

President's Statement of Mission and Governance of the UNC TEACHING AND LEARNING WITH TECHNOLOGY COLLABORATIVE

Overview

The UNC Teaching and Learning with Technology (TLT) Collaborative is a consortial organization, created by the President of the University of North Carolina, that provides vision and shared resources in support of TLT programs and initiatives throughout the 16 campuses of The University of North Carolina. The life of the Collaborative is limited to an initial term of six years, which may be extended at the discretion of the President.

Oversight for the Collaborative will be provided by a Collaborative Board that is composed of representatives from the 16 campuses. The Board advises the UNC Vice President of Information Resources who has final approval over Collaborative actions and policies, subject to the residual executive authority of the UNC President.

Funding for basic operations of the Collaborative is specified as a part of the UNC Information Technology appropriation (continuing funds) included in the 1999/2000 Appropriations Bill (HB168).

Vision Statement

The TLT Collaborative will unite the collective interests and goals of the sixteen campuses of The University of North Carolina to serve as a catalyst for, and nurture excellence in, the productive application of technology for teaching and learning.

Mission

The TLT Collaborative will manifest the following characteristics:

- Shared vision
- Compelling need
- Mutual benefits derived with proportional value
- Broad-based support
- Well-defined governance structure
- Established rules of engagement and disengagement
- Trust relationships
- Established lifetime subject to review
- Cost effectiveness (cost savings, cost containment, cost avoidance) through shared risk, shared resources, mutual services, and joint bargaining power.

The mission of the UNC Teaching and Learning with Technology Collaborative is to embody these characteristics in support of TLT programs and initiatives throughout the 16 campuses of The University of North Carolina. The Collaborative actively explores collaborative opportunities and assists in defining and implementing best practices, common services and shared resources. Recognizing the broad range of issues associated with Teaching and Learning with Technology, the Collaborative functions variously as a think tank, research and testing service, strategic planner, information portal, professional development resource, resource development instrument, and a host for collaborative activities.

Goals

These are the Collaborative's goals for the specified functions.

1. **Communications:** Facilitate TLT communications and decision processes for UNC administrators, faculty, and professional staff that will:
 - Facilitate awareness, discussion, and professional development within TLT communities (professional staff, discipline areas, Teaching and Learning Directors, etc).
 - Facilitate awareness and discussion between communities and interests (Academic, IT, Continuing Education, Libraries, Service Providers, faculty/staff/students/administration, UNC/DPI/NCCCS, etc).
 - Promote and evangelize TLT efforts and initiatives to key audiences (including campus and UNC administration, faculty, staff, and student organizations, North Carolina Legislature, media, funding agencies, peer institutions, etc), consistent with University processes.
 - Provide gateways to national and international organizations.

Examples of communications mechanisms include: Web PORTAL, electronic and paper publications, announcements, TLT roundtables, workshops and symposia, professional retreats, and online discipline communities.

2. **Research:** Provide a common resource for research and best practices associated with TLT in the areas of:
 - Learning outcomes, learner types, and best practices associated with teaching and learning effectiveness and learning environments.
 - Emerging technologies, standards, and formats, as well as effective combinations of technologies for teaching and learning.

- Tools, products, and services for effective development and management of learning materials.
- Multimedia classroom standards.
- Organizational relationships and strategies.
- Successful engagement of students, faculty, and staff in the effective use of technology for teaching and learning.
- Global/national efforts and organizations associated with TLT.
- Common metrics and evaluation strategies for learning assessment and knowledge management.
- Americans with Disabilities Act (ADA) requirements and best practices.

As a research service, the Collaborative will work closely with campus TLT efforts to develop a common vision in support of timely decision-making and strategic planning.

