CCUMC: Leadership in Media and Academic Technology

Strategic Plan 2009-2012

Submitted to the
Consortium of College and University Media Centers Board of Directors

June 1, 2009

Strategic Planning Task Force

Background and Goal Summary

A strategic planning task force (SPTF) was charged to, "Review and update the Strategic Plan for fiscal years July 1, 2009 – June 30, 2012." This plan, in addition to regular Bylaws review, was also motivated by significant reorganizations within many membership institutions, as well as fluctuations in membership composition that may require a strategic shift in order to preserve and increase CCUMC's institutional base.

Combining information from the CCUMC Identity Task Force, Fall 2008 Membership Survey reports, and previous strategic plans, the SPTF considered whether the composition of our membership supports the current mission statement. The membership survey elicited critical qualitative response as to where CCUMC should be directing its organizational efforts to benefit the overall stakeholders and mission. It also considered the issue of whether a name change is warranted based upon these findings (particularly in relation to the Identity Task Force report). The Board accepted recommendations from both the SPTF and IDTF, deciding in Spring 2009 to retain the "CCUMC" identity and branding, but to update the logo and add "Leadership in Media & Academic Technology" as a tag phrase.

The scope of this plan includes the CCUMC membership (including individual, institutional and corporate members); inter-relationships to other service organizations (American Library Association, Educause, InfoComm, National Association of Broadcasters, National Media Market, New Media Consortium, etc.), and various governmental and policy bodies, mostly at the federal level (copyright and telecommunications policy issues).

The following individuals were charged to the Task Force: Tom Beggs (Chair), Mike Wood, Susan Brower, Lisa Stephens, Gina Cone Krause, Sue Parks, Peter Mason and Aileen Scales. Following the survey phase and presentation of preliminary findings at the 2008 Conference in Kansas, additional members were included on the second phase of the project: transforming reports and data into actionable goals, strategies and tasks. Board members Jim Twetten, Brian Burns, Mark McCallister and John Fick volunteered to help with this effort. The SPTF also acknowledges significant contributions and review by Sandra Miller, Jeffrey Donahue and Jeff Clark.

The summary of goals in this plan is:

Goal 1: Invest in and continue to develop the CCUMC Website as the primary source of membership information, communication, and resource coordination.

Goal 2: Develop new membership models to increase the organizational population.

Goal 3: Provide consistent professional development to the membership.

Goal 4: Encourage sound pedagogical practices that integrate technology into teaching and learning.

Goal 5: Continue leadership in the dissemination of copyright and fair use policy information regarding media content and best practices.

Goal 6: Assist all CCUMC committees and task force groups with leadership skills development.

Proposed 2009-2012 CCUMC Strategic Plan

<u>Mission</u>
    a. The mission of CCUMC is to provide leadership and a forum for information exchange to the providers of media content, academic technology, and support for quality teaching and learning at institutions of higher education. Specifically, CCUMC shall:
    b. Advocate the accessibility and effectiveness of educational media, technology and pedagogy;
    c. Provide leadership for the effective implementation and management of instructional technology in higher education;
    d. Foster cooperative efforts among colleges and universities and other institutions, agencies, foundations, and organizations to address mutual challenges;
    e. Gather and disseminate information about educational, professional, and operational issues, including statistics important to the profession;
    f. Develop and provide programs and services that will enable members to most effectively support the missions of their institutions;
    g. Provide professional development opportunities for members;
    h. Inspire, generate, and coordinate research and scholarship that advances the mission of CCUMC.

<u>Strategic Goals, Action Items and Success Measures</u>

In addition to strategic goals, this plan includes tables of proposed success measures and accountability to oversee progress toward the underlying strategies and goals. These tables suggest means of measuring success and organizational accountability, but should not be considered exhaustive. The SPTF assigned lead responsibility under the assumption that as the plan is executed, it will be modified to reflect current challenges and oversight assignments.

These tables include acronyms as follows:
- BoD – Board of Directors
- Conf – Conference Planning Committee
- EO – Executive Office
- GRPP – Government Relations and Public Policy Committee
- Mbshp – Membership Committee
- PAB- Publications Advisory Board
- PD – Professional Development Committee
- Research – Survey team or others as assigned
- SIG – Special Interest Groups
- Web – Webmaster as assigned

Goal 1: Invest in and continue to develop the CCUMC Website as the primary source of membership information, communication, and resource coordination.

- The membership has clearly indicated the need for a variety of resources to be available from a single-source website. This should include a dynamically linked database with appropriate

security from which to manage membership information, renewals, membership documents and professional development activities, and a well-articulated path for members to gain timely information through enhanced web features.

