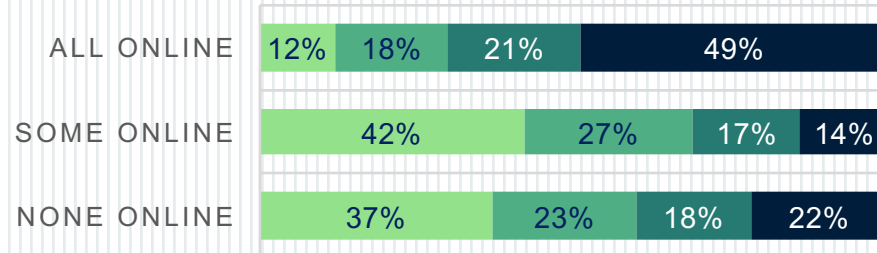- Female
- Over 23 years old
- Utah resident
- Attending part-time
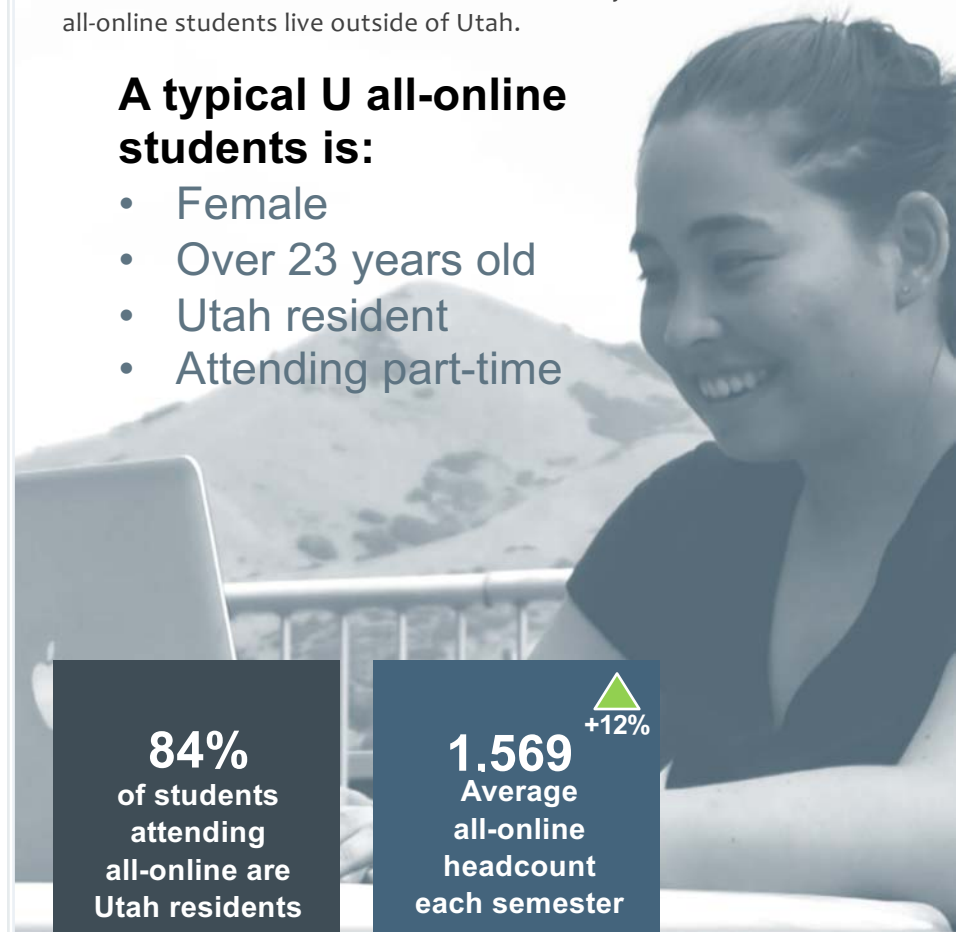
84% of students attending all-online are Utah residents
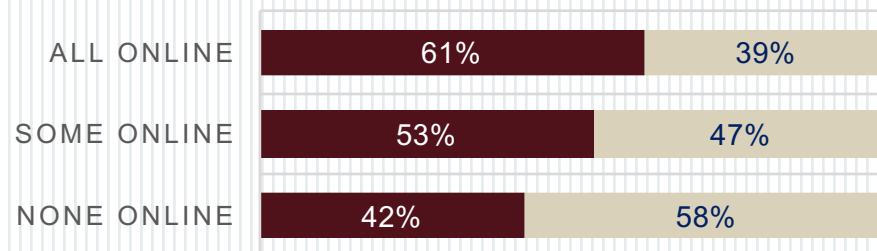
1.569 Average all-online headcount each semester +12%

