Ohio State University Senate
Committee on Academic Technology (CAT)
Annual Report 2023-2024

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Acknowledgments

This report would not be possible without the support of the CAT members and guests, who provided presentations, documents, dialogue, and insight into the current state of academic technology at OSU. Many thanks to the CAT subcommittee co-chairs for leading new efforts for providing up-to-date information to the University Senate regarding key topics in academic technology.

Committee Duties and Responsibilities

The Committee on Academic Technology has the responsibility under University Rule 3335-5-48.3 to:
  (1)   Advise the chief information officer in the planning and implementation of academic technology programs and policies, including those pertaining to education, research and service activities.
  (2)   Assist the university administration in the identification, review, and implementation of academic technology infrastructure.
  (3)   Advocate for academic technology infrastructure that is inclusive, affordable, accessible, and user-friendly for faculty, students, and staff.
  (4)   Advise the appropriate administrative office on the appointment of the Chief Information Officer and the Chief Digital Learning Officer. (**Note**: The Chief Digital Learning Officer position no longer exists after the OTDI split and the development of OSU Online)

Committee Membership 2023-2024 Academic Year

The Committee on Academic Technology consists of sixteen members:
  (1) eight faculty
  (2) three students:
          a) one graduate student
          b) one professional student
          c) one undergraduate student
  (3) four administrators (or their designees):
          a) the chief information officer
          b) the vice president for research
          c) the chief digital learning officer
              (**Note**: the administration positions should be updated for AY24-25 to reflect university organizational changes)
  (4) three staff members:
          a) two staff members shall be appointed by the university staff advisory committee
          b) one staff member shall be appointed by the chief information officer

During the 2023–2024 academic year, the membership included the individuals listed below.

Faculty, Staff, Students
- Stephanie Aubry, Chair, Faculty Council 2024
- Detra Price-Dennis, Faculty Council 2026
- Jan Pierskalla, Faculty Council 2026
- Tara O-Brien, Faculty Council 2026
- Ralph Greco, Faculty Council 2025
- Jane Hammons, Faculty Council 2025
- Sabine Jeschonnek, Faculty Council 2025
- Neelam Soundarajan, Faculty Council 2024
- Lauren Gannon Evans, USAC 2025
- Liana Crisan-Vandeborne, USAC 2024
- Valerie Rake, Staff appointed by CIO 2024
- Shivangi Agarwal, USG 2024
- Joe Laborie, CGS 2024
- Ari Wernick, IPC 2024

Administration
- Rob Griffiths, Chief Digital Learning Officer
- Cynthia Carnes, VP for Research (or designate)
  - Zeynep Benderlioglu (attended on behalf of the VP for Research)
- Cindy Leavitt, CIO (or designate)
  - Lynne Sanbe (attended on behalf of the CIO)

Guests
Several university stakeholders attended CAT meetings during the 2023-2024 academic year and provided valuable input. These university partners included:

- Lisa Rice, eLearning and Technology Senior Analyst, Innovation Management, OTDI
- Travis Ritter, Director of Learning Systems, OTDI
- Elizabeth Vu, Director of Distance Education, College of Arts & Sciences
- Ryan Judy, Web Channel Manager, Office of Marketing & Communications
- Casey Rinehart, Director of Distance Education & Learning Design, EHE
- Janet Stackpole, Director of Information, Risk, Outreach & Disaster Recovery, OTDI
- Todd Flowers, Director of Information Security Operations, OTDI
- Jason Lemon, Vice Provost and Dean for Online Learning

CAT Meeting Schedule 2023-2024 Academic Year

Whole-Committee Meeting Schedule

During the 2022-23 academic year, CAT held 5 meetings at the whole-committee level. Attendance lists for the whole-committee meetings in the 2023-2024 academic year are included in Appendix 1. The whole-committee meetings were held in CarmenZoom on the following dates:

- October 2, 2023
- November 6, 2023
- December 4, 2023
- February 12, 2024
- April 1, 2024

Sub-Committee Meeting Schedule

As explained below, CAT formed two subcommittees this academic year: the OSU Online subcommittee, and the Technology Tools for Academics and Research subcommittee. The CAT subcommittees met virtually on the following dates:

- OSU Online Subcommittee
  - January 8, 2024
  - March 4, 2024
- Technology Tools for Academics and Research Subcommittee
  - January 22, 2024
  - March 18, 2024

CAT Whole-Committee Meetings

Academic Technology Landscape: Stakeholder Presentations

At the beginning of the academic year, key university stakeholders engaged in academic technology visited CAT to provide an overview of their respective units. The objective of these meetings was to provide CAT members with an overview of the current landscape of academic technology at OSU. Each stakeholder discussed their unit's objectives, activities, and future initiatives. Some stakeholders delivered PowerPoint presentations, which are included Appendices 2 thorough 5. These stakeholders that visited CAT in Autumn 2023 included:

- Anika Anthony, Associate Vice Provost and Director, Michael V. Drake Institute for Teaching and Learning
- Lynne Sanbe, Chief Applications Officer
- Rob Griffiths, Assistant Vice Provost, Online Learning and Innovation, OSU Online
- Elizabeth Vu, Director of ASC Distance Education
- Casey Rinehart, Director of EHE Distance Education and Learning
- Jason Lemon, Vice Provost and Dean for Online Learning
- Janet Stackpole, Director of Information Security Risk, Outreach and Disaster Recovery
- Todd Flowers, Director of Information Security Operations, Office of the Chief Information Security Officer

Web Policy Update

In addition to the presentations above, Ryan Judy, the Web Channel Manager for the Office of Marketing and Communications Brand Experience, visited CAT to discuss the current update of the University Web Policy, which has not been updated in several years. The objective of this update is to maintain a consistent and responsible web presence for the Ohio State University, and to ensure that all university websites comply with university policies and rules, and with local, state and federal laws. Given the groundbreaking advances in information technology in recent years, it was essential that this policy be reviewed and updated to account for the current landscape and capabilities of information technology.

In the spring of 2023, a group of university stakeholders was assembled to draft the updated policy. The draft was shared for university-wide feedback in AU23. Eighteen pieces of feedback were received by the web policy writing group, which were related to policy's scope, the roles and responsibilities of web leads and technical managers, how the inventory system will interact with other processes and systems, the composition of the governance council, and clarifications on definitions. In response to this feedback, the writing group made clarifications in the web policy and edits to policy language. The web policy writing group presented the updated draft to the University Policy Review Council (UPRC) on June 28 and received feedback. Currently, the writing group is continuing to revise the standards and guidelines, is supporting the work of the inventory tool, and is developing training and communication around the policy. The writing group is slated to receive cabinet approval in December 2024, and it expects to implement the updated Web Policy in January 2025.

Proctoring Committee

In the AU23, Lisa Rice, eLearning Technology Senior Analyst at OTDI, sent a request for participation to CAT members, and to faculty and staff at OSU that are highly engaged with remote proctoring. For more than a decade, OSU has used Respondus Lockdown as a proctoring tool, which is primarily used in in-person settings (e.g., in testing centers and for in-class exams). Several years ago, the university conducted an RFP for a remote proctoring tool and selected the AI-powered tool Proctorio. The OSU contract with Proctorio began in January 2018 and ended at the end of spring 2024. Initially, Proctorio was primarily used in online classes. However, in the context of teaching and learning post-Covid, there was a shift in the usage patterns of Proctorio. In recent years, Proctorio was used most often in in-person classes for remote or in-class assessments. OSU survey data has shown that Proctorio is not well-liked by members of our university.