3. **Professional Development:** Support campus efforts to provide professional development in TLT for faculty, administrators, and professional staff. Activities will include:

- Encouraging the establishment of Teaching and Learning Centers on campuses where these do not currently exist.
- Helping campuses determine appropriate TLT support needs (types of positions, required skill sets/position descriptions, support ratios, organizational structures, expectations management, etc).
- Providing system-wide Faculty Fellowships (as funding allows) that focus on faculty engagement in TLT-related research and resource development.
- Coordinating system-wide presentations, workshops (Train-the-Trainer, etc), symposia, and retreats aimed at specific professional communities such as Teaching and Learning Center Directors, TLT/IT professional staff, and teaching faculty.
- Participating in campus and system-wide efforts to develop and incorporate measurements of TLT activity into the promotion and tenure process.
- Helping to identify and promote the needs and expectations of professional TLT staff (ongoing skills development, involvement with peer communities, participation in strategic planning and decision-making, etc).

The Collaborative will work closely with campus Teaching and Learning Centers, as well as other campus services to integrate TLT-related professional development with the overall development needs of faculty and TLT staff.

4. **Resource Sharing:** Facilitate efforts between campuses to seek and develop commonalities that help either to leverage resource procurement or to facilitate decision-making/development in the areas of: development tools; formats and media standards; service providers; contracts; surveys/metrics; communications; professional skills/standards; etc. Activities may include: meetings; workshops and electronic forums that bring together various campus offices; services and professional communities for targeted discussion; proposal/contract development; and team projects.

The initial role of the Collaborative will be as a facilitator. A potential role of the Collaborative in managing or delivering common resources will need to be explored and considered as a part of any cooperative negotiation.

5. **Resource Development:** Explore funding strategies and mechanisms to support both Collaborative and campus TLT efforts and initiatives by:
 - Administering collaborative grant programs to support TLT efforts between campuses.
 - Tracking and publicizing funding agencies and funding trends. Establish working relationships with major funding agencies.
 - Maintaining common statistics, metrics, etc., to assist with campus funding applications.
 - Assisting in the development of collaborative funding proposals between the campuses (and among UNC and other in-state and out-of-state institutions and agencies).
 - Developing funding proposals in support of the Collaborative's operations.
 - Supporting the goals of the Collaborative and campus organizations with regard to Legislative and General Administration funding and support.
 - Assisting the Vice President for Information Resources as well as campus CIO's and academic administration in system-wide negotiations on TLT-related support and funding.

The role of the Collaborative should focus on information-sharing and collaborative funding proposals, as staff resources permit.

6. **Policy development:** Work with the campuses and UNC General Administration in an advisory role to identify, review, resolve, or define policy and procedure issues associated with TLT. Areas of common interest may include:

- ADA standards.
- Professional development for TLT staff .
- Incorporation of TLT-related activities within the Promotion and Tenure process.
- Common standards for multimedia formats, versions, metadata, etc.
- Appropriate use policies.
- Intellectual Property.
- Funding strategies associated with TLT development.

The Collaborative does not make policies but rather may act as an advisory body to assist campuses and the UNC system in policy-making.

The Collaborative Board

The Collaborative Board shall consist of:

- A voting representative from each campus, recommended by the respective Chancellors and appointed by the UNC President, for a total of 16 voting members.
- A non-voting representative from the UNC Faculty Assembly
- A non-voting representative from UNC Academic Affairs selected by the UNC Senior Vice President for Academic Affairs
- The UNC Vice-President for Information Resources

The Board may determine to authorize other non-voting representatives from organizations that are associated with the effective use of Technology for Teaching and Learning and professional development.

The Board annually shall elect a Chairperson and such other officers as it may determine, from the voting membership. The Board shall define the election process and the functions of these officers. The term of an officer shall run from July 1 through June 30. The Chairperson is responsible for ensuring that the Board functions smoothly and meets its obligations, as outlined in the bylaws, for representing the Board where appropriate, and for bringing any concerns associated with Board member participation to the respective Chancellors.

No term limits are set for Board members; term of service is at the discretion of the respective appointing Chancellor. The Vice President for Information Resources shall request annual confirmation of these appointments on behalf of the UNC President.

