Center for Online and Continuing Education

STRATEGIC PLAN

JULY 2020 — JULY 2022
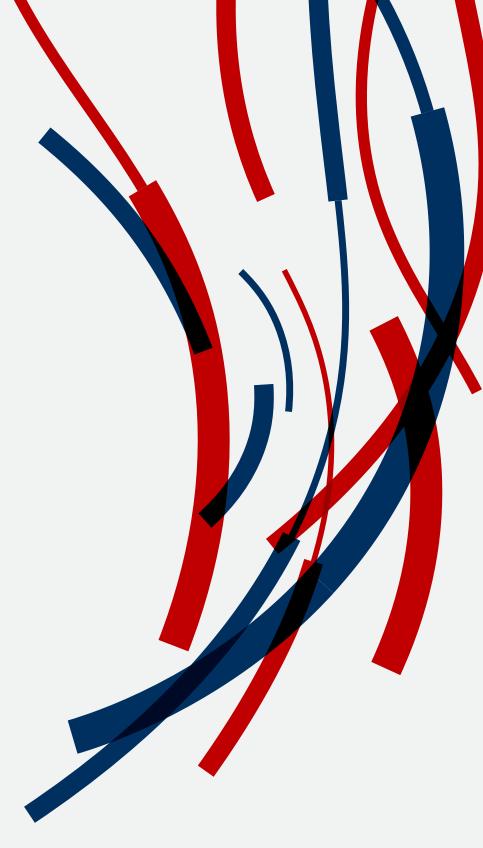
FAU
CENTER FOR ONLINE
AND CONTINUING EDUCATION
Florida Atlantic University

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VISION

MISSION

The **Center for Online and Continuing Education** (COCE) seeks to serve as a transformational ecosystem for **technology-enabled innovation** and **entrepreneurship** at Florida Atlantic University.

COCE develops and advocates for lifelong and inclusive educational experiences, serving both our internal and external community of learners. Our mission includes the cultivation of **high-quality**, **diverse**, and **intellectually stimulating contributions** to the knowledge economy of our community stakeholders.

GOALS

#1

Continuing Education
COMMUNITY BUSINESS ENGAGEMENT

Strengthen the quality and recognition of commitment to community and business engagement.

#2

Continuing Education
VISIBILITY

Cultivate growth of a knowledge economy through the development and promotion of workforce and personal enrichment education at FAU.

#3

Continuing Education
OSHER LIFELONG LEARNING

Stimulate collaborations to build visibility and alignment with FAU initiatives and FAU's Osher Lifelong Learning Institute.

#4

Online Education
ACCESS

Increase access to higher education by expanding online course and program offerings.

#5

Online Education
QUALITY

Expand and promote a culture of quality for online education.

#6

Online Education
AFFORDABILITY

Promote affordability in online course and program materials.

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HOW TO READ THIS PLAN

Each goal supports the *FAU Strategic Plan for the Race to Excellence, Board of Governors (BoG) Online Education 2025 Strategic Plan, and/or the BoG 2025 System Strategic Plan*. The alignment of COCE goals to strategic initiatives is provided in the column labeled "**FAU & BoG Relationship**."

🔗 **2025 System Strategic Plan**

🔗 **BoG Online Education 2025 Strategic Plan**

🔗 **FAU Strategic Plan for the Race to Excellence**

The goals of this plan focus on the three main concentrations of the department's responsibilities:

- Goals 1 and 2 are focused on Continuing Education.
- Goal 3 is focused on the FAU Osher Lifelong Learning Institute.
- Goals 4, 5, and 6 are focused on eLearning quality and growth.
- Each goal includes one or more objectives.
- Each goal includes strategies for how each objective will be achieved.
- Each objective has one or more measurable outcomes to determine completion.

NEXT STEPS

Submit to **Dr. Ivy** for final review and feedback.

Present to the Advisory Board for input and feedback. Revise accordingly.

Create a timeline/calendar and establish ongoing touchpoints to ensure that goals progress according to the schedule.

Identify stakeholders that are relevant to accomplishing COCE goals as outlined in this plan.

Internal Continuing Education stakeholders

State, County, Municipal, and Military Continuing Education stakeholders

Industry influencers for Continuing Education

GOAL #1

STRENGTHEN THE QUALITY AND RECOGNITION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT.