Since the OSU-Proctorio contract was ending, the university conducted an RFP for a remote proctoring tool in AU23, with closing bids due by December 8, 2023. OTDI created a proctoring committee composed of university members that were highly engaged in remote proctoring and were willing to participate in the committee. The proctoring committee was further divided into seven subcommittees: Administration and Management, Security and Privacy, Accessibility, Support, Pricing and Contract, Peer References, and Recommendation Writing. Sharepoint and Teams spaces were created for the committee, proctoring tool demos were presented to the

committee on December 12, and surveys and rubrics were distributed to the committee to solicit feedback.

After comprehensive information gathering and vetting processes, [Honorlock](#) was selected as the university's remote proctoring tool and was fully integrated into CarmenCanvas for use beginning in SU24. Honorlock is available in every course at Ohio State, however, it is at the discretion of the instructor if the tool will be enabled in CarmenCanvas and utilized by students. OTDI recommends that Honorlock only be used for high-stakes exams. Honorlock may not be used by minors, and it is only compatible with PCs, Macs, or desktops. Honorlock must be used with Google Chrome.

CAT Subcommittee Meetings

Background: Distance Education at OSU

The Office of Distance Education and eLearning (ODEE) was created in Autumn 2012, with the objectives of coordinating efforts for Distance Education and eLearning strategies for the university and of growing net-new students and revenue for the university through the creation of online programs. Distance education would be integrated into the OSU academic culture and support systems, and both online and face-to-face classes would have the same rigor and quality expectations. Mike Hofherr was named AVP for ODEE in 2012, interim CIO in 2012, and CIO and VP for ODEE in 2014.

In Spring 2013, the 2014-2018 ODEE strategic plan was developed, with the 5-year goal of 15 distance education programs generating $25 million in net new revenue for the university. Revenue generation was a key goal after the 2008 economic downturn. In FY2015, 13 distance education programs were approved generating some $4 million in university revenue, and in FY16, there were 19 approved programs generating some $9.3 in revenue. The 2017-2020 strategic enrollment plan was released.

In FY2017, distance education programs began scaling more quickly, with:

- 25 approved programs generating some $11.7 million in university revenue in FY2017
- 31 approved programs generating some $13.7 million in university revenue in FY2018
- 41 approved programs generating some $18.4 million in university revenue in FY2019
- 48 approved programs generating some $28 million in university revenue in FY2020
- 56 approved programs generating some $37.2 million in university revenue in FY2021
- 64 approved programs generating some $45.6 million in university revenue in FY2022

In 2021, the OCIO and ODEE at OSU coordinated emergency remote instruction in response to the Covid-19 pandemic. A hiring freeze for central units at OSU followed, as well as a 10% budget cut. Colleges such as ASC, EHE, and the College of Pharmacy began developing their own distance education teams to meet the unique needs of the respective colleges. The 2022-

2024 strategic enrollment plan was announced by President Johnson, with the goals of increasing enrollments and maximizing revenue.

In Autumn 2021, Cindy Leavitt was named the CIO and VP of ODEE. In early 2022, the Offices of the CIO (ODEE, OCIO, and Information Security) combined to operate as a single organization named the Office of Technology and Digital Innovation (OTDI). During this transition (in Spring 2022), the CIO integrated ODEE into IT, renaming it Digital Learning and Student Success (DLSS). The DLSS reported to the CIO, within the Office of Technology and Digital Innovation (OTDI).

During Spring 2022, OSU also conducted an external review to identify opportunities to increase online education enrollments and university revenue. A result of this external review was the recommendation to move online programming out of IT and into OAA. As a result, a major shift occurred within OTDI starting January 2023, with services being divided across two university units. All technology-specific staff and functions, including learning tools and classroom spaces, remained in OTDI, and the remaining staff moved to OSU Online. Academically oriented services from DLSS were renamed Digital Learning and were under the purview of Rob Griffiths, who now reported to the Provost. In Spring 2023, a hiring committee was established for the VP and Dean of Online Learning, and Jason Lemon began his role in this position in Summer 2023. Lemon presented the new OSU Online model to university deans and to several groups of stakeholders on campus, including CAT. The goals of OSU Online are revenue generation, efficiency, and high-quality learning experiences.

Given this major shift in how academic technology is structured and managed at OSU, and the creation of the new OSU Online model, the OSU Senate Faculty Cabinet recommended that CAT create two subcommittees: the OSU Online subcommittee, and the Technology Tools for Academics and Research subcommittee. These subcommittees were formed in the 2023-2024 academic year, and are tasked with staying informed about policies, funding structures, and current & upcoming initiatives in both units, with a goal of supporting effective communication across OSU.

The OSU Online subcommittee is tasked with discussing the following topics, and ensuring that CAT is regularly updated on these topics:
- Academic programming
- Support for online programs
- Campus & community collaborations
- Funding structures
- Enrollments
- Staffing
- Current & future initiatives

The Technology Tools for Academics and Research subcommittee with discussing the following topics, and ensuring that CAT is regularly updated on these topics:

- How technology tool management is distributed across OSU (e.g., OTDI & colleges)
- How technology tools are funded
- How decisions regarding software adoption are made (e.g., committees, colleges, deans)

- The pitfalls of requiring a tool that hasn't been vetted for accessibility or security
- If a faculty member or department adopts an unvetted tool, processes and alternatives for students that cannot access the tool due to accessibility or affordability
- The processes for requesting a tool adoption
- Possibilities for streamlining processes for adopting technology tools and clear, university-wide communication regarding these tools

In January 2024, the subcommittees began meeting bi-monthly. The subcommittees reported their activities during the whole-committee CAT meetings. The 2023-2024 CAT members expressed interest in continuing the subcommittee meetings in the 2024-2025 academic year.

OSU Online Subcommittee

The OSU Online subcommittee met virtually on January 8, 2024, and March 4, 2024, and provided a subcommittee update during the while-committee CAT meeting on April 1, 2024. The subcommittee members included:

1. Joe Laborie (Co-Chair)
2. Rob Griffiths (Co-Chair)
3. Detra Price-Dennis
4. Lauren Gannon Evans
5. Ralph Greco
6. Jane Hammons
7. Fábio Leite (CAA representative)

Given that this was the first year for the subcommittee, the Spring 2024 meetings were focused on discussing the subcommittee's objectives and charge, gathering relevant resources and sharing them in the subcommittee Teams space, and writing an initial report that outlines the following topics:

- The journey from ODEE to OTDI and the creation of OSU Online
- The business funding and tuition model for distance education
- The OSU Online partnership model
- University support for online program development
- Instructional support for online course development
- A summary of the OSU Online Summit on April 22, 2024
- Goals for OSU Continuing Education

The proposed goals for the OSU Online subcommittee for the 2024-2025 academic year are as follows:

- Advance a unifying university-level mission statement for online education
- Advance education and solutions to colleges about programs at or above the 50% substantive change threshold without approval

- Communicate the ideal Ohio State Online program development process, and attend to the data elements needed for an online program launch and continuous improvement
- Discuss program design complications when one online program is intending to meet the needs of multiple audiences, and costs for how to achieve net new enrollment growth
- Advance program administration considerations in addition to curricular approval, innovation, and tools for workforce development
- Develop college curriculum committee onboarding and training materials

The OSU Online subcommittee Teams space is contained within the Committee on Academic Technology Teams channel. All 2023-2024 subcommittee members have access to this Teams space. Both the Teams space and the 2023-2024 CAT OSU Online report will be valuable resources for the 2024-2025 CAT members and chair. The 2023-2024 CAT OSU Online report is included in Appendix 7.

