



Mount Royal University Academic Development Centre

Catalyzing excellence and innovation in teaching,
learning, and the use of educational technology

Strategic Plan 2010 – 2013

ADC Strategic Plan 2010–2013

Vision

Catalyzing excellence and innovation in teaching, learning, and the use of educational technology.



Mission

The Academic Development Centre (ADC) is committed to fostering teaching excellence and innovation in support of learning.

Faculty and staff of the ADC offer professional development services, initiatives, and programs to the Mount Royal University (MRU) community to support classroom and online teaching, the use of learning technologies for faculty and students, curriculum development and principles of assessment, scholarly teaching and scholarship of teaching and learning, web-based instructional design, media production, and audio/video/web conferencing. The work of the ADC is guided by Mount Royal's institutional goals and aims, and by the recommendations in the MRU Academic Plan.

Values

The following values provide a framework to establish priorities, guide decision-making, and engage in planning and evaluation—they represent the manner in which we aspire to serve our stakeholders:

We value a spirit of learning through **Collaboration and Community** with a view to providing **Support and Service** in a **Responsive and Proactive** manner, by following the principles and practices of **Innovation and Creativity** and ensuring that **Evidence-Based and Scholarly Practices** inform our work.



Introduction

During the past three years, the faculty and staff of the ADC have navigated significant change with the launch of a new Faculty of Teaching and Learning in 2008—of which ADC became a part—and Mount Royal's transition from college to university in September 2009.

These transitions brought with them some key changes: revised roles and responsibilities associated with faculty work, and the adoption of new criteria and processes for tenure and promotion. Also apparent was the need to consider how the programs and services of the Centre should respond to the organizational change. It was clear that ADC's work must continue to focus on the current mandate of the Centre, but at the same time, it was imperative to envision the Centre's future and its work on behalf of the institution. Questions about how we might anticipate this future in a new context and align our planning efforts to meet both the expected and emerging needs of our stakeholders necessitated the formal and considered approach of a strategic planning process. The commencement of a new academic planning process in 2010–2011 was another reason the ADC decided to consider its work strategically and communicate its plan to relevant institutional stakeholders.

Planning Process

In May 2009, the ADC launched a strategic planning process with a half-day planning retreat. The retreat was designed to generate conversations about ways we might chart the future of the Centre. With the intent to imagine this desired future, ADC faculty and staff engaged in reflective exercises focused on both our past and our present. Over the next year, four full-day sessions followed the initial half-day retreat. In April 2010, during the final planning session of academic year 2009–10, faculty and staff met to identify priorities and chart individual and team action plans. These plans were integrated into the first draft of the strategic plan and were further reviewed during the October 2010 planning retreat, where members of the ADC provided a final round of feedback for the document. The ADC Strategic Plan will be ready for implementation in winter 2011.



Strategic Priorities and Goals

The Centre's first priority is to support its constituents in achieving their teaching, learning, and scholarship goals, and remain consistent with the mission and vision of Mount Royal and its aspirations to become Canada's leading undergraduate university. The ADC's key priorities and goals provide a starting point for the strategic plan:

- Teaching, Learning, and Scholarship
- Curriculum and Assessment
- Technology Integration
- Personnel
- Communication and Promotion
- Planning and Resources



Teaching, Learning & Scholarship

Mount Royal University prides itself on quality, learner-centered instruction, and the ADC is aligned with this institutional mission. We are committed to the development of teaching excellence through the support of exemplary teaching practices and scholarly dialogue.

In addition, the ADC offers academic development programs and professional development initiatives designed to support faculty members in their teaching and scholarship roles across the span of their careers. The Centre collaborates with other MRU departments and individuals to offer specialized support and training for faculty members and instructional staff. Responsiveness to the needs and interests of faculty members is central to the ethic of faculty and staff in the Centre, and ADC's programs and initiatives are tailored with this goal in mind.

Goal

Support teaching and learning excellence by championing exemplary practices informed by scholarship

Objectives

1. Conduct a needs assessment with ADC stakeholders to inform program and service priorities
2. Assess and respond to faculty professional development needs in relationship to teaching, learning, and scholarship
3. Support the efficacy of teaching, learning, and scholarship practices by remaining current in academic development practices and responsive to stakeholders
4. Review and revise current ADC programs and services, as required, to reflect the emerging needs in the new University environment

Curriculum & Assessment

A photograph of a man and a woman sitting at a table in an office, looking at documents. The man is on the left, wearing glasses and a dark jacket. The woman is on the right, wearing glasses and a patterned shirt. They are both looking down at a document on the table. The background shows office shelves and a plant.

The ADC's curriculum and assessment services and initiatives are intended to support individual faculty members and academic program areas in the development and renewal of thoughtful, coherent, and integrated curricula.

Whether developing at the course or program level, we ensure that established principles of curriculum design are followed. The ADC also provides leadership and support in practices associated with the assessment of learning.