Objective A
- Identify targeted training opportunities for workforce development focusing on BoG strategic areas of emphasis.

Objective B
- Build relationships with local businesses and community partners to provide education and training opportunities to meet the needs of the partner organizations.

GOAL #1

Strengthen the quality and recognition of commitment to community and business engagement.

Objective Ⓐ	Identify targeted training opportunities for workforce development focusing on BoG strategic areas of emphasis.		TIMELINE **SPRING 2021**
Strategy	**Measurable Outcome**	**FAU & BoG Alignment**	**Responsible Staff**
Analyze the market to identify opportunities for corporate, municipal, and industry partnerships. Strengthen connections with university departments to form collaborative partnerships for development of programs designed to meet marketplace needs. In collaboration with university departments, establish an internal directory of subject matter experts interested in CE and online opportunities.	Perform market analysis and develop a targeted prospect report of at least 3 key partnerships in areas of high-need employment. Perform outreach to at least 3 community stakeholders for training needs analysis. Perform internal inventory matches to subject matters experts at FAU colleges.	2025 System Strategic Plan GOAL: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement (p.15) FAU Strategic Plan for Race to Excellence Platform - South Florida Culture; Community Engagement and Economic Development (p.4) 2025 System Strategic Plan GOAL: Increase Levels of Community and Business Engagement (p.15) 2025 System Strategic Plan GOAL: Increase Community and Business Workforce (p.15)	Jill Rosen Jane Morgan Amarae Blyden Richards Wei Ho Chang Carlos Lozano Natalie Manoogian Dr. Julie Golden Botti

GOAL #1
Strengthen the quality and recognition of commitment to community and business engagement.

Objective B — Build relationships with local businesses and community partners to provide education and training opportunities to meet the needs of the partner organizations.

TIMELINE
SPRING 2022

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Network via community organizations (i.e., Chamber of Commerce, Rotary, ABA, professional groups, hospital administrators). Attend/sponsor local community events. Tabling, brochures, and program sponsorships. Provide marketing and outreach for Continuing Education programs.	Increase our course offerings with CareerSource Broward and Palm Beach by 10% annually. Provide Continuing Education training developed in collaboration with community partners. Target at least 2 MOUs annually. Expand continuing education visibility through the use of email, social media, and other targeted marketing campaigns. Target at least 1 weekly email blast, and 1 new marketing post for social media each week.	2025 System Strategic Plan GOAL: Increase Community and Business Workforce (p.15) 2025 System Strategic Plan GOAL: Increase Levels of Community and Business Engagement (p.15) FAU Strategic Plan for Race to Excellence Values: Engagement – collaborating with community to benefit all stakeholders (p.4) FAU Strategic Plan for Race to Excellence Goal: Place - Deep engagement with South Florida's global communities (p.9	Jane Morgan Dr. Julie Golden Botti

GOAL #2

CULTIVATE GROWTH OF A KNOWLEDGE ECONOMY THROUGH THE DEVELOPMENT AND PROMOTION OF WORKFORCE AND PERSONAL ENRICHMENT EDUCATION AT FAU.

Objective A
- Provide a wide variety of workforce training courses and certifications to our community.

Objective B
- Provide resources and assistance to colleges for developing, marketing, and delivering non-credit workforce training.

GOAL #2

Cultivate growth of a knowledge economy through the development and promotion of workforce and personal enrichment education at FAU.

Objective Ⓐ	Provide a wide variety of workforce training courses and certifications to our community.	TIMELINE **SPRING 2021**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Develop relationships with Continuing Education stakeholders in the colleges to stimulate interest in offering non-credit training and CEUs. Promote workforce training courses and certifications through social media, email, and community engagement.	Increase inventory of workforce training courses offered with our education partners. Target at least 3 new course offerings per year. Establish a monthly social media calendar highlighting new and relevant continuing education courses. Deploy at least one new social media post per week. Deploy at least one new promotional email blast bi-weekly. Use social media content performance data to analyze our media investments for maximum return on investment. Implement quality design rubric for non-credit courses designed by the Center for Online and Continuing Education. Add at least 3 new workforce training programs offered through FAU colleges and training partners.	[2025 System Strategic Plan](#) Goal: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement (p.15) [BoG Online Education 2025 Strategic Plan](#) Access - Goal 3: The State University System will harness the power of online education to help meet the economic development needs of the state. (p.12) [FAU Strategic Plan for Race to Excellence](#) Support workforce and economic development in FAU's regional and global communities. (p.10) [FAU Strategic Plan for Race to Excellence](#) Strategy - Increase "market-rate" programs across the University. (p.13)	Jill Rosen Jane Morgan Amarae Blyden Richards Wei Ho Chang Carlos Lozano Natalie Manoogian Dr. Julie Golden Botti

GOAL #2 Cultivate growth of a knowledge economy through the development and promotion of workforce and personal enrichment education at FAU.