Technology Tools for Academics and Research Subcommittee

The Technology Tools for Academics and Research subcommittee met virtually on January 22, 2024, and March 18, 2024, and provided a subcommittee update during the while-committee CAT meeting on April 1, 2024. The subcommittee members included:

1. Lynne Sanbe (Co-Chair)
2. Valerie Rake (Co-Chair)
3. Liana Crisan-Vanderborne
4. Lisa Rice
5. Neelam Soundarajan
6. Sabine Jeschonnek
7. Jan Pierskalla
8. Anika Anthony
9. Tara O'Brien

The Spring 2024 Technology Tools for Academics and Research subcommittee meetings focused on listening to the voices of the varied subcommittee members, who all brought unique knowledge and expertise to the table. The co-chairs asked members to share the pain points they were experiencing regarding academic and research tools, and any solutions or ideas they would like to see implemented by OTDI. The feedback and recommendations provided by the subcommittee members included the following:

- Ease the faculty user experience journey by understanding what the "nuts and bolts" of being a faculty means
- Instead of purchasing new tools with bells and whistles, expand the knowledge base for faculty and students of basic tool functionality
- Create communications that enable faculty and students to understand what tools are available in a user-friendly way (e.g., promote the tools that are available; create a software database easily shows what is available; develop user-friendly ways in which faculty and students can understand the functions of a tool with examples of how the tool

is being used on campus; develop a GAP analysis to identify what is missing; possibly develop a social tool around this space)

- Develop ways in which faculty can have direct contact with academic technology staff, rather than placing a ticket for help
- Improve the Workday user interface for the casual user, especially with regard to: travel, hiring undergraduate and graduate students, and providing in-system context-sensitive help that is specific to Ohio State questions and usage
- Integrate tech tools into Carmen Canvas with icons for quick navigation and ease of use
- Improve communication by giving talking points to Faculty Affairs and deans
- Be open and transparent about the governance process – document the process and vetting, be clear about the decision, and socialize decisions with faculty
- Enable access to CarmenCanvas for historical research purposes and accreditation
- Develop collaborations across institutions, including internationally
- Connect faculty and experts that are using a tool to create a 'train the trainer' approach to educating faculty about the OSU technology tool set

In Spring 2024, the Technology Tools subcommittee met with Ginger Breon (CTO) to learn about the Software Purchasing Working Group, and with Jeff Allen (Sr. Director, Enterprise Business Solutions) to discuss Workday suggestions and next steps.

In the 2024-2025 academic year, faculty and student members of CAT are encouraged to join the Technology Tools subcommittee. Additionally, CAT would benefit from a dynamic Teams space within the CAT Teams channel where subcommittee documents (e.g., agendas, minutes, PowerPoints, documents) can be shared and preserved for future CAT committees.

Transition to 2024-2025 academic year

The 2023-2024 academic year was CAT's second year as a University Senate committee. During the academic year, CAT members expressed interest in the committee's continued role in meeting with stakeholders and receiving information regarding education technology at OSU, for continuing the work of the CAT subcommittees during the 2024-2025 academic year, and for engaging with the topics of course accessibility and Generative AI in teaching and learning. The members of CAT will elect a new committee chair in Autumn 2024. The OSU Senate Recording Secretary will communicate with CAT members in Autumn 2024 to schedule the first CAT meeting of the year.

Appendix 1: CAT Whole-Meeting Attendance Lists

October 2, 2023

1. Joe Laborie
2. Lynne Sanbe
3. Tara O'Brien
4. Rob Griffiths
5. Travis Ritter
6. Shivangi Agarwal
7. Lisa Rice
8. Neelam Soundarajan
9. Liana Crisan-Vandeborne
10. Detra Price-Dennis
11. Elizabeth Vu
12. Jane Hammons
13. Ryan Judy
14. Casey Rinehart
15. Lauren Evans
16. Anika Anthony
17. Stephanie Aubry

November 6, 2023

1. Janet Stackpole
2. Todd Flowers
3. Ari Wernick
4. Joe Laborie
5. Tara O'Brien
6. Valerie Rake
7. Jason Lemon
8. Jane Hammons
9. Rob Griffiths
10. Jan Pierskalla
11. Sabine Jeschonnek
12. Liana Crisan-Vandeborne
13. Ari Wernick
14. Lauren Evans
15. Lynne Sanbe
16. Travis Ritter
17. Anika Anthony
18. Shivangi Agarwal
19. Detra Price-Dennis
20. Neelam Soundarajan
21. Cynthia Carnes
22. Ralph Greco

23. Titus Lux
24. Isaac Ariza
25. Stephanie Aubry

December 4, 2023

1. Valerie Rake
2. Jan Pierskalla
3. Liana Crisan-Vandeborne
4. Neelam Soundarajan
5. Detra Price-Dennis
6. Anika Anthony
7. Sabine Jeschonnek
8. Jane hammons
9. Lynne Sanbe
10. Tara O'Brien
11. Lauren Evans
12. Rob Griffiths
13. Joe Laborie
14. Greco Laptop
15. Detra Price-Dennis
16. Lisa Rice
17. Stephanie Aubry

February 12, 2024

1. Joe Malinger
2. Valerie Rake
3. Neelam Soundarajan
4. Joe Laborie
5. Sabine Jeschonnek
6. Jan Pierskalla
7. Rob Griffiths
8. Liana Crisan-Vandeborne
9. Lisa Rice
10. Tara O'Brien
11. Lynne Sanbe
12. Jane Hammons
13. Cynthia Carnes
14. Detra Price-Dennis
15. Lauren Evans
16. Stephanie Aubry

April 1, 2024

1. Rob Griffiths

2. Valerie Rake
3. Joe Laborie
4. Zeynep Benderlioglu (Cynthia Carnes' designee)
5. Neelam Soundarajan
6. Jan Pierskalla
7. Tara O'Brien
8. Lisa Rice
9. Detra
10. Detra Price-Dennis
11. Angela Falconi
12. Jan Pierskalla
13. Stephanie Aubry

Appendix 2: Drake Institute Presentation

Michael V. Drake Institute for Teaching & Learning
October 2023

THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Presentation Overview

- Who We Are
- What We Do
- 2023-24 OAA/University Initiatives
- Educational development support across modalities

THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Vision

Our vision is to promote teaching excellence to advance the educational mission of the university and enhance student learning

THE OHIO STATE UNIVERSITY
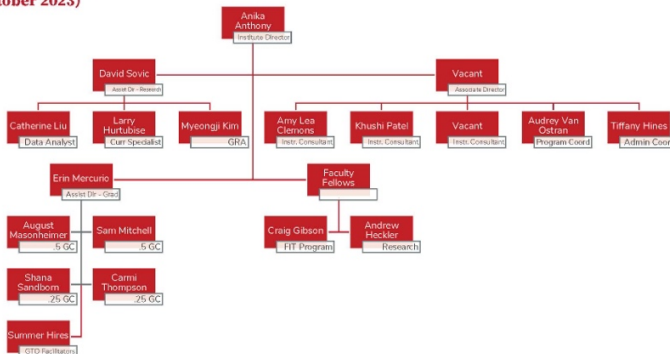DRAKE INSTITUTE FOR TEACHING AND LEARNING
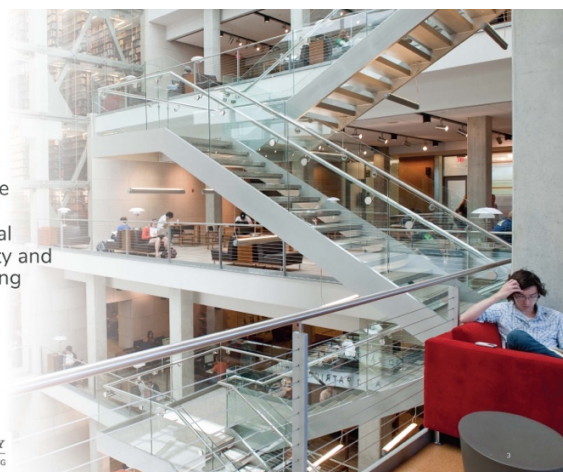
Mission

