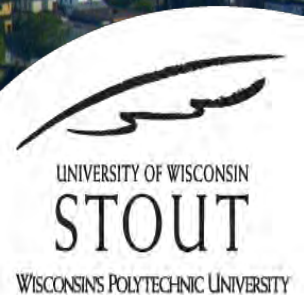


# University of Wisconsin-Stout UW-Stout-Online

## Decentralized to Centralized Support Services Experiences & Lessons Learned at UW-Stout

UPCEA Seminar on the Management of Online Programs  
November 8, 2012 - 11:30 to 12:30

*Doug Stevens*  
*stevensdo@uwstout.edu*



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# AGENDA

## 1. CONTEXT

- University of Wisconsin System
- University of Wisconsin-Stout
- Online and Distance Education

## 2. WHY CENTRALIZED

- Charge from the Chancellor
- Organization Prior to Reorganization

## 3. NEW UNIT

- Reorganization Structure

## 4. LESSONS LEARNED

## 5. DISCUSSION & QUESTIONS

Memorial  
Student  
Center

2 10th Avenue East





# UW-System Background



## University of Wisconsin System

- 181,000 students
- 26 Campuses
- 13 Two year campuses, UW-Colleges
- UW-Extension
- eCampus



# University of Wisconsin-Stout Wisconsin's Polytechnic University

*University of Wisconsin-Stout is a comprehensive, career-focused polytechnic university where students, faculty and staff use applied learning, scientific theory and research to solve real-world problems, grow the state economy and serve society.*





# University of Wisconsin-Stout

## Wisconsin's Polytechnic University

- **Career Focus:** A polytechnic university offers a comprehensive curriculum that prepares graduates for professional careers.
- **Applied Learning:** A polytechnic university blends theory with practice to produce innovative solutions to real world problems.
- **Collaboration:** A polytechnic university works closely with business, industry and other educational institutions to benefit students and grow the economy.



# UW-Stout's Culture

UW-Stout was the first university to receive the [Malcolm Baldrige National Quality Award](#), recognition for our long history of performance excellence in higher education.

- Focus on Continuous Quality Improvement



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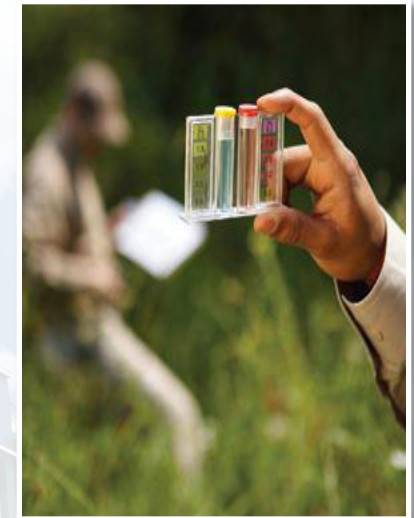
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WISCONSIN'S POLYTECHNIC UNIVERSITY



# UW-Stout

## Fall 2012 Enrollment – 9,205

8,202 UG Students	1,003 GR Students
45 Undergraduate Majors	20 Graduate Majors
15 Professional Development Certificates	Certifications
Minors	Specializations
Program Director Model	



# Online & Distance Education

- Since 1998
- Differential Tuition
  - Campus Wide
  - Program Specific
- UW-Stout has two differential tuition approvals: Access to Learning Fee and Customized Instruction. Both differential tuition programs were initially approved by the regents in 1999 and reapproved February 2010.
- Market Based Tuition
- Residency Requirement Waived
- Terms – CI / DE



# UW-Stout's Online & DE Programs

- 9 Undergraduate
- 11 Graduate
- 9 Certificates
- 9 Certifications
- Online General Education Courses Program
  - 31 Courses
- Online Professional Development for Educators
  - 30 to 40 per semester