Objective B Provide resources and assistance to colleges for developing, marketing, and delivering non-credit workforce training.

TIMELINE SPRING 2021

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Provide support and funding for the use of Burning Glass and Hanover market analysis tools. Provide a CRM for colleges to use for maintaining a database of customers and a mechanism for marketing training to targeted lists of customers. Provide expertise of instructional designers and media specialists for the development of training.	Support the FAU colleges in delivering at least 3 new continuing education programs annually. Increase by 15% the number of Hanover and Burning Glass market analysis reports provided to colleges. Provide support and training for use of CRM to at least two new programs.	FAU Strategic Plan for Race to Excellence Goal: Place - Support workforce and economic development in FAU's regional and global communities. (p.10) 2025 System Strategic Plan Goal: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement (p.15)	Jill Rosen Jane Morgan Amarae Blyden Richards Wei Ho Chang Carlos Lozano Natalie Manoogian Dr. Julie Golden Botti

GOAL #3

STIMULATE COLLABORATIONS TO BUILD VISIBILITY AND ALIGNMENT WITH FAU INITIATIVES AND FAU'S OSHER LIFELONG LEARNING INSTITUTES.

Objective Ⓐ ▪ Build university identity among Osher Lifelong Learning members.

GOAL #3

Stimulate collaborations to build visibility and alignment with FAU initiatives and FAU's Osher Lifelong Learning Institutes.

Objective Ⓐ	Build university identity among Osher Lifelong Learning members.	TIMELINE **SPRING 2022**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Document in-kind support that FAU gives to OLLIs. Promote school-spirit through messaging university points of pride at OLLI board meetings and events. Encourage involvement in university events. Support the development of mentor connections relevant to OLLI members. Coordinate OLLI Associate Executive Directors for all three FAU locations once per semester to foster collaboration and communication toward a unified FAU OLLI presence. Provide information showcasing FAU research. Provide marketing material at OLLI Board meetings to highlight FAU points of pride.	Promote at least 1 per semester a collaborative opportunities/events for FAU and OLLI community in existing newsletters. Promote OLLI events per catalog seasonal through the Continuing Education website Coordinate OLLI Board Officers meeting once per semester (fall, spring) to encourage collaborative efforts highlighting FAU-centric initiatives and OLLI funded scholarship opportunities.	FAU Strategic Plan for Race to Excellence Value: Teamwork - seeking collaborative strategies to solve problems. (p.4) FAU Strategic Plan for Race to Excellence Value: Shared governance - making decisions through collaborative processes. (p.4) FAU Strategic Plan for Race to Excellence Goal: Boldness - Promote excellence in educational experiences throughout all stages of life. (p.8) FAU Strategic Plan for Race to Excellence University will expand upon both its "outreach" and "in-reach" efforts by building partnerships that benefit all engaged parties. (p. 9)	Ben Joella Eliah Watlington Michael Horswell Adriene Gionta Dr. Julie Golden Botti

GOAL #4

INCREASE ACCESS TO HIGHER EDUCATION BY EXPANDING ONLINE COURSE AND PROGRAM OFFERINGS.

Objective A — Support the colleges in expanding FAU's fully-online program and certificate offerings.

Objective B — Provide student support services for the online student population.

Objective C — Strengthen processes and procedures that support efficient workflows between COCE and the colleges for proposals, approvals, implementation, tracking, and auditing online programs.

Objective D — Strengthen processes and procedures that support efficient workflows between COCE and the Registrar for proposals, approvals, implementation, tracking, and auditing online programs.

GOAL #4 Increase access to higher education by expanding online course and program offerings.