Our mission is to provide services and programs that:

- Cultivate teaching excellence among **all who teach and support instruction** at the university
- Integrate and enhance **teaching and learning initiatives** that support academic programs, elevating them to the institutional level
- Improve **learning experiences** for our students
- Support the university as a **national leader** in teaching, learning, and research

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

Draft Organizational Chart
(October 2023)

THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Anticipated 100% FTE Staff (as of October 2023): 11

Some of Our University Collaborators

- Institute Affiliates
- Teaching & Learning Collaborative
- Institute Advisory Committee
- Academic Units
- Support Units
    - OAA Faculty Eminence
    - OAA Student Success & Academic Excellence
    - Committee on Academic Misconduct
    - Office of Technology and Digital Innovation
    - Office of Diversity and Inclusion
    - Ohio State Online
    - University Libraries
    - University Registrar

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Educational Development Support

- Individual Instructor Support
- Instructional Development Support
- Organizational Development Support

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

https://podnetwork.org/about/what-is-educational-development/

Individual Instructor Support

One-on-one, individualized support for faculty, graduate students, and postdocs who teach and who are preparing for academic careers

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

Individual Instructor Consultations

One-on-one consultations on evidence-based and best practices related to teaching and learning topics, including:

Assessing student learning	Career progression	Classroom management	Assignment/ activity design
Inclusive teaching	Evidence-based instructional strategies	Teaching international students	Mentoring other faculty
Peer review of instruction	Interpreting and applying SEIs	Engaging in SoTL/DBER	Supervising and mentoring GTAs & TAs
Syllabus construction	Constructing a teaching portfolio	Constructing a DEI statement	Work/life balance

THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Small Group Instructional Diagnosis

Staff are available to observe and provide formative feedback on classroom instruction and conduct a Small Group Instructional Diagnosis (SGID) to assist teachers in refining and improving their teaching practice.

- In-class focus groups
- Classroom observations
- Instructional consultations

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

Instructional Development Support

Support to develop or revise courses and curricula, as well as broad programming on effective teaching and assessment strategies

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

Events, Workshops & Learning Communities

Common Topics:
- Inclusive teaching
- Student engagement
- Active teaching strategies
- Assessing student learning
- Teaching portfolios
- Others by request

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THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Course Design Institute

Immersive, interactive, guided experience for developing new or significantly revised courses

Evidence-Based Approach

- Backward Design
- Significant Learning
- Universal Design

Multiple Models

- Classic (5 week)
- Mini (4 day)
- Just-In-Time (2 hours)
- Online
- Customized for Programs

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THE OHIO STATE UNIVERSITY
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Faculty FIT Program

Foundation, Impact, Transformation

- Intro to Teaching @ Ohio State
- Designing for teaching effectiveness
- Inclusive teaching
- Evidence-based teaching practices
- Addressing student learning needs and interests
- Building community

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THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

GTA Toolkit

By Graduate Students for Graduate Student Teaching

Series of monthly workshops offered throughout the fall and spring semesters

Covers a range of topics meant to reinforce or deepen graduate students' understanding of teaching strategies that can be immediately applied to practice

Opportunity for graduate students to learn from each other and build community and a culture of teaching at Ohio State

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CIRTL at Ohio State

Center for the Integration of Research, Teaching and Learning

"The CIRTL mission is to enhance excellence in undergraduate education through the development of a national faculty committed to implementing and advancing effective teaching practices for diverse learners as part of successful and varied professional careers."

- Institute Serves as CIRTL OSU Home
- Network includes 40+ Member Institutions
- Provides local and cross-network programming
- Local Efforts and Engagements
  - Contribute to cross-network programming
  - CIRTL Learning Communities
  - Plan 2023/2024 Teaching as Research Program

THE OHIO STATE UNIVERSITY
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Organizational Development Support

Strengthen leadership and organizational capacity to support and advance excellence in teaching and learning through developing programs and services in partnership with university collaborators

THE OHIO STATE UNIVERSITY
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New Faculty Orientation & Graduation Teaching Orientation

Build confidence in their new teaching identity

Apply evidence-based teaching principles to their appointment

Connect with people and resources on campus who can support their teaching

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DRAKE INSTITUTE FOR TEACHING AND LEARNING

General Education Support

Customized GE Course Design Institute
- Structured, focused, collaborative experience
- Guided application of evidence-based frameworks
- Feedback-focused experience to support design and development of new GE courses

Consultative Support
- Individual instructor consultations
- Group or cohort consultations
- Department/Program consultations

Mid-Course Formative Feedback Initiative
- Expanded pilot of MCFI process with GE Launch Seminar and the HHMI Driving Change Project

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Supporting Instructors of New First Year Students

Generate Ideas & Collect Information
Working group:
- Discuss objectives, potential audience, & prioritized topics
- Provide preliminary data & information

Drake Institute Consultation
Drake Institute Staff & Network:
- Synthesize ideas and information
- Develop a customized programming & resources proposal

Develop & Implement
Working group and Drake Institute Staff & Network:
- Programming & resources
- Evaluation & iteration

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Teaching Endorsement Program

CIRTL @ Ohio State Associate Endorsement
Course Design in Higher Education: Learning Design and
    Scholarship in Pharmacy
Course Design: Distance Education Program Pathway
Course Design: EHE Course Design Camp Pathway
Course Design: CDI Institute Pathway
Culturally Responsive Advising & Student Support for Success
Course-based Undergraduate Research (CURE) Institute
Digital Humanities Pedagogy
Digital Media and Composition
Documenting Teaching
Educator Development Program 1: Teaching & Learning Series
Educator Development Program 2: Educator Research Series
Inclusive Teaching
Meaningful Inquiry
New Faculty FIT Teaching and Learning
Research Mentoring Training
STEP Mentors
Teaching Ethics and Human Values
Teaching Information Literacy
Teaching Online
Teaching Through Writing
Technology-Enhanced Teaching

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THE OHIO STATE UNIVERSITY
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Grant Support

Instructional support for the HHMI-funded **Driving Change Initiative** across STEM departments

Support curricular and instructional design for the NSF-funded **QuSTEAM project**

Scholarship of Teaching and Learning support for the NSF-funded **Innovations in Graduate Education** *Training Wicked Scientists* project

Support for the development and implementation of sponsored projects that involve teaching and learning and align with our mission

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THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Promoting Teaching Excellence at Ohio State

Leveraging communication channels to disseminate Ohio State research and initiatives, amplifying the work of instructors and academic units, and contributing to the educational development community