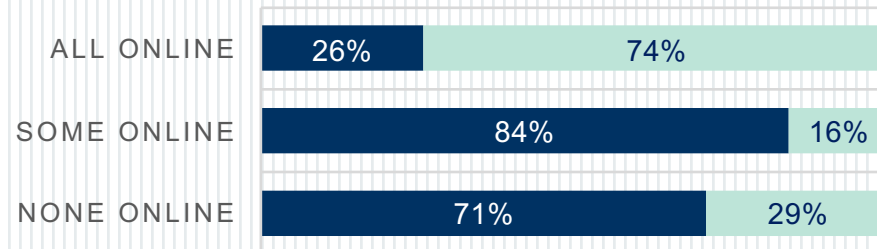# Flexible Options for Students & Sustainable Online Services

The Growing Hybrid University

Strong, sustained online enrollment growth shows that our students embrace the flexibility online courses provide. Over half of our students take an online class during the year. Each semester students use online classes mixed with on-campus classes to reach a full-time credit load. Students who take 2 or more online classes during the year mixed with on-campus classes have a higher propensity to persist and graduate on time.

Summer semester online enrollments are particularly strong with over 9,000 online section enrollments and over 2,000 students attending all-online during Summer semester 2018. Online summers help students who cannot carry 15 credit hours in Fall and Spring to adjust their credit-hour spread over Fall, Spring and Summer semesters to reach the 30 annual credit hours recommended for degree progress.

Four yeas ago we set out to strategically grow our online programs and the required supporting services and infrastructure. At that time enrollments in online classes across the university were around 30,000 annually. We projected that we would need to grow to over 40,000 online enrollments by FY19 to sustain our online development, delivery and support efforts. In FY18 we had 42,522 online enrollments from over 18,000 non-duplicated student headcount. With this level of student online participation, UOnline has met its minimum sustainability funding threshold while also contributing significantly to teaching & learning support services, media production services, advising technologies support and students analytics systems that reach across all university students and faculty.

▲ **+11%**
42,522
online section enrollments

▲ **+7%**
129,251
online credit hours earned

▲ **+9%**
18,039
U students taking an online class

UOnline Degree Programs

Undergraduate (9)

- General Education Block U Global Citizenship *new*
- Economics
- Family, Community & Human Development *new*
- Nursing: RN to BS
- Psychology
- Social Work
- Sustainable Tourism & Hospitality Management
- Business Administration (d)
- Sociology (d)

Graduate (10)

- Arts Education *MAT* *new*
- Business Administration *MBA*
- Electrical Engineering *MS*
- Gerontology *MS & Certificate*
- Information Systems *MIS*
- Nursing: Care Management *MS* *new*
- Occupational Therapy *Doctoral Program*
- Biomedical Informatics *MS* (d)
- Public Policy *Graduate Certificate* (d)
- Social Work *MSW* (d)

In Planning

- Digital Product Design *BS*
- Legal Studies *MS*
- Public Policy *MPP*
- Nutrition & Integrative Physiology *MS*
- Education Leadership & Policy *MEd*

(d) = Programs starting development

19
online degree programs
Currently offered or in development

This past year our online offerings expanded as we began enrolling students in 3 new online programs. We also completed the Block U enabling a full online experience from general education through major work for students needing to attend the U completely online.

Strategically we've focused on bringing up online programs to help students persist to graduation or return to the U to complete degrees. The programs in the College of Social and Behavioral Sciences are particularly important as return and complete options. We are very close to the milestone of offering 20 online programs by 2020.

UOnline Outreach

Finish What You Started

This year, working in partnership with the Academic Advising Center, Continuing Education and Community Engagement and Institutional Analysis, we focused UOnline outreach toward people in our region who have some college, but no degree. Our portfolio of online undergraduate programs in Social and Behavioral Sciences and the bachelors of Social Work program gave students low barrier options to Return to the U and complete their degrees.