Objective Ⓐ	Support the colleges in expanding FAU's fully-online program and certificate offerings.	TIMELINE SPRING 2022

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Provide market research to departments on emerging online program and certificate opportunities. Offer incentives and stipends to faculty for quality online curriculum development and professional development. Collaborate with department-identified online program coordinators to advocate for online programs and champion faculty development. Establish a virtual community of experienced online faculty to share expertise and mentor peers.	Expand FAU's online program offerings by 2 programs annually. Increase, by 2 annually, the number of new or substantively revised online IFP courses. Perform semesterly persistence data tracking to identify areas of success and where improvement is needed.	BoG Online Education 2025 Strategic Plan Access - Performance Indicator: Percent of undergraduate FTE in online course. (p.15) 2025 System Strategic Plan 2025 Goals performance indicators Teaching & Learning Bachelor's Degrees Awarded Annually. (p.17) 2025 System Strategic Plan Strategic Priorities for a Knowledge Economy Number & Percent of Bachelor's Degrees in Programs of Strategic Emphasis. (p.18) FAU Strategic Plan for Race to Excellence Goal: Boldness- Build a geographically diverse population of students who excel in focused academic areas and engage in enriching activities that drive them to timely graduation and successful futures. (p.4)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Jill Rosen

GOAL #4 Increase access to higher education by expanding online course and program offerings.

Objective **B**	Provide student support services for the online student population.	TIMELINE **SPRING 2022**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Gather student-focused data. Collaborate with the Center for Learning and Student Success and Math Learning Center to address any gaps in student services identified in data. Monitor online student retention, persistence, and DFW rates.	Deploy at least 1 online student survey annually. Host quarterly virtual student events for peer-to-peer engagement. Meet with the Online Student Advisory Board at least once in fall and once in spring semesters to collect data and feedback on the online student experience. Deploy online student onboarding courses to promote student success in online courses. Increase student engagement by 5% in online student services including eTutoring, Online Proctoring Assistance, technology/equipment loans, and Distance Learning Student Advocate.	BoG Online Education 2025 Strategic Plan Quality - Performance Indicator: Student satisfaction with online education (p.15) FAU Strategic Plan for Race to Excellence Values: Student success - wholly committing ourselves to our students' futures. (p.4)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Jill Rosen

GOAL #4
Increase access to higher education by expanding online course and program offerings.

	Objective **C**	Strengthen processes and procedures that support efficient workflows between COCE and the colleges for proposals, approvals, implementation, tracking, and auditing online programs.	TIMELINE **SPRING 2022**
	Strategy	**Measurable Outcome**	**FAU & BoG Alignment**	**Responsible Staff**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Identify optimal tools for creating electronic forms and archiving proposals. Collaborate with Colleges, OIT, and other stakeholders to streamline proposals for new programs, changes in programs, website requests, and marketing requests. Streamline the process for providing data to BoG on online courses, online programs, high-quality designations, and faculty professional development.	At least 80% of forms and workflows to track proposals for program and certificates services are electronic. BoG data reported timely and accurately.	FAU Strategic Plan for Race to Excellence Quality: Continuously-assessed and evolving best practices (p.11)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Deny Chang Jessica Weiss

GOAL #4

Increase access to higher education by expanding online course and program offerings.

Objective **D**	Strengthen processes and procedures that support efficient workflows between COCE and the Registrar for proposals, approvals, implementation, tracking, and auditing online programs.	**TIMELINE** **SPRING 2022**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Identify optimal tools for creating electronic forms and archiving proposals. Collaborate with Registrar, OIT, and other stakeholders to streamline proposals for communicating and tracking new programs and changes in programs.	Audit and verify online course content and flight plans and create an electronic communication workflow to coordinate with the Registrar.	FAU Strategic Plan for Race to Excellence Quality: Continuously-assessed and evolving best practices (p.11)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Deny Chang Jessica Weiss

GOAL #5

EXPAND AND PROMOTE A CULTURE OF QUALITY FOR ONLINE EDUCATION.

Objective A · Provide distance learning faculty with professional development and training opportunities for state and national recognition for quality.

Objective B · Develop high-quality designated online courses.

GOAL #5 Expand and promote a culture of quality for online education.