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THE OHIO STATE UNIVERSITY
DRAKE INSTITUTE FOR TEACHING AND LEARNING

Scholarly Teaching & Research Support

Programs aimed at advancing and facilitating the Scholarship of Teaching and Learning to situate Ohio State as a leader in teaching innovation and excellence

Book Groups

Learning Communities

Scholarship and Research

Research Grants

Grants to Implement

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Disseminating Our Work

2023-24 OAA/University Initiatives

- Academic Integrity
- Civil Discourse Initiative
- Classroom Environments that Support Active Learning
- Community-Engaged Learning & Workforce Development
- General Education Curriculum
- HHMI Driving Change Grant
- Mentoring
- Technology-Supported Learning (Distance Education, Generative AI, OSU-vetted and supported tech tools and training/suggestions for using these tools)

Drake Institute Support for Teaching Across Modalities

- Individual consultations
  - Effectively using Carmen for in-person, online, and hybrid courses
  - Using student response systems across modalities to support active learning
  - Designing assignments to allow/discourage students' use of generative AI
  - Gathering and reflecting on mid-course student feedback across modalities
- Instructional development support
  - Workshops (e.g., technology to support active learning, AI and considerations for teaching, designing ePortfolio assessments, modeling use of technologies in workshops)
  - Instructional redesign support
- Organizational development support
  - Responding to departmental requests for customized workshops
  - Supporting teaching projects across the university that leverage digital technologies

Thank you!

Email: Drakeinstitute@osu.edu
Website: https://drakeinstitute.osu.edu/

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Appendix 3: EHE Center for Digital Learning and Innovation Presentation

EHE's Academic Tech Landscape

- University approved tools
- EHE Supported Technologies
  - H5P
  - Hypothesis
  - ThingLink
  - *Echo360 (recently retired)*
- Partnerships

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Academic Technology Considerations

- Consistency for learner experience
  - Enterprise tools (e.g., media platform, credentialling system)
  - Accessibility and Academic Technologies

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THANK YOU!

Contact Us:
Email: CDLI@osu.edu
Website: https://cdli.ehe.osu.edu

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Appendix 4: ASC Office of Distance Education Presentation

**Office of Distance Education
in the College of Arts and Sciences**

ascode.osu.edu

OFFICE OF DISTANCE EDUCATION

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COLLEGE OF ARTS AND SCIENCES

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COLLEGE OF ARTS AND SCIENCES

ASC ODE

- Course Consultations and Reviews, ASC Curricular Advisor
- Instructional Design Support (individual consults and group workshops)
- Distance Education Program Development and Management
- Resource Development (website resources, tool training courses, teaching forums, faculty spotlights, etc.)
- ScarletCanvas (public course and outreach effort) development and course creation
- Special Projects leveraging distance education (course share initiatives, etc.)
- College-Level Teaching Toolset Management (teaching tools needed within the college not offered at the enterprise level, textbook integrations with Canvas, etc.); contribute to enterprise-wide adoption considerations

Appendix 5: Digital Security and Trust Services Presentation
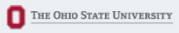
About Our Organization

- Digital Security and Trust (DST) keeps Ohio State's users and data secure.

- DST works to ensure that users adapt safe practices when they use technology to keep their information safe as well as securing the data entrusted to The Ohio State University.

- Not only do external regulators require that our health, financial, student and research data be securely managed, but we also need to provide the high level of data security expected by our students and partners. Translating DST strategy into execution is the work of all Buckeyes, requiring an unwavering commitment to our stakeholders and ongoing collaboration across the university community.

4

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Rich Nagle
Chief Information Security Officer

Rich Nagle began his journey at Ohio State in 2015 as Associate Director of Identity & Access Management. He was appointed as the first Deputy CISO at Ohio State in 2018, leading I&AM as well as leading Security Intelligence, Endpoint Security and Intrusion Detection and Incident Response (ID/IR).

Before coming to Ohio State, he served as a leader in information systems and security with experience in software development, finance, banking, manufacturing and distribution industries.

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Information Security Operations

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Operations Leadership Team

Todd Flowers, CISSP
Director
Information Security Operations

Matt Stvartak
Associate Director
Security Intelligence

Matt Williams
Associate Director
Information Protection

Solomon Ford
Lead IT Security Engineer
Intrusion Detection / Incident Response

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Security Intelligence

Log Management
- Support Incident Response Capabilities
- Support Operational Intelligence for Troubleshooting and Metrics

Penetration Testing
- Technical Testing (Network/Web Application/KRI/etc.)
- Service Based Penetration Testing
- Red (Offensive) Teaming

Industrial Control Security (ICS)
- ICS Governance
- ICS Technical Assessments
- ICS Vulnerability Monitoring Service

DST Information Systems Management
- Support and maintenance of DST systems including IAM, Incident Response, Splunk, networking, and remote access

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Information Protection

Email Security
The Email Security Gateway protects the university from cyber-attacks that use email. We do this with the use of multiple layers of filters that each look for different threats.

Vulnerability Management
Vulnerability Management provides enterprise tools and services to assist university units with customized solutions to manage risk. Our Security Center features customizable dashboards and reporting, flexible access controls and several scanning architecture options, as well as compliance assessments for needs such as configuration benchmarks.

Enhanced Endpoint Protection
Enterprise Security's Client Protection / Endpoint Defense service offers an agent-based solution to detect and stop the spread of malicious software threats (virus, malware, adware, etc.). A management console provides agent configuration management, health and malware activity reporting. Colleges and departments may use this software on university owned systems at no additional cost.

Data Loss Prevention
The Data Loss Prevention service provides a centrally supported offering that helps empower colleges and departments to improve their data visibility by discovering sensitive data such as Social Security numbers and credit card numbers. This service is available at no cost for use on university owned systems.

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CAT Annual Report AY23-24

Intrusion Detection / Incident Response

Intrusion Detection
- Monitor University networks, systems, and accounts for signs of intrusion, compromise, data exposure, misconfiguration, and other IT security concerns; report detections to appropriate IT security stakeholders and ensure appropriate remediation
- Take emergency action as needed to reduce the risk of abuse or harm to University resources

Incident Response / Investigations
- Investigate detected & reported IT security events to identify whether a data exposure has occurred
- Perform forensics of University systems & cloud accounts/services
- Collect/analyze/preserve evidence and issue reports for IT security related investigations performed on behalf of DST, as well as University partners, including HR, Committee on Academic Misconduct (COAM), OSUPD, and other law enforcement
- Determine whether the Data Incident Response Team (DIRT) or OSUMC's Potential Breach Notification Committee should be convened, and provide reporting
- Report data exposures to regulatory agencies; facilitate notification of affected individuals and issuance of personal credit monitoring services

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Identity and Access Management

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Privacy Program and Security Governance

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Privacy and Security Governance

Jen Elliott
Director of Privacy and Information Security Governance

Rob Clifford
Senior Lead Security Engineer

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Security Governance

Information Security Framework (ISCR)

Information Security Policy

Security Governance focuses on developing the rules regarding controls the university puts in place to secure our information.

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Privacy Program

Privacy Impact Assessments

Privacy Policy

Cookie Banner

Texting

The privacy program develops processes and programs that guide and govern the access, use, and disclosure of Ohio State information.

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Risk Management, Outreach, and Disaster Recovery

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Risk, Outreach, and DR Leadership

Janet Stackpole
Director
Information Security Risk, Outreach, and DR

Brett Cosma
Lead Security Engineer

Open Position
Lead Security Analyst

Roland Kreml
Associate Director,
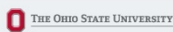Disaster Recovery and
Outreach

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Risk Management

Information security risk management involves identifying, prioritizing, managing, and monitoring risks to information systems.