# UW-Stout's Online Students

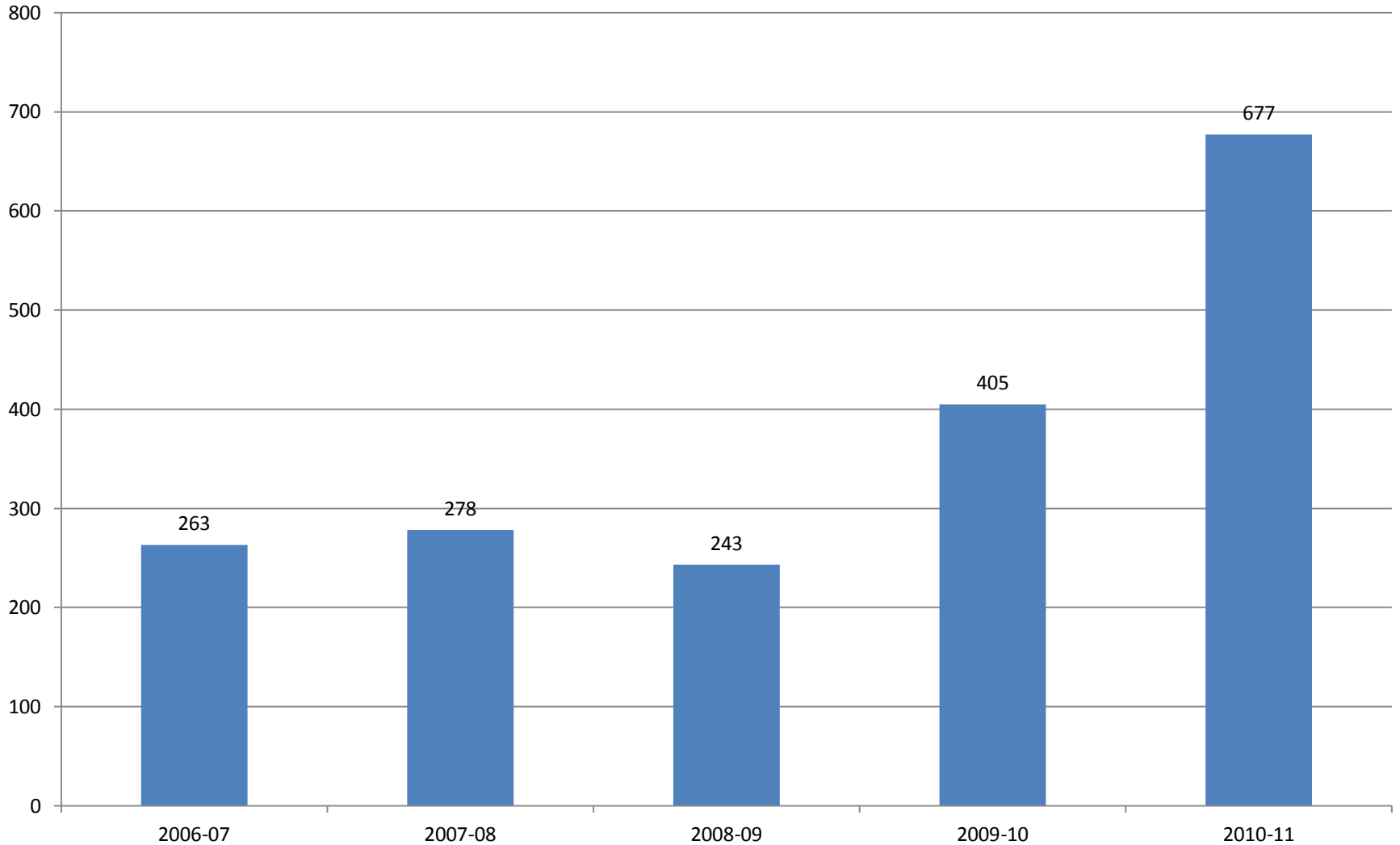
Fall 2012

- 840 Undergraduate
- 632 Graduate
- 16% of total enrollment
- 63% of graduate enrollment



