

Documentation

WADEN

Strategic Planning Session

held

November 27, 2000

at

Fox Valley Technical College



WADEN
Wisconsin Association of
Distance Education Networks

Strategic Planning Session

Date: November 27, 2000

<u>Begin</u>	<u>End</u>	<u>Minutes</u>	<u>Topic</u>
10:00 AM	10:20 AM	20	Welcome, Introduction, Warm-Up Exercise
10:20 AM	10:50 AM	30	Perspective A review of WADEN's formation and accomplishments
10:50 AM	11:50 AM	60	Identification of key stakeholders and their needs
11:50 AM	12:35 PM	45	Lunch
12:35 PM	1:20 PM	45	Brainstorming of possible future directions for WADEN
1:20 PM	1:35 PM	15	Selection of high potential options
1:35 PM	2:05 PM	30	Development of action plans to support 1 or 2 directions
2:05 PM	2:50 PM	45	Consolidation, fine-tuning, and resourcing of action plans
2:50 PM	3:00 PM	10	Wrap-up and Next Steps

(Most of the agenda items will involve small group break-out sessions)

Exercise 2

**Describe your understanding of
(1) why WADEN came to exist
and (2) what it has done to
fulfill its mission.**

WADEN Perspective

Why Formed

- Build statewide presence
- Share resources
- Exchange information
- Common practices and policy
- Collaborate – collaborate - program

Accomplished

- Multi-agency collaborations – i.e. K-12, UW System, Tech colleges, DOA-DPI-TEACH-industry
- Transparent technology
- Legislative efforts
- Statewide membership
- Technical standards
- Statewide scheduling
- Build strong link for communication to support state efforts
- National and state image (presence) in DL
- State (TEACH) financial support – facilitates effort
- Standardized publications – brochure, website, disc. Lists, directory, “Body”

Why Formed

- To share learning the technology
- Assure each is not re-inventing the wheel
- Needed the ability to talk to one another
- Needed a strong presence in dealing with state and providing direction for end-users

Accomplished

- Became a legal organization (non-profit)
- Created Listserv for communication
- Held training seminars for subgroups
- Created Web page
- Adopted technical standards
- Sponsored demo sessions and training
- Advocated legislation
- Representation at hearings
- Established links to state agencies

Why Formed

- ECB phasing out of leadership role, so WADEN became more formal (Rich Dirks, Jean Nielsen, Wendy Wink, etc.)
- Need for a unified voice and political clout in Madison
- Creation of statewide standards

Why Formed

- DETIC was going away . . .
- Networks wanted to join as 1 group to share ideas, resources, and to serve as 1 voice for DL networks. Program sharing as well.

Accomplished

- Symposiums, technical training, unified communication systems (Listserve, website)
- Broader interconnectivity
- Accomplished shared organizational goals (interconnectivity, gateways, training, marketing, GWETC)
- Created greater visibility
- Marketed distance learning

Accomplished

- Developed a “technical standard” for networks
- Sharing success stories at GWETC
- Framework for operation
- Ability to share programming
- Listserv and foreign language list . . .
- “Budget” for inter-network scheduling
- Sub-committees . . . technical & database

Exercise 3

- **Identify WADEN's key stakeholders**
- **The nature of their relationship with WADEN**
- **Their key expectations of WADEN.**

WADEN Stakeholders

Key Stakeholders

- WADEN members
- Students
- TEACH
- DOA
- ECB
- DPI
- B&I
- Schools (all levels)
- Government
- Tax payers
- Vendors
- Teachers
- Pyle Center
- Governor

Nature of Relationship

- Financial support
- Facilitation/collaboration/consolidation
- Customer/end-user
- Maintenance/Implementation

Key Expectations

- Cost effective programming
- Quality programming (limitless)
- Equitable distribution of services
- National leader in distance education
- Resource pool (within & between levels of education)
- Adherence to mission
- Responsive to change
- Continued cooperation/collaboration
- Communication
- Accountability
- Expanding capacity

WADEN Stakeholders

Stakeholder	Relationship
Taxpayers →	\$
Network Directors →	Direction
Students →	Quality education Access
Networks →	Direction
School Boards →	Support, \$
Instructors →	Training Feedback
CESA's, UW's, TC's, etc. →	Services Management
Legislators →	Legislative changes Ongoing support
Governor →	\$
TEACH →	\$ Contracts Policy issues
DOA →	Contract administration
DPI →	
Federal Government →	E-RATE
Collaboration Committee (Hanson, Lyall, Chin, Benson) WAICU →	
WBAA →	Vendors
Parents →	Quality Access
School Districts →	