Goal

Adopt and maintain curriculum and assessment practices that support the teaching, learning, and scholarly goals and aspirations of faculty members and program areas

Objectives

1. Review current ADC support to individuals, departments, and faculties relative to curriculum and assessment initiatives
2. Identify potential future resource requirements for curriculum and assessment to ensure alignment with changing institutional needs
3. Identify future role of the ADC in providing support during academic program review cycles
4. Research and implement professional development opportunities to support effective assessment of learning practices
5. Support MRU eLearning initiatives by implementing curriculum- and assessment-related recommendations from the eLearning Strategic Plan
6. Implement an annual institutional Call for Curriculum Project Proposals in order to help manage ADC workload

Technology Integration

The ADC works with Mount Royal faculty, students, and instructional staff to assist them in effectively integrating educational technologies into classroom- and web-based teaching and learning practices.

Much of this work is accomplished through individual consultation relative to the selection of specific technologies and their subsequent application strategies. Our aim is to help ensure that tools and strategies ultimately serve and support the achievement of identified teaching, learning, and scholarship needs and goals.



Serving students is another important mandate of the ADC, which it achieves through the Student Technicians and Resource Tutors (START) program. A key goal of the program is to offer students support to effectively integrate educational learning technologies in their studies and academic work. The START program also supports students by providing part-time on-campus employment opportunities. START employees are students who assist other students with using technology in various settings across the campus. In addition to the START drop-in lab (T106) and the START Media Edit Suites (T115), the START program supports MRU services such as the Library, the ITS Help Desk, and the student computing and language labs. START also assists faculty members by delivering workshops to students on how to use Blackboard and various other software applications. START also provides conference support and other teaching and learning technology support upon request. The ADC Garage summer program hires students who work on eLearning sustainability projects with MRU faculty members. The focus of these projects is to ensure that the required eLearning elements of a course scheduled for delivery in the upcoming academic year are in place and functioning. The ADC Garage program provides the Centre with an additional opportunity to employ and mentor students while supporting faculty members in developing and revising course content and potentially enhancing their teaching practices using technology.

Goal

Apply educational and learning technologies in an integrated, coherent, and innovative manner to support teaching, learning, and scholarship practices that align with institutional goals and aspirations

Objectives

1. Collaborate with ITS and other institutional stakeholders to review and make recommendations concerning the overall effectiveness of Blackboard—the current MRU learning management system—with a view to exploring alternatives and/or augmentations or upgrades to Blackboard that support a more dynamic environment for teaching and learning with technology
2. Assess and respond to the professional development and support needs of faculty and instructional staff with respect to the effective integration of technology for teaching, learning, and scholarly practice
3. Assess and respond to the support needs of students for integrating the educational technologies employed in teaching and learning at MRU
4. Investigate alternative platforms for MRU eLearning courseware content and replace the current Web template
5. Develop and implement strategic guidelines for adopting, implementing, and evaluating educational and learning technologies
6. Participate in MRU Information Technology (IT) governance by supporting the strategic initiatives of the Strategic Technology Council (STC) and thereby the Teaching, Learning and Technology Roundtable (TLTR)
7. Respond to the recommendations of the 2010 eLearning Strategic Plan

A photograph of three people (two men and one woman) smiling and standing outdoors. The image is overlaid with a semi-transparent green filter. The woman on the left is wearing a grey jacket and glasses. The man in the middle is wearing a striped shirt and glasses. The man on the right is wearing a white shirt and a tie. The background shows a building and trees.

ADC Personnel

ADC faculty and staff are intentional about investing their time, expertise, and the institutional resources available to the Centre towards building a collaborative and resourceful team.

The professional individuals and teams in the Centre are focused on supporting the teaching, learning, scholarship, and technology needs of Mount Royal faculty, instructional staff, students, and administrative and program areas.

Goal

Support and encourage the professional development aspirations of ADC personnel by helping them realize their professional and personal learning goals in order to assist the Centre achieve its vision of catalyzing excellence and innovation in teaching, learning, and the use of educational technology

Objectives

1. Attract and retain faculty and staff committed to the mission and core purpose of the ADC in order to ensure that appropriate levels of expertise and experience are in place to meet the strategic goals of the Centre
2. Evaluate the evolving role and function of the ADC in its support of the new Mount Royal University mission, including how this support impacts current ADC staffing and programming needs and future planning requirements
3. Maintain the current resources that support professional development opportunities for ADC faculty and staff
4. Explore opportunities for engaging in Centre-wide professional development to foster a learning community environment focused on alignment and shared inspirations in our collective academic development work

Communication & Promotion



The ADC's annual Year in Review document is a means of communicating the work it undertakes on behalf of the Mount Royal University community.

In addition to this document, targeted print and web-based communication and promotional materials help to inform the community about current and future ADC programs, services, and initiatives.



ADC's Media Production Group (MPG) provides a wide range of media project development and production support for institutional departments and programs.