# UW-Stout

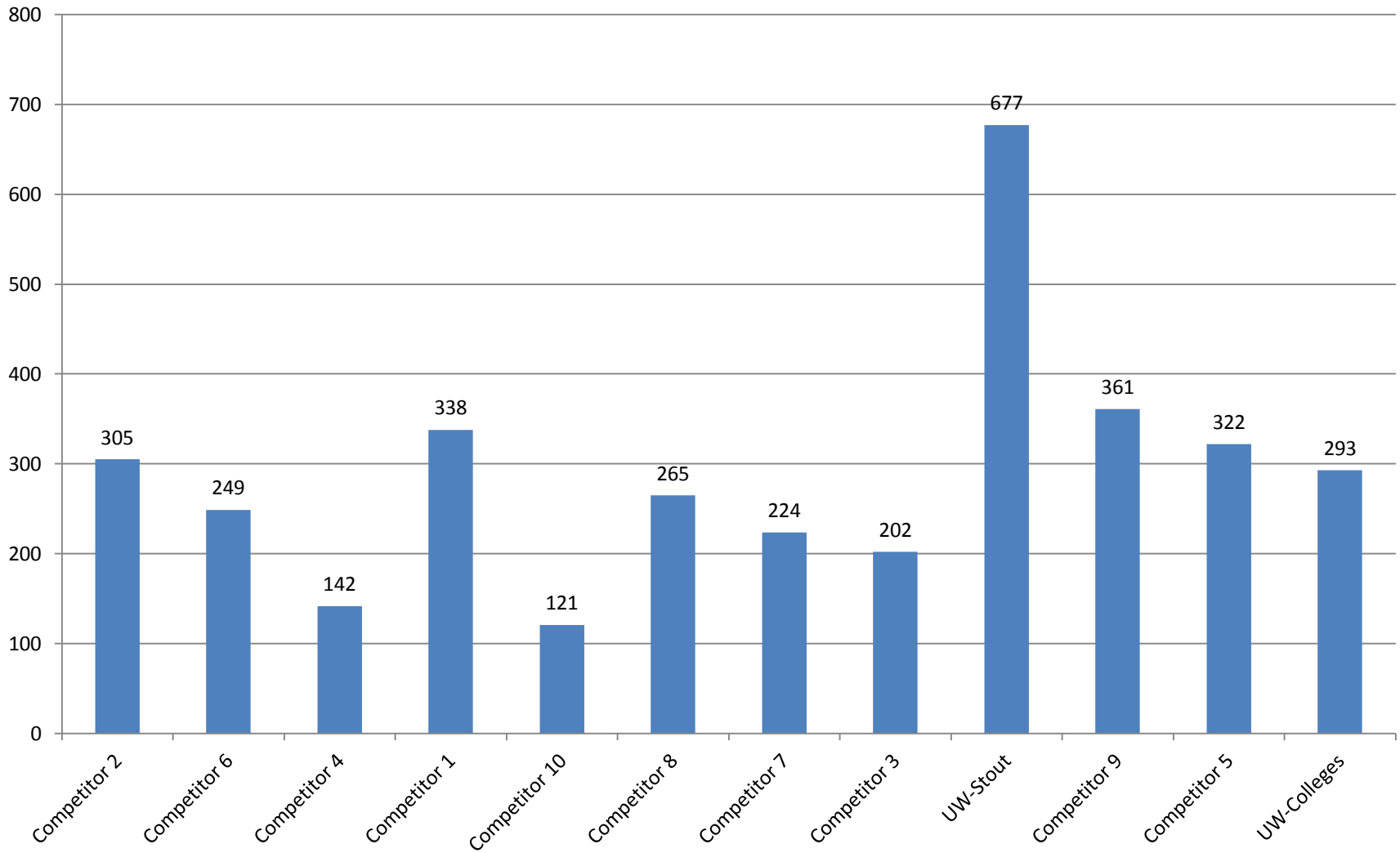
## Distance Education Course Offerings



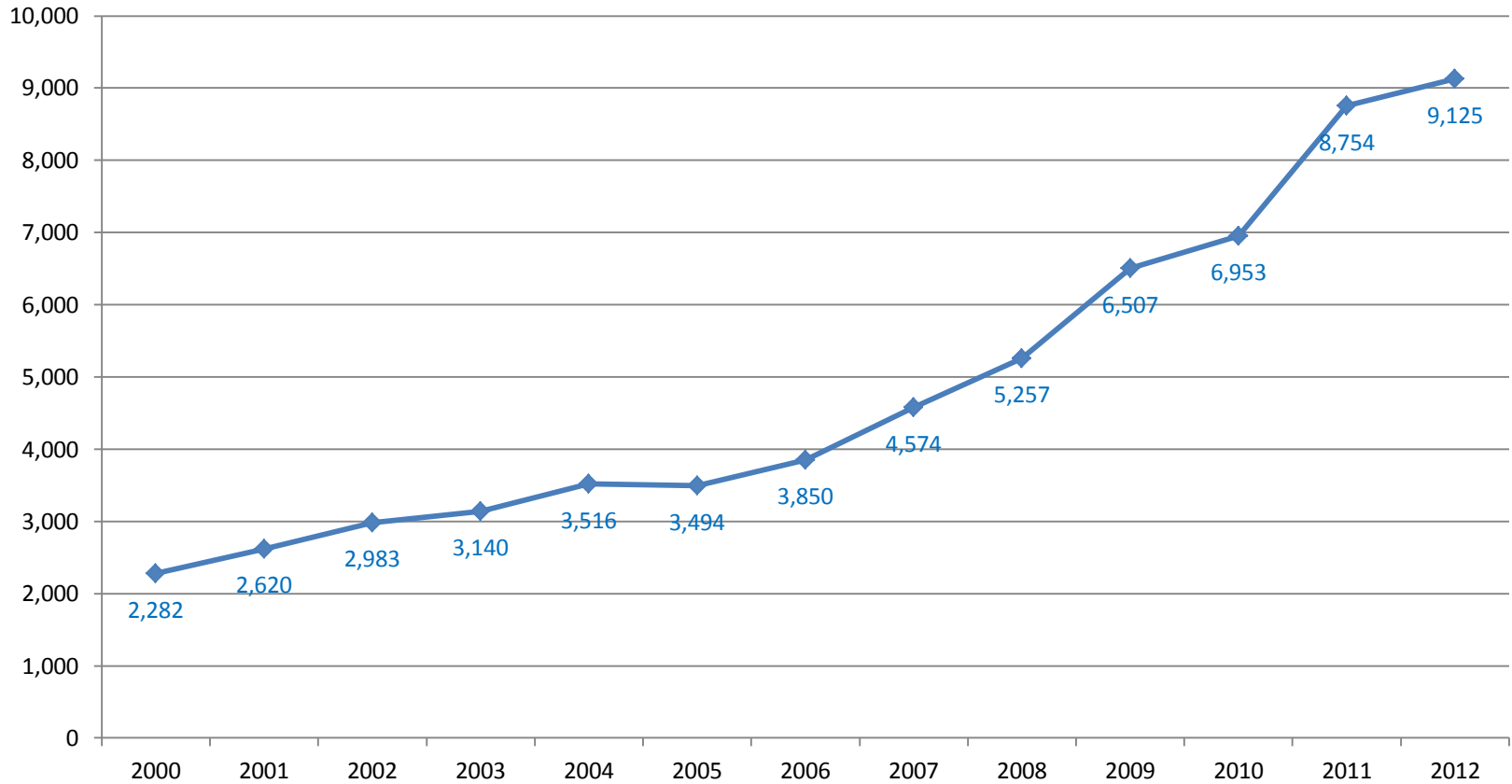


# UW-System 2010-2011

## Distance Education Course Offerings

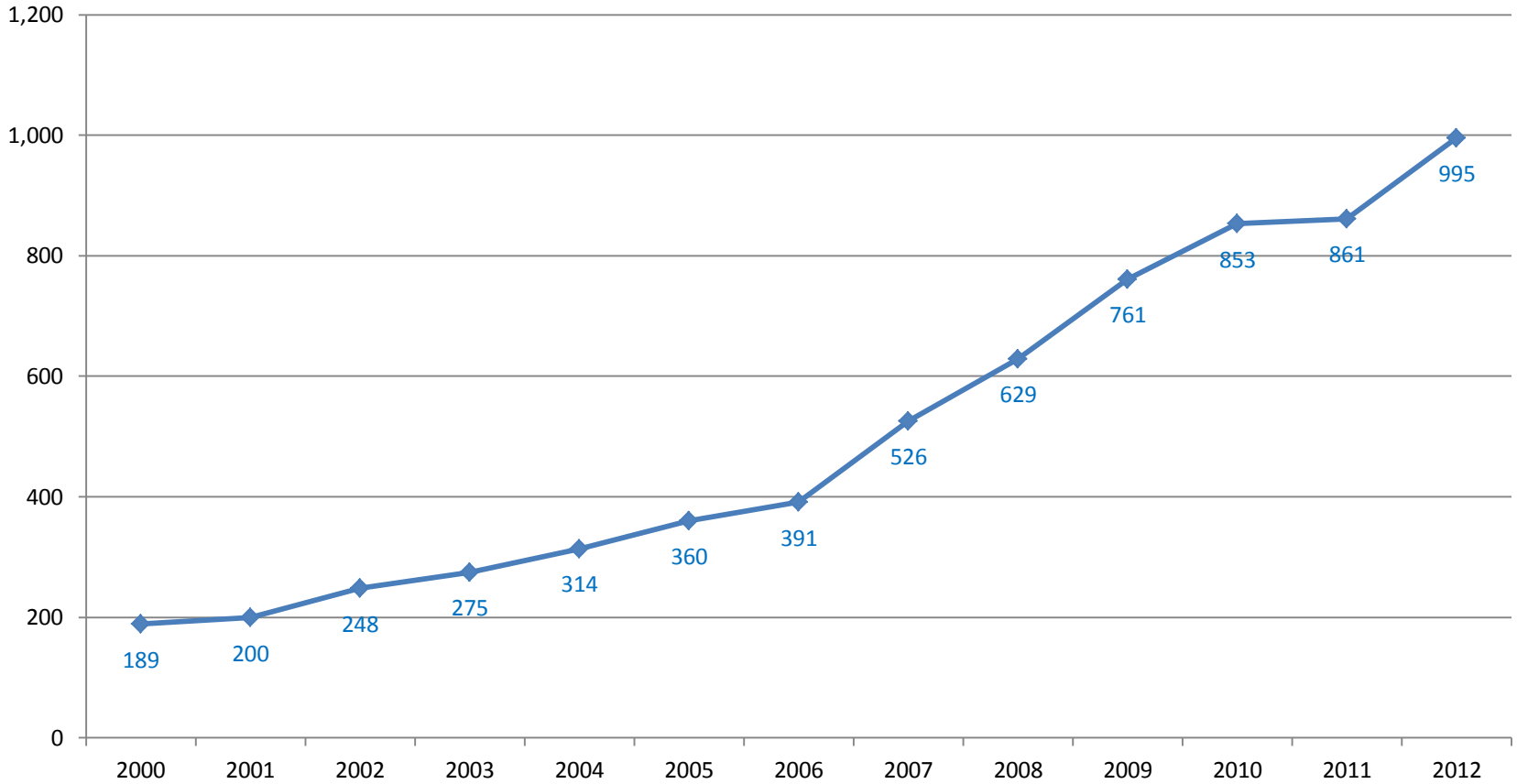