Expectations

- THAT IT WORKS!
- Network grows with users' needs
- Quality education
- Emulate the classroom
- Cost effectiveness

WADEN Stakeholders

Stakeholder	Relationship
Taxpayers	→ \$
Teachers	→ Deliver – receive
Students K-16	→ Recipients Expanded opportunities
Community	→ Recipients
State Agencies (TEACH/DOA)	→ \$, Regulations
Legislature	→ \$, Control
Network staff	→ Employment Support
Boards (Network and School)	→ \$, Management
Business	→ Educational opportunities Skilled labor force
Telcos	→ \$ (out) Technology

Expectations

- Using technology to create statewide access (rural/urban)
- Cost effective, using networks capacity
- Keeping schools vital (school choice, business growth)
- Expanded opportunities
- Future directions for DE (leadership for state)
- Functions effectively
 - technical
 - training – strategies & opportunities
 - scheduling – intra & inter
 - communication / info sharing
- Management reports

WADEN Stakeholders

<i>Stakeholder</i>	<i>Relationship</i>	<i>Expectations</i>
Students, other net users	Customers, clients	<ul style="list-style-type: none"> - Choices of curriculum - Reliable delivery
Teachers	Customers	(same) ↑
WADEN Members / Institutions (Districts, TC's, UW's, Comm., Private Colleges)	Contributors <ul style="list-style-type: none"> - management - funding 	<ul style="list-style-type: none"> - Support - Programs
Legislature	Receive funds, policies	<ul style="list-style-type: none"> - Use funds wisely - Serve Wisconsin learners
State agencies (DOA, TEACH, DPI, ECB)	Advisors, regulators, funding, recipients of services, (mutually beneficial) technical	<ul style="list-style-type: none"> - Statistics - Advocacy - Organizational structure - Accountability
Taxpayers	Funding source	<ul style="list-style-type: none"> - Use \$ well - Provide service
Vendors	Tech support, training, infrastructure, customer	<ul style="list-style-type: none"> - Sales - Advice - Communicate needs

Exercise 4

Taking into account expectations of WADEN stakeholders, brainstorm potential services that WADEN could provide which would DELIGHT stakeholders.

Brainstormed Potential Directions for WADEN

Votes

Ideas by Category

- 40 A. Staff
- Paid leadership – lobbyist, clerical
 - Full-time management services – support
 - A full-time WADEN employee
 - Network “cops” – enforce standards and policy
- 1 B. Vision
- Clear vision of ultimate goal
- 39 C. Communication
- Improved communication with state agencies
 - Statewide marketing coordination
 - Better PR. What is WADEN? Need clout!!
 - Framework for sharing success stories
 - Sharing successful practices/programs/courses with each other
 - Funding for networks
 - Representation on key planning groups
 - Market WADEN’s benefits and services (full participation)
 - Statewide Vision – every school has a video link; every classroom has Internet access
 - Educate and teach legislators and board. Get them involved with DL opportunities
 - Offer network’s use for legislators’ town meetings with their constituents
- 4 D. Single Contract / Help Desk
- Cost-effective single maintenance contract
 - One Help Desk
- 32 E. Scheduling
- Statewide calendar and time schedule in order to share programming
 - Courses – more/greater flexibility in sites and times

Brainstormed Potential Directions for WADEN

Votes

Ideas by Category

- offered
 - Streamlined scheduling – intra- and inter- network
 - Seamless service – databases, scheduling, gateways
 - Single data entry process (scheduling/database)
 - Improve reporting process so we don't enter data 4 times
 - Establish/standardize interface to use DL rooms
- 32 F. Training
- Statewide training resource
 - Share training for technical and instructors – teaching aids and techniques
 - Train new distance learning directors – support
 - New users on-line orientation pages
- 32 G. Programming
- Program sharing and development and delivery and training
 - Needs assessment programming
 - Statewide program coordination
 - Coordinated programming approach
- 50 H. Technical
- Establish/increase relationship with TEACH & DOA
 - Proactive technical concerns – pre-engineering – tech quality assurance
 - Technical team working with DOA
 - System and network capacity planning and development
 - Define needs clearly
 - Needs assessment technology
 - Future technology planning
 - Future directions . . . needs and technical advancements
 - Proactive with vendors – price and needs and