Strategy 1.1: Contract appropriate professional support services to maintain the CCUMC website.

Task 1.1.1: Negotiate a web service contract to include:
- Self-maintenance features by the Executive Office (EO) and/or designees.
- Provisions for timely turnaround of content requests.
- Sufficient storage to support the strategic goals (e.g., video on demand).

Task 1.1.2: Website must be linked to database tools that eliminate the need for "dual entry" of information by the EO and enable the membership more "data on demand."

Task 1.1.3: EO must have authority to maintain the consistency and quality of the website.

Task 1.1.4 Provisions must be available to link live webcasts and/or video-on-demand seminars, including adequate storage for archived video-on-demand files.

Strategy 1.1 Success Measures/Metrics	Responsibility Area	Target Start
Contract with Service Provider	EO	Year 1
Membership database is dynamically linked to website	EO	Year 1
Webcast archives available to membership	Web/PD	Year 1
Report of survey satisfaction with service provider	BoD/Research	Year 2
Assign oversight to webmaster and editor	EO/BoD/PAB	Year 2

Strategy 1.2: Address web navigation issues to ensure information is easily obtainable by members (and guests where appropriate).

Task 1.2.1: Request volunteers to test web navigation features for a defined period of time and provide feedback to assist EO and contract provider.

Task 1.2.2 Enable tagging and RSS feeds to take advantage of various Web 2.0 features (e.g., Facebook, Twitter, iTunes, blogs, wikis, etc.).

Task 1.2.3 Provide simple documentation or links for best practices on using these features.

Task 1.2.4 Ensure membership feedback as appropriate from web sections (e.g., "did you find this information helpful yes/no" coupled with a brief qualitative section).

Strategy 1.2 Success Measures/Metrics	Responsibility Area	Target Start
Pilot testing of web navigation by volunteers complete	Mbshp	Year 1
Web 2.0 feature sets available to membership	Web/PAB	Year 1
Support documentation for use of Web 2.0 tools posted	Web/PAB	Year 1
Web feedback reviewed and distributed to section areas	Web/BoD	Year 1

Strategy 1.3: Data and records should be available on-demand to all members to assist with their individual campus planning needs.

Task 1.3.1 Enable data sorting on-demand by Carnegie classification and geographic region.

Task 1.3.2 Transfer and archive past CCUMC survey data to website to serve as a foundation for future data collection, (e.g., salary/budget information, services information, etc.).

Task 1.3.3 Make all CCUMC-related records available online (e.g., conference feedback).

Strategy 1.3 Success Measures/Metrics	Responsibility Area	Target Start
Regional mapping and classifications posted	EO/Web	Year 1
Membership data available for sort "on demand"	Web/PAB	Year 2

Strategy 1.4: Continue to make all publications, or, annotated bibliographies with content links (where appropriate), available through the website.

Task 1.4.1 Review direct links to informal publications (The Leader) .
Task 1.4.2 Post all CUMR Table of Contents (TOC) & abstracts on website.
Task 1.4.3 Post archived issues (work through EBSCO, Wilson or other means)
Task 1.4.4 Provide links to WorldCat, for CUMR access information.

Strategy 1.4 Success Measures/Metrics	Responsibility Area	Target Start
Links checked and updated	EO/PAB	Ongoing Intervals
CUMR TOC and Abstracts Access Links posted	EO/PAB	Year 1
Publications negotiations to make content available	EO/PAB	Year 2

Goal 2: Develop new membership models to increase the organizational population.

- CCUMC has significant value at the intersection of classroom technologies, media content, information technology and pedagogy. It is critical to articulate this institutional value to campuses throughout the country that may not be aware of the unique niche that CCUMC fills with both institutional and corporate members. A clear marketing philosophy, backed by solid web tools, will assist in the long-term viability of our membership.

Strategy 2.1: Develop new membership models, specifically to grow institutional memberships by 10% over three years. New growth target should exceed 300 by January 2012 (up from 275 2/09 benchmark).

Task 2.1.1 Develop a membership campaign that clearly identifies the unique characteristics of CCUMC membership (technology, media & pedagogy).
Task 2.1.2 Develop (video and print) testimonials for web and text delivery. Ensure that materials delivered can be applied in multiple settings (conference literature, peer organizational development, etc.).
Task 2.1.3 Highlight the value and return on investment (ROI) of membership during economic downturns (value of conference attendance, emerging technology review specific to 2.1.1).