Knowing that most online students will come from within 60 miles of campus, UOnline ran local transit and billboard advertising campaigns to build awareness and followed with social media and web ad targeting campaigns throughout the year. Our first goal is building general awareness across the Wasatch Front that the U has online options. This year was the first major effort to go beyond awareness with a specific call to action for a targeted population.

We have a rather small marketing budget. This is an area where we hope to invest more resources in the future. Website visitor information seems to indicate that that UOnline has some brand appeal in California, Texas and Nevada. Idaho also seems to generate interest outsized for the size of its population. These are areas we can geo-target as we get better at connecting recruiting and enrollment processes with UOnline inquiries.

UOnline partners with the marketing team in Continuing Education and Community Outreach, led by Jodi Emery, to design and manage campaigns and the connecting inquiries to the right people at the university. We are fortunate to have this talented and dedicated group of professionals helping us deliver the UOnline message to adult learners and non-traditional students.

UOnline's 3 Strategic Purposes

1. Provide flexible class options and degree paths to help students progress to timely graduation

2. Expand access both geographically and demographically to University of Utah degrees & credentials

3. Create workforce connections between University programs and employers who value University of Utah graduates

Top 5 states generating visits to online.utah.edu

	Region	Sessions ▾	Pageviews
1.	Utah	57,070	
2.	California	26,767	
3.	Texas	2,373	
4.	Nevada	2,227	
5.	Arizona	2,134	

Dr. Leslie Knapp teaching her online anthropology course

Partnering with Faculty

Faculty value the UOnline instructional designers, media producers, facilities and systems within Teaching & Learning Technologies to help create effective online learning opportunities supporting their fully-online and blended classes. The Canvas-integrated video streaming service, Kaltura, was updated to enable faculty and students to directly capture and edit their videos within their browser. These kinds of highly-integrated services help faculty create engaging, easy-to-use class activities. Students spend more time learning rather than overcoming technology barriers.

67%
of instructors use Canvas for their class
(online + on-campus)