Enterprise Systems

Risk Monitoring

Vendor Risk

Consultation

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Outreach

Cybersecurity awareness is an ongoing process of educating and training OSU staff, faculty, and students about the threats that lurk in cyberspace, how to prevent such threats, and what they must do in the event of a security incident.

Cybersecurity4U Awareness Platform

Cybersecurity Days

Role Based Training

Phishing Exercises

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Disaster Recovery

Disaster Recovery allows the university to maintain, resume or restore mission-critical systems and infrastructure following a disruption of information technology services.
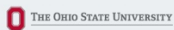
Assessment

Consultation

Planning and Testing

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Digital Accessibility Services

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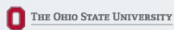
Disaster Recovery and Outreach

Kathy Braidic
Associate Director Digital Accessibility Services

Misty Lenhart
Senior Business Operations Analyst

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Digital Accessibility Services
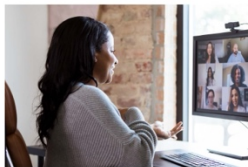
Training

Faculty, staff and student employees who acquire, develop or deliver digital information or services are required to complete accessibility policy and skills training.
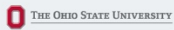
Assess

The university reviews digital products for accessibility functionality.

Requests and Complaints

Assist with accessibility requests and addresses complaints.

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Thank you!

We welcome your questions and suggestions.

Please contact DST otdi-dst@osu.edu

About DST and Cybersecurity Services
https://it.osu.edu/security/about

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Appendix 6: OSU Online 2023-2024 Subcommittee Report

To: Faculty Council Leadership

From:
- Joe Laborie, Co-Chair OSO CAT subcommittee;
- Robert Griffiths, Co-Chair OSO CAT subcommittee; AVP, Online Learning and Innovation, Ohio State Online
- Stephanie Aubry, Chair CAT; Assistant Professor of Teaching, Spanish and Portuguese

Re: CAT OSO Subcommittee AY23-24 Report

Date: July 29, 2024

PURPOSE/OVERVIEW

The goal of the Ohio State Online (OSO) subcommittee of the Committee on Academic Technology is to stay informed about policies, funding structures, and current and upcoming initiatives, with a goal of supporting effective communication across OSU.

The CAT OSO subcommittee was charged in December 2023 and launched in January 2024. The subcommittee met in January 2024 and March 2024 to develop this report. It presented to the CAT committee in February 2024 and April 2024.

BACKGROUND

Journey of ODEE→OTDI and creation of Ohio State Online

During late 2012, Ohio State moved learning technology from the Office of the CIO and combined it with a new line of services to support online program development—forming the Office of Distance Education and eLearning (ODEE) which reported directly to the provost and supported the intersection of education and technology [view the original ODEE strategic plan]. During the next nine years, related initiatives and services grew in ODEE, such as the affordable learning exchange (ALX), Digital Flagship (which evolved from College Ready Ohio and Digital First), digital wellness, conference convening and learning technology thought leadership, and professional learning related to teaching and learning with technology. For much of that nine-year journey, ODEE operated within the Office of the CIO because the initial AVP for ODEE became the interim CIO, and then CIO, shortly after ODEE was made its own organization. ODEE was largely treated as separate from other IT pillars due to its distinct academic mission and revenue-generating funding model—and was co-led with one leader focused on distance education initiatives and the other on eLearning initiatives.

As part of efficiency efforts, the Offices of the CIO created a shared services hub for marketing, communication, finance, HR, and videography that served the entire organization. In early 2022, the Offices of the CIO (ODEE, Office of the Chief Information Officer, and the Information Security) combined to operate as a single organization named Office of Technology and Digital
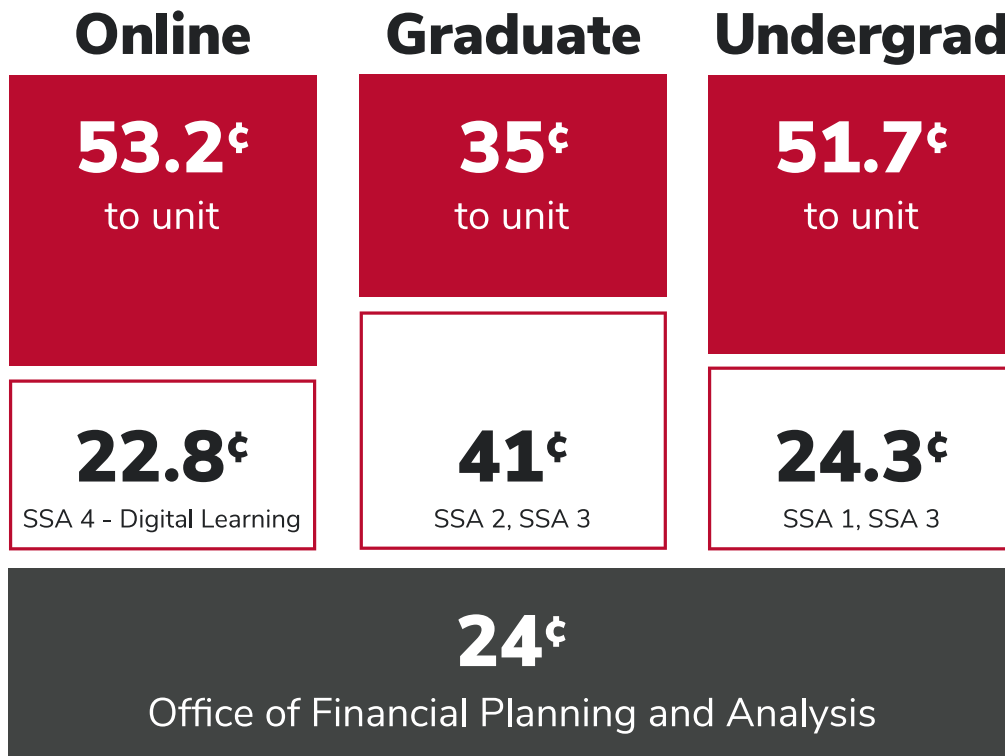
Innovation (OTDI). During that transition, ODEE was renamed Digital Learning and Student Success (DLSS) reporting to a single OTDI senior leader—a Chief Digital Learning Officer.

During 2022-2023, Ohio State conducted an external review to identify opportunities to support growth in online education enrollments and revenue—with a resulting recommendation to reposition online programming into OAA (and out from IT). This led to all technology-specific support staff and functions to remain in OTDI, which included learning tools and classroom technology. See the organizational shifts in IT from March 2020 to December 2022.

The remaining staff moved to a new organization, Ohio State Online, led by a vice provost and dean hired in July 2023. All people and services in Ohio State Online are funded by SSA4—the distance education budget model to support university online programs enrollment growth—following the same distribution timeline as other tuition revenue, meaning a 2-year average and 1-year lag based on a percentage of overall university tuition revenue.

     a. Business funding and tuition model
        i. Key for SSA4: ONL subplan and DL credit hours.
     b. Senate Fiscal 2013 approval—DE budget model to include all online programs

Revenue Per Tuition Dollar

Online	Graduate	Undergrad
53.2¢ to unit	**35¢** to unit	**51.7¢** to unit
22.8¢ SSA 4 - Digital Learning	**41¢** SSA 2, SSA 3	**24.3¢** SSA 1, SSA 3

24¢
Office of Financial Planning and Analysis

OSO Partnership Model

Starting during autumn semester 2023, the OSO Partnership Model was introduced to communicate the services and approach to support university online programs enrollment growth, including a presentation to the University Senate in September 2023 and via discussions with the Deans and every online programs leader.