# UW-Stout Online Number of Registrations



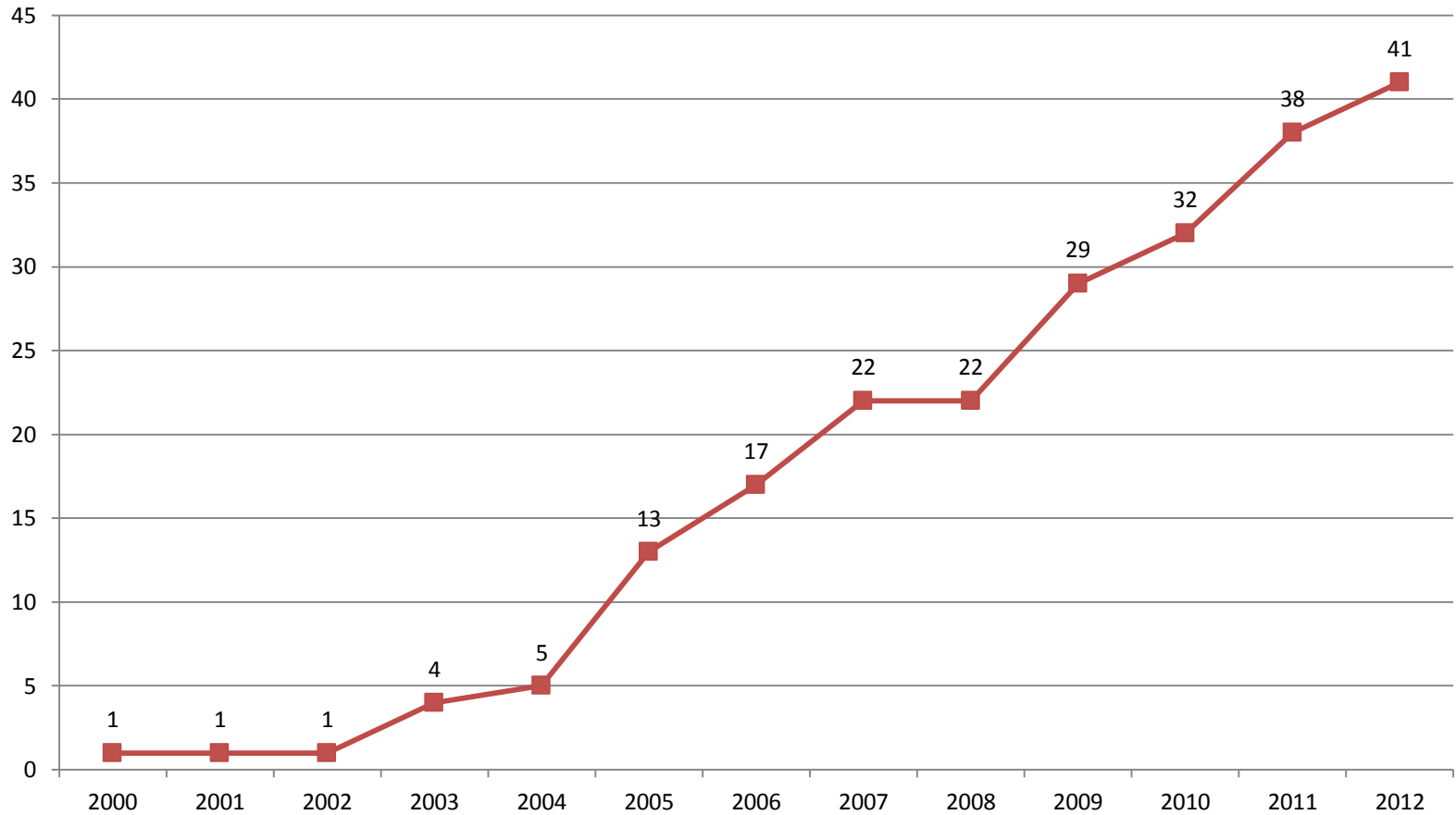


# UW-Stout Online Number of Sections Offered



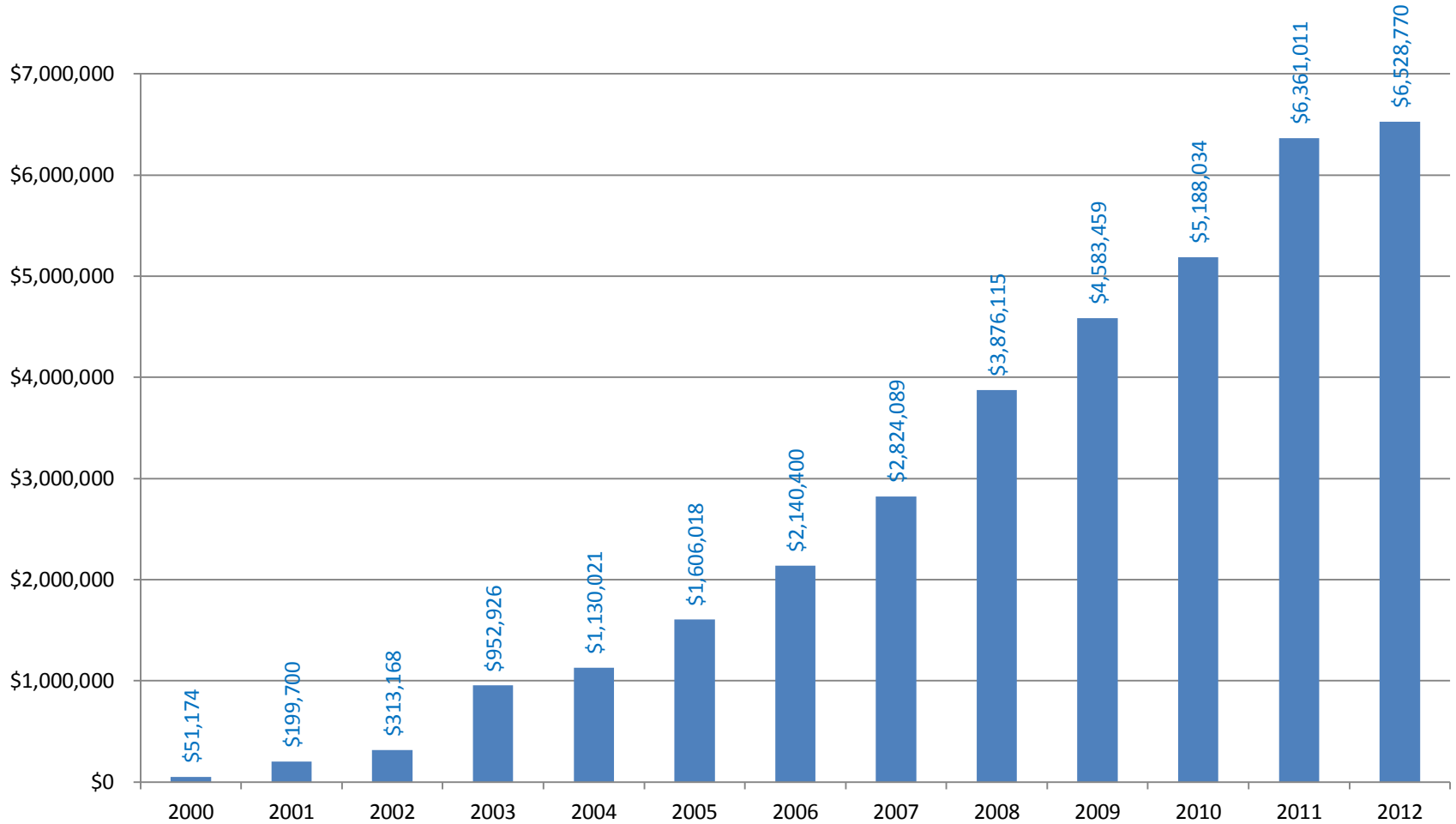
# Development and Growth

## Number of Customized Instruction Programs





# Development and Growth Customized Instruction Revenue



# Charge from the Chancellor



- Cross-campus committee formed to address the goals of the Chancellor: "...to provide consistent, effective and time sensitive services to customized customers/students."