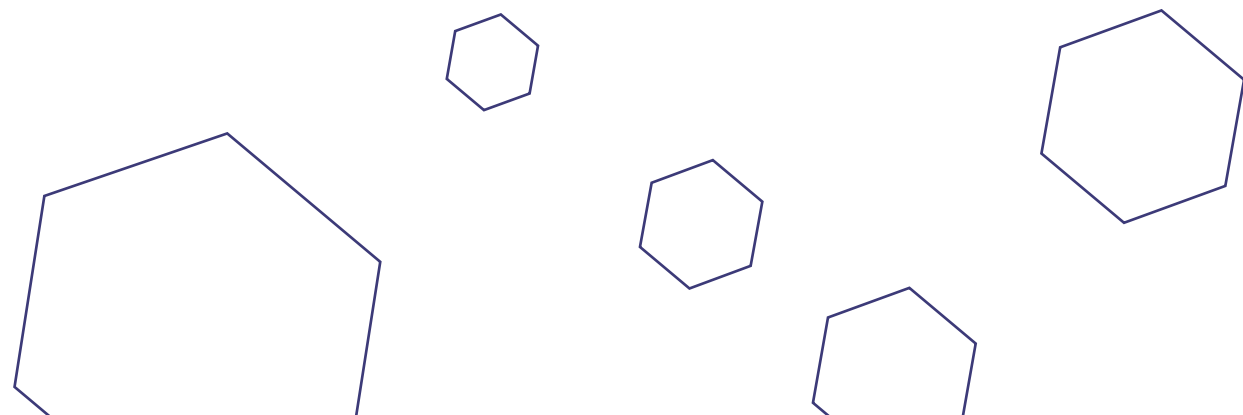
- The MPG offers support to both International and Continuing Education
- They also support the development of video projects for
 - Academic program promotion
 - The development of online and blended curriculum projects
 - Classroom lecture capture in support of faculty development in teacher communication
 - Institutional marketing and promotion projects
 - Special event support for offices like University Advancement, the Conservatory, Alumni Affairs, and Human Resources
- The MPG provides their services to major institutional events such as the 2010–11 MRU Centennial and annual events including Alumni Legacy Awards, Feast of Song, Convocation, Pearls of Wisdom, and Employee Awards.

Goal

- Create current, professional, and integrated marketing and promotional materials, both print and web, for use by the ADC in communicating about its work
- Achieve media production excellence in marketing and promotional campaigns that contribute to MRU program and department publicity efforts in support of special events
- Support development of media elements designed to help meet the teaching and learning outcomes for curriculum and courseware projects

Objectives

1. Determine specific needs for print and web marketing and promotional materials
2. Utilize institutional resources to develop materials
3. Capitalize on institutional mechanisms for featuring the work of the Centre; for example, feature highlights of ADC programs or initiatives in the MRU Face Time newsletter
4. Consider adopting tools and processes for sharing information with, and soliciting feedback from, clients and stakeholders
5. Develop a template for the annual Year in Review document
6. Adopt a branded approach to the development of materials that aligns with the brand of the Faculty of Teaching and Learning
7. Explore the benefits and value of compiling a historical record of the ADC and its work
8. Promote and host events and speakers that highlight and/or contribute to the Centre's program and service areas



Planning & Resources

Annual ADC resource and budget planning activities help identify priorities that ensure alignment with the strategic goals of the Centre and the mission and vision of MRU.

Annual planning also ensures strategic alignment with the mission and aspirations of the Faculty of Teaching and Learning and provides opportunities to consider how the ADC might help advance the work of the Faculty. The ADC holds two planning retreats annually.

Goal

Develop and review annual planning processes and documents in consideration of the human, financial, and physical resource needs in order to ensure that the ADC can fulfill its mandate

Objectives

1. Explore methods for completing a stakeholder analysis to further inform the strategic direction of the ADC
2. Explore and evaluate the feasibility of undertaking a program review of the ADC
3. Assign resources to help ensure compliance with institutional policies, procedures, and formal documentation for Centre and institutional practices
4. Ensure the ongoing maintenance and integrity of the physical space used by the ADC
5. Engage in annual planning processes to support the strategic deployment of human and financial resources in order to achieve the mandate and core purpose of the Centre

Implementation



Goals

1. Implement the strategic plan
2. Communicate the strategic plan to relevant stakeholders
3. Employ the strategic plan in the annual development of ADC area and team planning priorities
4. Review the strategic plan annually, and revise and update as necessary





Acknowledgements

The development of this plan has been a communal effort. Many thanks are in order to the entire ADC faculty and staff team who worked with commitment and creativity to bring this, our first formal strategic plan, to completion. Your insights, experience, and collective wisdom have been indispensable along the way.

Many thanks go to the members of a small ADC working group who volunteered to help plan and facilitate the retreat days and who also took time and care to deliberate and sort the myriad ideas of the group, which helped craft the way forward. Others volunteered to help write, review, and edit the document itself. Thank you to Michelle Yeo, Amanda Veinotte, Mary-Ann Ciupak, Barbara Russo, and Rupinder (Tina) Mangat. A special thank you must also be extended to Khethwen Woo for her design and final treatment of the document in order to make it print-ready, all accomplished under tight timelines.

And finally, to our external facilitator Lillas Hatala, a heartfelt thanks. Lillas was not able to attend every planning session, but she worked tirelessly in the background in order to learn about our group and our work and to bring her considerable experience and facilitation expertise to support the ultimate success of our strategic planning initiative.

Our Teams



Administration Team

Theresa Matus, Director
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