Objective Ⓐ	Provide distance learning faculty with professional development and training opportunities for state and national recognition for quality.	TIMELINE **FALL 2021**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Create a system of badges and certificates to recognize levels of faculty, GTA, and staff training for teaching online. Perform outreach to encourage faculty, GTAs, and staff to participate in professional development opportunities. Incentivize faculty for participation and completion of professional development. Promote services on the Center for Online and Continuing Education web pages and through social media.	Increase the number of faculty trained for online and remote delivery by at least 10%.	BoG Online Education 2025 Strategic Plan Access - Goal 2: The State University System will create an environment favorable to the growth of online education. (p.11) BoG Online Education 2025 Strategic Plan Quality Goal 1. The State University System will create a culture of quality for online education. (p.9) FAU Strategic Plan for Race to Excellence Goal: Boldness - Assist faculty to develop innovative instructional methodologies and designs across the curriculum (p.7)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Mary Rotundo Instructional Design Team

GOAL #5 Expand and promote a culture of quality for online education.

Objective B	Develop high-quality designated online courses.		TIMELINE **FALL 2021**
Strategy	**Measurable Outcome**	**FAU & BoG Alignment**	**Responsible Staff**
Promote Center for Online and Continuing Education online course development services. Provide instructional design support and incentives for faculty to update curriculum on a 3-year cycle. Provide instructional design support, graphics, media support, and immersive technology services.	Increase the number of high quality designated online courses by 5% annually. Perform at least 20 high-quality reviews of online courses.	2025 System Strategic Plan Goals - Performance Indicators: Teaching & Learning Quality Online Courses (p.17) BoG Online Education 2025 Strategic Plan Quality Goal 2. The State University System will provide a foundation for quality online education. (p.10) FAU Strategic Plan for Race to Excellence Goal: Boldness - Elevate the use of eLearning to supplement classroom education (p.7) FAU Strategic Plan for Race to Excellence Goal: Boldness - Evaluate and update curricula to be aligned with evidence-based practices, as established by learning sciences (p.7)	Willie Freeman III Nicole Alford Dr. Julie Golden Botti Mary Rotundo Instructional Design Team

GOAL #6

PROMOTE AFFORDABILITY IN ONLINE COURSES AND PROGRAMS.

Objective Ⓐ ▪ Provide distance learning students access to free or low-cost course materials through open resources and custom-designed textbooks and/or materials.

Objective Ⓑ ▪ Create innovative approaches to providing affordable content.

GOAL #6 Promote affordability in online courses and programs.

Objective Ⓐ	Provide distance learning students access to free or low-cost course materials through open resources and custom-designed textbooks and/or materials.	**TIMELINE SPRING 2022**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Provide staff assistance and funding for faculty development of affordable low/no-cost eTexts for high enrollment courses.	Assist at least two academic departments with innovation hub projects annually. Host an annual professional development panel for department chairs and faculty promoting design and use of eTexts OR develop Faculty eText Training Orientation Increase by two affordable resources created internally by FAU faculty for FAU students. Contribute to the university's goal to gain national recognition by submitting at least one award nomination for the Center for Online and Continuing Education initiatives.	BoG Online Education 2025 Strategic Plan Affordability - Goal 1: The State University System will enhance shared services to support online program development and delivery costs. (p.12) BoG Online Education 2025 Strategic Plan Affordability - Goal 2: The State University System will reduce the costs of educational materials for students. (p.13) BoG Online Education 2025 Strategic Plan Access - Goal 1: The State University System will increase access to and participation in online education. (p.10) BoG Online Education 2025 Strategic Plan Affordability - Goal 2: The State University System will adopt innovative instructional models to create instructional efficiencies. (p.13) FAU Strategic Plan for Race to Excellence Platform: Leadership, Innovation and Entrepreneurship (p.6)	Dr. Julie Golden Botti Willie Freeman III

GOAL #6 **Promote affordability in online courses and programs.**

Objective (B)	Create innovative approaches to providing affordable content.		**TIMELINE** **SPRING 2022**

Strategy	Measurable Outcome	FAU & BoG Alignment	Responsible Staff
Support faculty innovation through funding and supporting the development of next-gen technologies for online science lab delivery and low/no-cost lab materials.	Increase faculty collaborations by 5% annually in the design and delivery of immersive learning environments through the use of the Faculty Innovation Hub. Collaborate with departments to offer 2 grant opportunities for innovation hub research projects. Host an annual Innovation Summit to build community through research grants and technological advancements.	BoG Online Education 2025 Strategic Plan Affordability - Goal 2: The State University System will adopt innovative instructional models to create instructional efficiencies. (p.13)	Dr. Julie Golden Botti Willie Freeman III

RESOURCES