## Recommendations:

- a coordinator of customized instruction, and a unit housing support staff take on the responsibility of centrally coordinating customized instruction programs, be established or identified
- "that the Customized Instruction Coordinator/Unit (CI Coordinator) be integrated into the current administrative structure of Academic and Student Affairs ....."



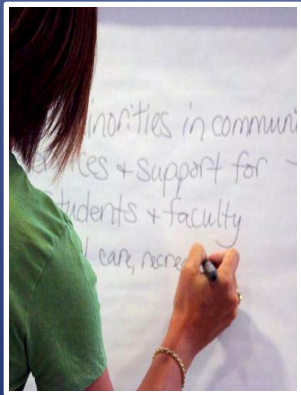




# Additional recommendations included:



1. the development of a Customized Instruction Issues Advisory Committee,
2. structuring the CI Coordinator role to serve as a liaison with Deans, Department Chairs, and Program Directors,
3. continuation of a college-level organization that will leverage program content knowledge for marketing, student advisement, and other program logistics,
4. fully integrating the marketing of customized instruction programs with the campus marketing plan, and
5. building a student “orientation” system to help students within customized instruction programs receive timely answers to questions and solutions for problems.





# Structure Prior to Reorganization

## College of:

- **Arts, Humanities and Social Sciences**
- **Education, Health and Human Sciences**
- **Management**
- **Science, Technology, Engineering and Math**
- **Curriculum Belongs to the Colleges**

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# Structure Prior to Reorganization

- Each college did their own thing
- Courses Cross Departments
- Requests for courses and instructors from each program
- Continuing Education Unit
- Hired Staff in college
- Business Models
- Unnecessary duplication of services, i.e. Student support specialists,
- Increased operational costs
- No centralization of data
- Communication pitfalls

A blue banner hanging from a pole. The top half is light blue with the text 'INSPIRING INNOVATION' in white, with 'INSPIRING' stacked above 'INNOVATION'. The bottom half is dark blue with a white stylized logo of a bird or wing above the text 'UNIVERSITY OF WISCONSIN STOUT' and 'WISCONSIN'S POLYTECHNIC UNIVERSITY' below it.

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# Structure After Reorganization

## UW-STOUT ONLINE

[www.uwstout.edu/de](http://www.uwstout.edu/de)

BS degrees | MS degrees | Certificates | Certifications

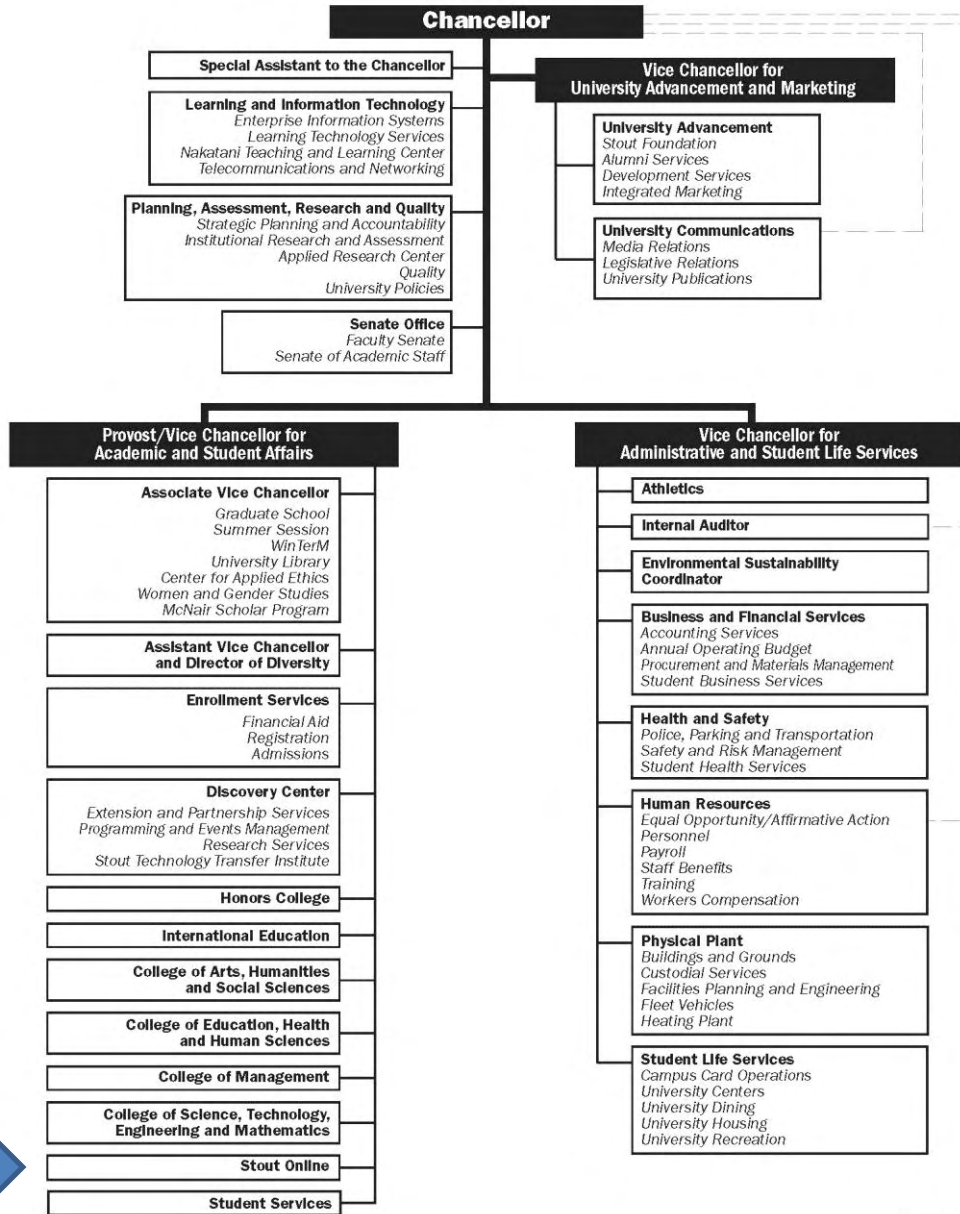
*Innovative Online and Distance Learning*