32,443 +38%
proctored exams administered

+18
56
Online courses developed or revised

61,309
class videos uploaded through Canvas

885
videos produced for online courses

Dr. Knapp at the lightboard in the TLT video studio

Expanded & Simplified Proctored Exams

Working with Student Services this past year, we centralized university curricular proctored testing services to the UOnline Center. We now provide curricular testing for online students and make-up exam and scantron services for on-campus classes. Students no longer face the confusion of not knowing where to show up to take their online or on-campus class exams. They use a single system to schedule their exams through Canvas. Exams can be administered at the Marriott Library UOnline Center, the Sandy Continuing Education Center or at proctored testing partners and colleges throughout the world. This past year UOnline began offering free virtual proctoring for students in remote locations where physical proctored testing would not be possible.
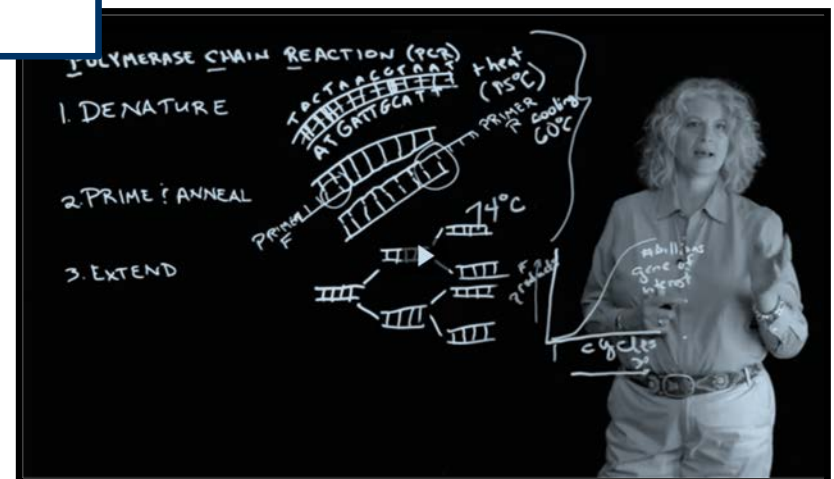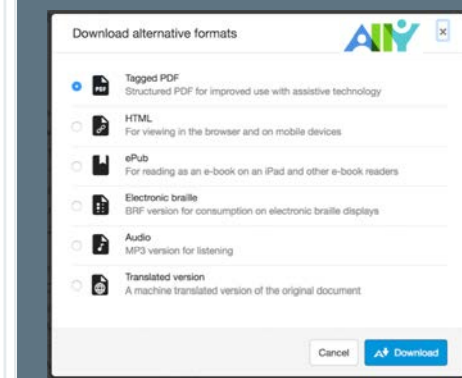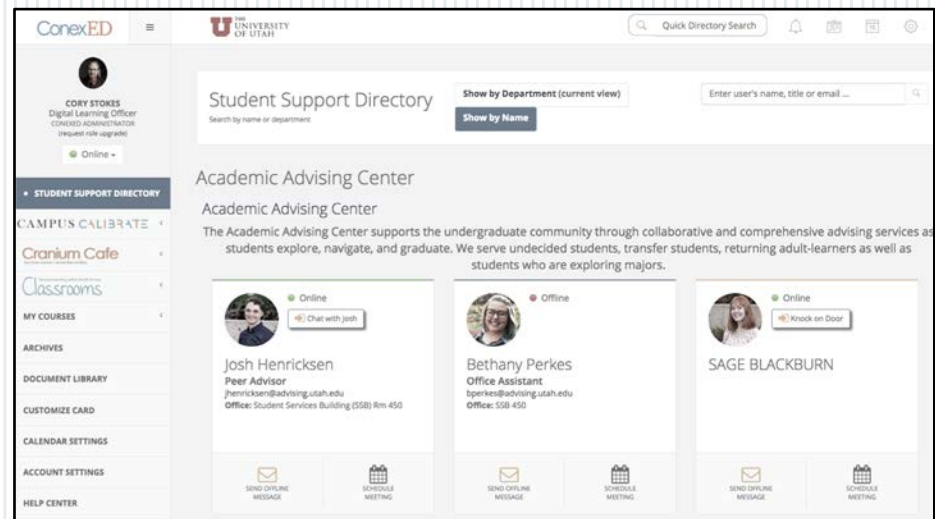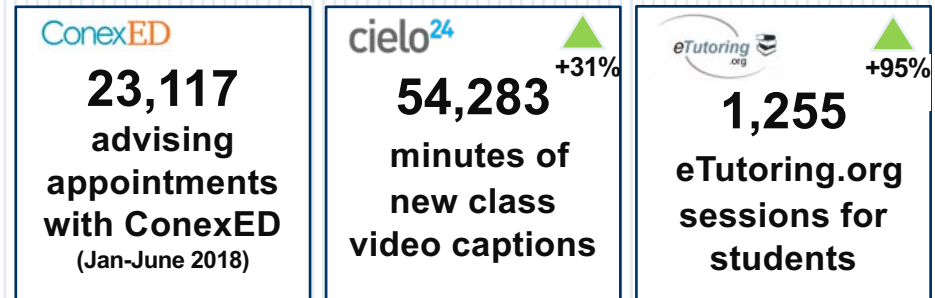
Improving Access for All

Greater access to higher education is not just about creating online programs for students who cannot come to campus. Students bring diverse physical abilities, academic preparation and knowledge of how to succeed at their studies. Our academic systems can significantly help or hinder students as they seek guidance, attend classes and ask for help. We've focused particularly on three key areas:

1. Make it easy to meet with an advisor on-campus or remote.

2. Provide access to high-quality tutoring for students who cannot come to campus or on-campus students who need a flexible option.

3. Ensure that our learning environments and class materials usable by all students and instructors.

Starting January 2018 we partnered with the Academic Advising center to transition all advisors across campus to the ConexED appointment management and virtual meeting system. We encountered significant technical issues in eth first 8 weeks, but worked closely with this Utah company to resolve the problems. The system is integrated with advisor websites and is also accessible within Canvas for faculty office hours, live tutoring sessions or student-to-student virtual meet-ups. Virtual meetings include live-captioned audio / video and screen sharing capabilities. Career Services and Admissions coaches are now joinig the ConexEd support directory giving students much more flexibility to access university services.

Students discovered the online eTutoring.org services available to them and nearly doubled the number of tutoring sessions from the previous year. Anne McMurtrey, Director of the Writing center, has been a key partner in making this service a success.

These services, along with the new Blackboard Ally system within Canvas, make us a much more inclusive and accessible school. We are committed to serving all students with the access they require.