The three domains of Ohio State Online include: **Fiscal Analysis**, **Online Enrollment** (learner facing support), and **Online Learning and Innovation** (instructor facing support and program administration support)—and these domains become a cross-functional support team for the colleges. The core mission of OSO is supporting colleges drive net-new enrollments in the college and for the university—with the colleges and its faculty owning programs and courses with admission criteria and academic support following the current models for undergraduate and graduate students.

Performed by Academic Unit	Performed via Partnership	Performed by Ohio State Online
Academic Oversight Degree Conferral	Goal Setting and Planning	Marketing—Research, Communication, Lead Generation
Admissions	Tracking and Reporting	Recruiting—Advising, Application, Enrollment
Curriculum	Coordination for Marketing and Recruitment	Student Re-enrollment— Connection and Administrative Support
Faculty Instruction	Implementation of Evidence-based Practices for Online Programs and Courses	Online Instruction Support— Goals, Outcomes, Graduation, Professional Learning, Instructional Design
		State Authorization, Reciprocity, and Licensure Disclosure research and approvals

Support for Online Program Development

Ohio State Online provides end-to-end support for colleges moving forward with an online program. In an ideal process, the workflow is:

Status	Action	Unit Contact	OSO Contact	Date Completed
	Notify (email or meeting) an intent to develop an online program	Program Lead	AVP Online Enrollment and Online Learning and Innovation	
	Market Opportunity Scan	Program Lead	AVP Online Enrollment	
	Market Competition Report	Program Lead	AVP Online Enrollment	

	Program Review and Optimization	Program Lead	AVP Online Learning and Innovation	
	Pro-Forma Projections	Unit CFO	AVP Business and Analytics	
	Review Authorizations / Disclosures Requirements	Program Lead	AVP Online Enrollment	
	GAA/CAA Program Intent Notification; Specialized Accreditation Intent Notification	Program Lead	AVP Online Enrollment and Online Learning and Innovation	
	Unit Proposal Development	Program Lead	AVP Online Learning and Innovation	
	MOU Signed			
	College Curriculum Committee Approval	Program Lead / Associate Dean	AVP Online Learning and Innovation	
	Graduate School Approval	Program Lead	AVP Online Learning and Innovation	
	Council on Academic Affairs	Program Lead	AVP Online Learning and Innovation	
	University Senate	CAA Chair		
	Board of Trustees	Provost		
	Ohio Department of Higher Education	Associate Provost for Academic Programs		
	Specialized Accreditation Body	Program Lead		
	Academic Plan Code, Stack Developed	Registrar	AVP Online Learning and Innovation	
	Application Created	SEM	AVP Online Enrollment	
	Cross Functional Team Finalized, Operations and tracking begin		Ohio State Online AVPs	
	Marketing Begins ~6 months before first enrollment term		AVP Online Enrollment	

Instructional Support for Online Course Development

Instructors seeking to enhance their expertise with individual online course delivery can find a wealth of information on the Teaching and Learning Resource Center—which is always on-demand: https://teaching.resources.osu.edu/teaching-topics. Key topics include:

Quick Start
- Evidence-based Effective Practices: https://teaching.resources.osu.edu/teaching-topics/teaching-online-effective-practices
- Carmen Common Sense: https://teaching.resources.osu.edu/teaching-topics/carmen-common-sense-best-practices

- Templates: https://teaching.resources.osu.edu/teaching-topics/online-hybrid-syllabus-template

Creating Engagement
- Instructor Presence: https://teaching.resources.osu.edu/teaching-topics/online-instructor-presence
- Student Interaction: https://teaching.resources.osu.edu/teaching-topics/student-interaction-online

Administration of Online Courses
- Peer Review for Online Courses: https://teaching.resources.osu.edu/teaching-topics/instructor-peer-review-teaching
- Policies: https://teaching.resources.osu.edu/teaching-topics/policies-online-teaching
- Academic Integrity for Online Education: https://teaching.resources.osu.edu/teaching-topics/strategies-tools-academic-integrity
- Copyright Considerations: https://teaching.resources.osu.edu/teaching-topics/copyright-best-practices-teaching

Ohio State Online Summit
On April 22, 2024, Ohio State Online and the Office of Academic Affairs hosted the Ohio State Online Summit with resources available at: https://buckeyemailosu.sharepoint.com/:f:/s/OSOLeadershipTeam/EjnAG_zZjsZMv7mePlv6g4kBv9XNrH-gm26SwPoxt3Y2wg?e=bD5IpB. The Summit featured a welcome video by Interim-Provost Karla Zadnik, framing and context by Vice Provost for Academic Affairs Randy Smith, and plenaries by Vice Provost and Dean for Ohio State Online Jason Lemon and our EAB--Education Advisory Board--colleagues. Three breakout sessions also occurred to focus on the strategy of online programs, online enrollment support, and online learning and innovation services.

About 170 representatives across each college and campus, as well as connected support organizations, attended.

Continuing Education

Changes to the higher education landscape, industry needs, demographics, and maintaining revenue and sustainability led to university-wide committees focused on definitions and frameworks for the future of workforce development at Ohio State. As part of the University's Workforce Development (WFD) recommendations, led by OAA and its charged WFD subcommittees, Ohio State Online has started movement toward a goal to coordinate, elevate, and advance in non-credit and workforce development for Ohio State, partnering to help learners have a stronger experience, colleges achieve greater administrative efficiency and growth, and position Ohio State as workforce development hub.

Key goals includes:
- Center Ohio State as a workforce development, continuing education hub for Ohioans, Ohio State alumni, and career/advancement seekers nationwide.

- Illuminate pathways, partnerships, and opportunities for personal and professional development for all.
- Develop a central front door, experience designed for how people are likely searching/seeking experiences.

Current state includes:
- Acquired a 3-year license to Destiny One, a non-credit administration platform paid in the first year by the New Skills Ready grant.
- Created workstreams to move toward a minimum viable product launch of Destiny One by Summer 2024—with several colleges participating in the beta launch.
- Facilitated discovery sessions with key colleges.
- Developed a list of implementation and policy issues to partner with WFD committees to solve.

PROPOSED AY24-25 CAT OSO SUBCOMMITTEE GOALS

- Advance a unifying university-level mission statement for online education.
- Advance education and solutions to colleges about programs at or above the 50% substantive change threshold without approval.
- Communicate the ideal Ohio State Online program development process—and attend to the data elements needed for an online program launch and continuous improvement.
  - Discuss program design complications when one online program is intending to meet the needs of multiple audiences—at a cost for how to achieve net new enrollment growth.
  - Advance program administration considerations in addition to curricular approval, innovation, and tools for workforce development.
- Develop college curriculum committee onboarding / training materials (triangulated with faculty and student onboarding, faculty peer review resources, etc.),

ADDENDUM

CAT OSO Subcommittee Members
1. Joe Laborie (Co-Chair)
2. Rob Griffiths (Co-Chair)
3. Detra Price-Dennis
4. Lauren Gannon Evans
5. Ralph Greco
6. Jane Hammons
7. Fábio Leite (CAA representative)

Ohio State University Distance Education Timeline

PHASE 1 – BUILD AN INFRASTRUCTURE TO SUPPORT DISTANCE EDUCATION

FY13
- **Autumn 2012 (December)** – The Office of Distance Education and eLearning (ODEE) is announced by then University President Dr. Gee and Provost Alutto to align existing excellence in eLearning support with an opportunity to advance online education. The goal: to coordinate efforts for Distance Education and eLearning strategies for the university and to grow net-new students and revenue for the university through the creation of online programs.
  - Mike Hofherr named AVP for ODEE.
  - DE will be integrated into the Ohio State academic culture and support systems; the university has same rigor/quality expectations for online as face-to-face.
  - New funding model allocates resources to achieve economies of scale, affording colleges to focus on enhancing the university academic mission.
- **Spring 2013** – Developed 2014-2018 ODEE strategic plan with a 5-year goal toward 15 distance education programs generating $25 million in net new revenue for the university.
  - Revenue generation is a driving goal after the economic downturn of 2008-09.