Strategy 2.1 Success Measures/Metrics	Responsibility Area	Target Start
Video testimonials captured and posted	Mbshp/Web	Year 2
Text/print testimonials developed & posted	Mbshp/Web	Year 2
New membership goals met (n=300 by 2012)	Mbshp	Year 3

Strategy 2.2: Research lapsed memberships

> Task 2.2.1 EO to provide a list of lapsed memberships to conduct "exit interviews" within 60 days of final membership renewal.
> Task 2.2.2 Develop a short (two-three question) survey for delivery to lapsed members (60-90 days past renewal target) for internal review.
> Task 2.2.3 Conduct individual interviews with selected responses and report back to the board and related committees to assist with further planning.

Strategy 2.2 Success Measures/Metrics	Responsibility Area	Target Start
Short survey developed/delivered for membership lapses	Mbshp	Ongoing
Exit interviews conducted & reported posted	Mbshp	Annually
Feedback provided to Board & membership	Mbshp	Annually

Strategy 2.3: Develop peer mentoring relationships with potential members to engage them into joining and/or staying with the CCUMC community.

> Task 2.3.1 Membership and Program Committees collaborate with host conference campus to develop a list of people/institutions for outreach (e.g., one-day conference pass).
> Task 2.3.2 EO and conference hosts collaborate to distribute advance material (both electronic and print) to invited guests to raise CCUMC awareness at a regional level.
> Task 2.3.2 Program Committee and/or conference hosts assign peers to guide guests throughout "day pass" or other CCUMC related activities.
> Task 2.3.4 Assign new vendors a peer mentor to guide them throughout the conference activities.

Strategy 2.3 Success Measures/Metrics	Responsibility Area	Target Start
Report of invitations accepted vs. declined	EO/Mbshp	Post-conference
Report of new memberships as the result of the peer mentor pairings	Mbshp/Research	Post-conference

Strategy 2.4: Develop formal methods to share Consortium information with broader higher education and technology communities.

> Task 2.4.1 Seek out and regularly submit significant CCUMC dates maintained by peer organizations.
> Task 2.4.2 Create links on our website to other professional journals and publications.

Strategy 2.4 Success Measures/Metrics	Responsibility Area	Target Start
Evidence of CCUMC marketing on other organizational calendars	Mbshp	Year 2,3
Links to other journals posted on CCUMC website	PAB, Web	Year 2,3

Goal 3: Provide consistent professional development to the membership.

- Professional development opportunities are a keystone issue for members; dovetailing into CCUMC organizational value and marketing. Particularly in times of constrained resources, institutional memberships may rely on the perception of the value delivered in low-cost formats. Based on membership feedback, professional development rests on three legs: publications, listserv and a new call for web-based content delivery.

Strategy 3.1: Develop consistent professional development opportunities by creating a library of topical content and webinars to assist the membership on a regular basis.

Task 3.1.1 Use the 2009 Annual Conference Interest Group sessions to identify professional development topics and presenters.

Task 3.1.2 Create online "virtual conference(s)" consisting of a webinar and associated Web 2.0 interaction capabilities for Spring 2010.

Task 3.1.3 Use conference assessment/feedback and interest group participation to assist Board of Directors, Publications Advisory Board and Professional Development Commmittee with future virtual conference planning.

Task 3.1.4 Develop a "style sheet" or simple work-flow guidelines to assist individual campuses with creating and distributing content with a consistent "look and feel".

Task 3.1.5 Create a "best practices section", or knowledge repository, to enable members to upload, download, and share documentation (e.g., departmental service level agreements (SLA's), service level statements (SLS) or other "how to" best-practice service examples).

Task 3.1.6 Conduct listserv content analysis (through archive review) to help guide professional development topics and opportunities.

Strategy 3.1 Success Measures/Metrics	Responsibility Area	Target Start
Interest Groups create topics list at 2009 conference	SIG/PD	Year 1
Create online individual webinars	PD	Per event
Create PD Library accessible through website	PD/Web	Per event
Include assessment questions for membership survey	BoD	Year 2
Assessments reviewed by BoD at 2010 Spring Mtg.	BoD, PAB, PD	Year 2
PD develops 2011 schedule based on BoD feedback	PD, BoD	Year 3
Style sheets developed for webinars	PD	Year 2
Document library (or knowledge base) created	PD/PAB/Web	Year 2
Members begin submitting or posting documents	PD/Web	Year 2
Listserv content analysis posted	EO	Quarterly

Goal 4: Encourage sound pedagogical practices that integrate technology into teaching and learning.

Strategy 4.1: Research and share successful pedagogical practices that integrate technology into teaching and learning.