ConexED
23,117
advising appointments with ConexED
(Jan-June 2018)

cielo24 ▲ +31%
54,283
minutes of new class video captions

eTutoring.org ▲ +95%
1,255
eTutoring.org sessions for students

In January the university signed a mutli-year contract for Blackboard Ally, an add-on system for Canvas, that converts learning materials to multiple accessible formats for student download. TLT is now working to make faculty & students aware of this powerful, yet simple to use service within Canvas.

Standardizing Classroom Digital Learning Environments

Regularly faculty and students express the need to have a more consistent technology experience when they use classrooms and learning spaces across campus. This year we made significant strides in standardizing the technology controls and installed systems in many general use and department learning spaces. Dr. Jon Thomas, Director of Teaching & Learning Technologies, led these efforts working with faculty, IT and facilities committees.

Although, AV design standards were established in 2014 and have been used in all TLT room installations since that time, this year saw the first major adoption of those standards within a completely new construction project. The AV contractors for the Gardner Commons project relied on TLT AV design standards for all of their classroom installs. Faculty teaching in Gardner Commons classrooms this Fall will find the control systems familiar and easy to use because of this standard.

This year also yielded a more sustainable approach to interactive video conferencing (IVC) within learning spaces. Early in the year several partners across the University gathered together to discuss the difficulties currently experienced when scheduling IVC events and rooms. Taking into consideration usability, facilitating a high-quality learning experience and operational sustainability; we decided to begin transitioning away from centrally scheduled and cumbersome H.323hardware based IVC technologies towards simpler web conferencing solutions. As part of this effort several Zoom conferencing licenses were procured, allowing scheduled rooms to connect to IVC streams. While TLT still provides a light-up service (where a TLT agent will come to a room to get a conference started), more often faculty are setting up their own conference calls without assistance. An added benefit of this approach is that the new technologies do not require scheduling the room connections beforehand. Participants simply log on and are immediately connected. Hence, faculty and students now have the flexibility to connect to video conferences from their own laptops where and when it is convenient. The approach has been much appreciated by those wo use these services.

151 ▲ **+24%**
Classroom installation / refurbish projects

861
campus class video recording events

FY19 Goals

Curriculum Managment
THE UNIVERSITY OF UTAH

- Establish prerequisites data integration between Kuali CM and PeopleSoft
- Implement course fees proposal and approval workflows within Kuali CM
- Deploy the curriculum markers data model within My Degree Dashboard
- Develop and deploy the Learning Outcomes Management association and evaluation apps, integrated with Kuali CM and Canvas, supporting curriculum assessment (TLT Developers)

Teaching & Learning Technologies
THE UNIVERSITY OF UTAH

- Establish a faculty advisory committee to review and maintain classroom technology standards
- Implement video production optimization workflows and templates for faculty video production
- Deliver a common support experience across all TLT support contact points and move tier 1 Canvas support to Instructure's 24x7 service.
- Partner to design and develop a new model for deeply engaged large enrollment on-campus classes
- Pilot expanding proctored testing services to on-campus nursing classes

UOnline
THE UNIVERSITY OF UTAH

- Sustain UOnline services operations and program development investments by reaching online section enrollment targets for each semester (see chart).
- Design DASH Digital Pathways partnering with Adobe, WGU Center for Applied Learning Science, the U Multidisciplinary Design Program, and Continuing Education and Community Engagement
- Launch four new online programs within the UOnline investment portfolio:
    1. MS – Nutrition and Integrative Physiology
    2. MS – Biomedical Informatics
    3. MLS – Legal Studies
    4. BS – Sociology

U Online
THE UNIVERSITY OF UTAH

Semester	Enrollment Targets
Fall 2018	17,150
Spring 2019	18,450
Summer 2019	9,000
TOTAL	44,550

U Online Connect — New
THE UNIVERSITY OF UTAH

Undergraduate certificates to degree pathways

- Connect to partner college transfer pathways & stackable credentials programs
- DASH Digital Pathways programs
- Declared All-Online students get All-Online tuition rate
- Learning Outcomes Acceleration programs where possible

U Online Advance — New
THE UNIVERSITY OF UTAH

1-Year Graduate workforce targeted degrees

- 4+1 optimized undergrad to graduate degree programs where possible
- Employer / program partnerships to help employees advance on the job
- Declared All-Online students get All-Online tuition rate
- Learning Outcomes Acceleration programs where possible