UNIVERSITY OF WISCONSIN-STOUT

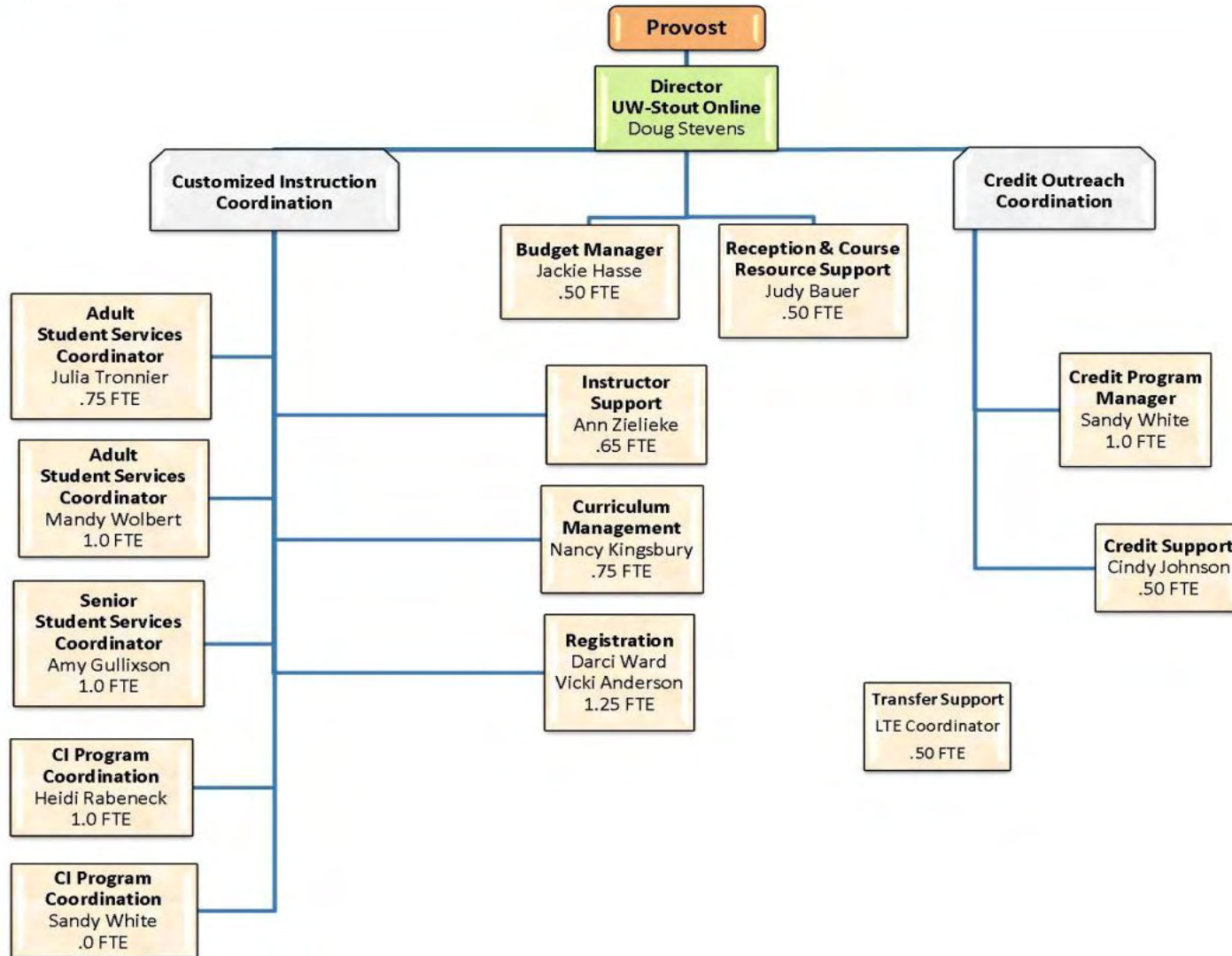
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# Administration University of Wisconsin-Stout



# UW-Stout Online

Reorganized 12/1/2009  
Revised 7/31/2012





# Advisory Committee

BS Program Director

MS Program Director

Dean

Associate Dean

Student Service Representative

Student Business Services Representative

Enrollment Services Representative

Associate Vice Chancellor

Learning and Information Technology Services

Representative

Student

At-Large Member

# Staffing

- Director
- Program Managers
- Student Services Specialist
- Registration Support
- Course Management
- Instructor Support
- Office Support
- Transfer Coordinator

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# Facilities

- **Staff from across campus**
- **Five Buildings**
- **Shared space with PEPS**
- **Borrowed Offices**



# Lessons Learned - Overview



# The Good

- "Power" in numbers; CI is no longer a series of islands across campus
- Improved Communications
- Provide advocacy for cohesive policies and consistent procedures
- Cohesive in terms of goals for CI
- Director and one "vision" for CI
- More responsive to needs
- More room/direction for professional growth





# The Bad



- Perception - Not seen as serving the same purpose to our colleges/schools
- Not as cohesive as needed between staff members - seems some are still stuck in their former "world."
- Less work time, as there are now more responsibilities to the Department in addition to the position.
- The unit's growth is out pacing it's growth in terms of manpower and space.