FY14
- **Summer 2013 (June)** – Mike Hofherr named interim CIO
- **Spring 2014 (March)** – Mike Hofherr named permanent CIO and VP for ODEE

FY15 – 13 approved distance education programs, ~$4m in revenue

- **Summer 2014** – Current class labels and program definitions into SIS and fiscal model implemented.

- **Autumn 2015** – An updated [strategic enrollment plan for 2017-2020](#) identified by then Provost Steinmetz: 35 distance education programs.
  - Expanded access to Ohio State expertise and affordability are driving goals.

FY16 – 19 approved programs, ~$9.3m university revenue distributed, #4 Grad Nursing USNWR

- ***Distance Education efficiency cut** – ~$320,000 (5% + unfunded 2% salary increase)*
- **2016-2021** – provided increased OAA project support (e.g., Drake T&L programming launch resources, Sesquicentennial history course, General Education programming, Assessment Conference, etc.)

PHASE 2 – SCALE MORE QUICKLY THAN BEFORE; PILOT CERTIFICATES

FY17 – 25 approved programs, ~$11.7m university revenue distributed, #3 Grad Nursing USNWR

FY18 – 31 approved programs, $13.7m university revenue distributed, #1 Undergrad USNWR, #2 Grad Nursing USNWR

- **2018** - The online support approach and budget model begin to become unsustainable.
- **Autumn 2018** - Completed a series of [organizational benchmarking reports](#)
- **Spring 2019** - An plan was introduced with APAC and curriculum committees to [coordinate program priorities and enrollment expectations for the online portfolio in 2019](#) (with [every college receiving an overview](#) of their online opportunities).

FY19 – 41 approved programs, ~$18.4m university revenue distributed, #3 Undergrad USNWR, #2 Grad Nursing USNWR

- **Autumn 2019** - Surpassed 2017-2020 strategic plan goals, enacted a process to collect enrollment plans toward a new strategic enrollment plan and [presented distance education market data and opportunities for every college and every program](#).
- **January 2020** - Each college began to receive follow-ups from identified opportunities before the team moved into [pandemic response](#).

FY20 – 48 approved programs, ~$28m university revenue distributed, #1 Undergrad USNWR, #4 Grad Nursing USNWR

- **Spring 2020 (March)** – Information Technology and eLearning led emergency remote instruction pandemic response; [Teaching & Learning Resource Center](#); workshops; staff support, CARES staffing plan for high impact courses, temporary Distance Learning (DL) course assurance process, virtual course

components scheduling guide, shared market trends due to Covid19 and trends impacting higher education, and more.

FY21 – 56 approved programs, ~$37.2m, #4 Undergrad USNWR, #3 Grad Nursing USNWR

- ***DE budget cut*** *– ~$1.1m (10%)*
- ***HR hiring freeze***
- **Summer 2020 (July)** – [Updated U.S. Dept. of Education definitions](#) for online education and licensure disclosure rules enacted.
- **Autumn 2020 (October)** – Diane Dagefoerde named interim CIO and VP for ODEE
- **Spring 2021**
    - Updated market reports presented to colleges about distance education program opportunities
    - ODEE presents a proposal to become OAA's coordinating hub for workforce education academic initiatives
    - Colleges (e.g., ASC, Pharmacy, EHE) begin developing and growing own distance education teams and learning technology tools
    - An updated strategic enrollment plan for 2022-2024 identified by President Johnson: 8,000 enrollments by 2031 (enrollments and maximizing revenue as driving goals)

PHASE 3 – RAPID SCALE, ALIGN EXPECTATIONS AND GOALS SIMILARLY TO INITIAL PANDEMIC RESPONSE

FY22 – 64 approved programs, ~$45.6m, #7 Undergrad USNWR, #1 Grad Nursing USNWR

- ***Distance Education experiences a negative reconciliation due to overall university enrollment decline***
- **Summer 2021**
    - [Updated DE services audit](#) and recommendations for growth report from EAB (Education Advisory Board)
    - [21st Century Guidelines](#) established and endorsed by the Higher Learning Commission and required by NC-SARA (state authorization)
    - Contributed to and edited a [Big10 Academic Alliance Online Leaders working group white paper](#) for next steps with distance education
- **Autumn 2021**
    - Cindy Leavitt named CIO and VP of ODEE
    - [Presentation with recommended steps provided](#) to the Strategy Enrollment Planning Committee
- **Spring 2022**
    - Cindy Leavitt integrates ODEE into IT and renames it Digital Learning and Student Success (DLSS) within the Office of Technology and Digital Innovation (OTDI)—Rob Griffiths moves into role to oversee the services and staff formerly within ODEE.

- o [Vision of Lifelong Learning](#) presented to President Johnson and Provost Gilliam.
- o [Alternative Credentials Framework](#) presented to APAC and CAA.

PHASE 4 – REASSESSMENT AND REALIGNMENT OF ONLINE EDUCATION AT OHIO STATE

FY23 – 74 approved programs, ~$54.6m, #11 Undergrad USNWR, #2 Grad Nursing USNWR

- ***All FY23 OTDI distance education net new revenue redirected to Digital Flagship / Buckeye Technology Equity Commitment [TEC]***
- **Summer 2022**
  - o [Deans survey](#) distributed
  - o Ohio State Online self-study
  - o Serena Matsunaga (external consultant) University Readiness Review
- **Autumn 2022**
  - o Serena Matsunaga [review presented to Deans](#)
  - o Online Education Committee Charged
  - o Academically oriented services from DLSS followed Rob Griffiths to report to the Provost—renamed Digital Learning. Former ODEE technology-oriented services remained in OTDI—Learning tools and classroom spaces.
- **Spring 2023**
  - o Hiring committee established for VP and Dean of Online Education
  - o Provost charged online committee finishes [current](#) and [future](#) state documents.
  - o Strategic Enrollment Management planning process begins with all colleges.

PHASE 5 – LAUNCH OHIO STATE ONLINE

Estimated FY24 – ~$59.8m, #7 Undergrad USNWR, #4 Grad Nursing USNWR

- ***Distance Education Revenue separated from OTDI***
- **Summer 2023**
  - o Jason Lemon named Vice Provost and Dean of Online Education.
  - o [Ohio State Online Partnership Model](#) presented to deans.
  - o Revenue generation, efficiency, and high-quality learning experiences are the driving goals.
- **Spring 2024**
  - o Senior OSO leaders for Online Enrollment and Fiscal Analysis hired
  - o Hiring of staff for Online Enrollment services begins