Brainstormed Potential Directions for WADEN

Votes

Ideas by Category

accountability

- Migration plan for December 2005
- Monitoring and evaluating current technology and its uses

Exercise 5

- **Identify 3-5 major action steps that will make the selected direction happen.**
- **What is a reasonable target date for each step? Who could effectively lead each step? Who else should be involved?**

Exercise 6

- **Select the best ideas from each draft plan.**
- **Prepare a final plan for exploring or moving in the proposed direction.**
- **Include steps, target dates, leaders, others involved.**

Action Plan Form

Directional Area: Staffing (Group A)

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Cost analysis – identify/research funding source	March 2001	Clark Jillson	WADEN sub-committee
2	Job description (write) determinants	April 2001	Clark Jillson	WADEN sub-committee
3	Commitment of membership (agencies)	May 2001	Sam Boynton	WADEN sub-committee
4	Distribution of cost/network	June 2001	Roxann Nys	WADEN sub-committee
5	Search and screen and interview	Sept 2001	Clark Jillson	WADEN sub-committee

Action Plan Form

★ GOAL: July 1, 2002 ★

Directional Area: Staff (Director & Secretarial Support) (Group B)

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Identify the needs for the position(s)	11-27-00 to July 1, 2001	Create a sub-committee to create a needs assessment and develop the job description / salary	WADEN members
2	Develop job description and salary range	11-27-00 to July 1, 2001		
3	Identify potential sources of funding (grants, etc.) (state)	11-27-00 to Found!	Grant writer WADEN Exec. Committee	
4	Conduct a search and screen and hire	July 1, 2002 ★ (hire)	Develop a search and screen committee	Consensus of WADEN Membership
5	Evaluation / monitor performance (ongoing)	ongoing		

★ depends on funding source

Action Plan Form

GOAL: hire by July 1, 2002

Directional Area: Staffing (Group A & B)

★ depends on funding source

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Needs assessment and write job description, salary, facilities, etc.	Now!	Sub-committees	
2	Funding sources	Now 'till <u>found</u>		
3	Network commitment and cost assessments to networks			
4	Conduct search and screen and hire			
5	Evaluation / monitor performance	Day of hire (ongoing)	↓	

Action Plan Form

Directional Area: Future Technology Planning (Group C)

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Identify key technology planning groups working now	Jan 2001	Technical Team (Sandy)	
2	Develop partnerships with these groups (Liaisons?)	April 2001 Ongoing	Technical Team	
3	Evaluate current and future program needs	Nov 2001	Program Team	
4	Identify current technology gaps and future needs (emerging technologies)	Feb 2001 then each meeting; 2002 for future needs	Technical team	

5	Communication/recommendations to stakeholders (institution boards, legislators, communities)			
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Action Plan Form

Directional Area: Future Technology Planning (Group D)

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Identify and collect what technical research is being done by other groups.	30 - 90 days	Sandy Kreul Marge Jeffers Gary Herlache	DOA, TEACH, UW System, DPI Report
2	Needs Assessment – assess current infrastructure to see if it meets future needs and identify additional needs.	12 months	WADEN Tech & Programming Teams; WADEN staff	Principals Network Directors Curriculum
3	Research new technologies based on needs analysis		WADEN Tech Team	DOA, TEACH collaboration committee
4	Cost Benefit Analysis – is the cost to change or migrate worth it.	12 - 15 months	Gary Herlache Marge Jeffers WADEN staff Clark Jillson	TEACH, DOA Legacy network

Action Plan Form

Directional Area: Future Technology Planning (Group C & D)

Step #	Action Step	Target Date	Lead Person(s)	Others Involved
1	Identify research and groups examining DL technology and develop partnerships	Feb 2001	Sandy Kreul Tech Team	DOA TEACH UW DPI
2	Evaluate “current” program needs and technical infrastructure to identify gaps	Nov 2001	Programming Team Technical Team	Network Directors and Boards
3	Identify future program needs	Jan 2002	Programming Team	Network Directors - schools
4	Research new technologies based on needs	April 2002	Technical Team	DOA

5	Cost-benefit analysis	June 2002	Technical Team	WADEN Program Team DOA, TEACH
6	Communication / recommendation to stakeholders	-Ongoing-		