> Task 4.1.1 Provide web resources and links to resources which use technology to enhance or support teaching and student engagement. (see strategy 1.4 "best practices documentation").
> Task 4.1.2 Encourage presentations at CCUMC conferences.
> Task 4.1.3 Coordinate with Professional Development Committee to specifically include instructional design practices.
> Task 4.1.4 Provide resources such as grants information and research articles to members.
> Task 4.1.5   Connect institutional members with corporate members to identify, test, leverage and promote new technologies that support teaching, learning and research initiatives.
> Task 4.1.6 Create a CCUMC website form to solicit institutional feedback for vendor research and product development of pedagogical tools.

Strategy 4.1 Success Measures/Metrics	Responsibility Area	Target Start
Documents, whitepapers and links are made available on CCUMC website	Web	Year 1
Inclusion of a pedagogy track in CCUMC conference sessions which specifically addresses teaching with technology and assessment of attendance	Conf	Year 2
CCUMC is cited as a resource in non-CUMR publications	PD	Year 3
Articles are regularly submitted in CCUMC publications pertaining to technology for teaching to support publications schedule	PAB	Ongoing/per issue
Collaboration between vendors and institutional members on new products that support pedagogy (e.g., useful webform responses, pilot tests of new products, etc.)	EO	Year 1
Minimum of one beta test or pilot project or service by CCUMC task group each year	PD	Year 2
Results of (at minimum) pilot review is published in the CUMR each year	PD	Year 2

Strategy 4.2: Create an Instructional Designers/Instructional Technologists Interest Group

> Task 4.2.1 Create a new interest group specific to Instructional Design.
> Task 4.2.2 Create a section on the CCUMC website to support those interested in instructional design.

Strategy 4.2 Success Measures/Metrics	Responsibility Area	Target Start
2009 conference inclusion of new Interest Group	Conf/SIG	Year 1
Instructional Design section created and added to website	Web	Year 1
A minimum of 10 new members recruited each year from instructional technologists/designer positions.	Mbshp	Year 3

Goal 5: Continue leadership in the development and dissemination of copyright and fair use policy information regarding media content and best practices.

Strategy 5:1: Improve dissemination of information on copyright to our membership.

> Task 5.1.1 Create a list of common copyright questions/issues and links on the CCUMC website to reliable sources of information (FAQ).
> Task 5.1.2 Create a list of commonly referred to sections of the law (fair use, DMCA, etc.) and links to those sections of the law.
> Task 5.1.3 Create a disclaimer for the website to explain that this should not be construed as legal advice.
> Task 5.1.4 Use Indiana Fair Use Guidelines (with attribution) and/or other resources to design and or distribute permission agreement forms (release forms, sharing agreements, etc.).

Strategy 5.1 Success Measures/Metrics	Responsibility Area	Target Start
FAQ's and reference links posted on website	GRPP	Year 1
Best practice "documents on demand" created for members to up & download	Webmaster	Year 1

Strategy 5:2 Revise current Multimedia Fair Use Guidelines and create other "best practices" statements.

> Task 5.2.1 Research how to best collaborate with other organizations (ALA Video Roundtable, Center for Social Media, etc.) to create/update guidelines and investigate whether to reconvene CONFU (Conference on Fair Use).
> Task 5.2.2 Recommend what portions of the MFUG (Multimedia Fair Use Guidelines) should be updated/changed.
> Task 5.2.3 Monitor other areas of intellectual property guidelines to determine which sets of "best practices" would be useful to our membership.

Strategy 5.2 Success Measures/Metrics	Responsibility Area	Target Start
Position document and/or FAQ created & posted	GRPP	Year 2
Best practices documents written and distributed	GRPP/webmaster	Year 2

Goal 6: Assist all CCUMC committees and task force groups with leadership skills development.

Strategy 6:1 Introduce and make available formal planning methodologies to assist with all CCUMC committee and task force work.

- Reinforce that this is a volunteer force. Clear guidelines will better assist project and task force leaders to execute projects (leading toward overall leadership skill development).

    Task 6.1.1 Create a professional development resources page on our website to link to project planning tools and methodologies (e.g., ITIL, community toolbox practices: http://ctb.ku.edu or other IT/project related resources).
    Task 6.1.2 Create or adopt project templates that committees may use to keep projects on target, clarify team deliverables, and ensure timely success for volunteer work.

Strategy 6.1 Success Measures/Metrics	Responsibility Area	Target Start
Link planning resources on website & monitor use	Web	Year 1
Research and link to commonly used project management tools (e.g., PMI or ITIL resources)	PD/Web	Year 1
Project templates are created, posted and assessed	PD	Year 2