# The Ugly

- Not enough "power" to enforce the policies that really matter
- Progress is too slow, bogged down by bureaucracy
- Need more cohesiveness between staff to be as effective as we could be as a unit. People have to "buy in" to the department as if it's a new job rather than just a move from "here" to "there."



# Lessons Learned Specifics

- Budgeting
- Staffing – Personnel
- Facilities
- Policy
- Faculty
- Communications
- Data



# Lessons Learned Budgeting

- College Budgets and CI Mixed
- Build Budgets on Actual Existing Expenses
- Centralized Support Budget
- % Set Aside for Support
- Campus Indirect Model
- Shared Revenue Model



# Lessons Learned Staffing

- Titling
- Roles & Responsibilities
- Cross Training
- Workload
- Compensation
- Teamwork
- Role Analysis

# Lessons Learned Facilities

- Staff in Five Buildings
- Need Centralized Office Space
- Loyalties
  - Staff Commitment to Previous College
  - Office Space and Support Provided



# Lessons Learned Faculty and Staff

- Change Culture
- Way of Doing Business
- Communications
- Communicate
- Communicate
- Need Formalized System to Train and Support Instructors
- College Structure Layers
  - Meet with Deans
  - Chairs, Program Directors, Associate Deans

# Lessons Learned Communications

- Educational Support Unit Review
- 7 Year review
- Survey's
- Faculty and Staff didn't know Stout Online
- Structural Levels/Layers
- Integrated Marketing
  - UW-Stout, On-campus and Online



# Lessons Learned Policy Changes

- Informal
- Focus on Campus budget & policy statements to reflect commitment online
- Processes
- Instructor Training - Certification

# Lessons Learned Courses

- Consistent Evaluation
- Quality Control
- LMS & Web folks play critical roles

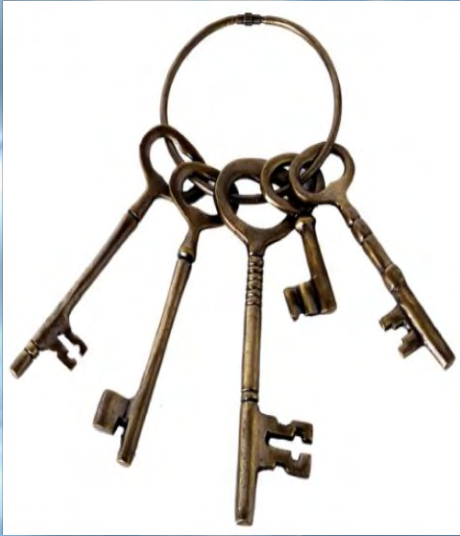


# Keys to Success



- Culture
- Support from Top Critical
- Data
- Technology
- Policies
- Student Services
  - Teamwork
  - Innovation
  - Breaking Down Boundaries

# Central Unit Overarching Goal



## Mission

UW-Stout Online is a leader in advancing innovative, high quality services and learning experiences that engage, inspire and challenge.

To have a positive effect on distance education students total experience at UW-Stout.



# Initiatives

## Benefit All Students

Centralized facilitation of campus initiatives serving online and distance learners

- Online Orientation
- Online Tutoring
- State Authorizations
- E-textbooks
- General Education Course Offerings
- Integrated Marketing - coordination for a common brand, look, and identity standards
- Data reporting

A blue banner hanging from a pole. The top half is light blue with the text 'INSPIRING INNOVATION' in white, with 'INSPIRING' in a smaller font above 'INNOVATION'. The bottom half is dark blue with a white stylized logo of a bird or wing above the text 'UNIVERSITY OF WISCONSIN STOUT' and 'WISCONSIN'S POLYTECHNIC UNIVERSITY' below it.

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# Changes Implemented Benefit All Students

- Adult & Non-Traditional Student Website
- eTextbook
- LEAN Registration
- Log in process
- Adjunct Instructor Pool
- Online Add/Drop
- DE Scholarship
- Graduation Ceremony Streamed Live
- Registration Support

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# Changes Implemented Benefit All Students

- Admissions/Student Transfer Support
- Updated Website
- People Soft Changes
- Search from home page
- Layout of search results
- DE designation on roster
- Enrollment numbers visible on report
- Online Orientation under construction
- Sample Course under construction
- Faculty and Staff Professional Development

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# UW-Stout Online Next Steps

- Communications Plan
- Admissions/Student Transfer Support - Permanent
- Increase Support Staff
- Common Data Reporting
- Faculty Training Requirement
- Online Orientation under construction
- Sample Course under construction
- Online Tutoring
- Define Retention- CRM
- Faculty and Staff Professional Development



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# Centralized Unit

- Advocate for DE/Online
- At the table
- Campus-wide Conversations
- Campus Priority



UW-Stout Online

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715-232-5269

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[www.uwstout.edu/de](http://www.uwstout.edu/de)

Memorial  
Student  
Center

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