Oversight

The Vice President for Information Resources, working closely with the Board, shall: (a) ensure that the Collaborative meets its mission and goals in a manner that is consistent with the needs and expectations of the sixteen campuses; (b) define the operation of the Collaborative and of the Board; (c) define the responsibilities and evaluate the performance of the Executive Director; and (d) recommend action on proposals and policies. The authority of the Vice President is subject to the residual executive authority of the UNC President.

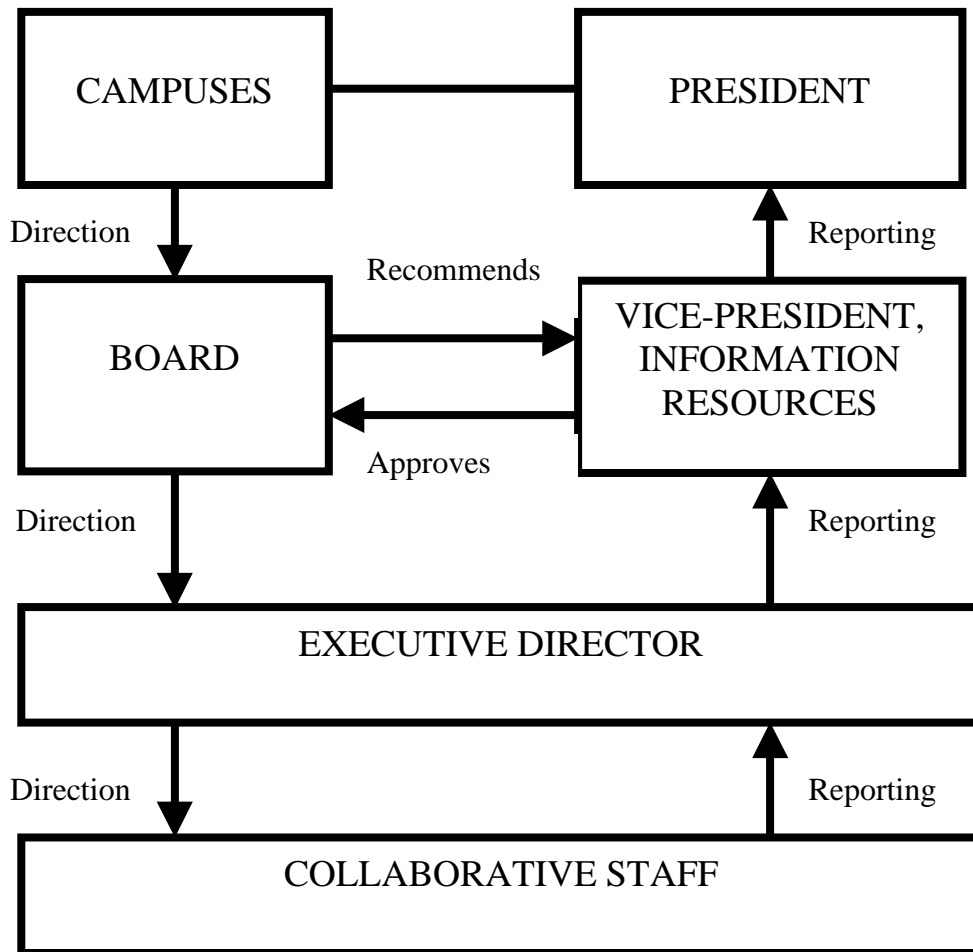
Board Oversight shall include:

- Annual reports submitted by the Executive Director.
- Annual program and project proposals, operating budgets, and funding strategies submitted by the Executive Director.
- Contracts, leases, insurance agreements, etc., associated with the Collaborative's operations and services.
- Proposals to levy dues or assessments that arise from the Collaborative's operations and services.
- Project proposals and operational issues that may be brought to the Board by any voting or non-voting member, or by the Executive Director.
- Policies and procedures to manage special programs such as Collaborative Grant programs, Faculty Fellowship programs, etc.
- Program outlines for symposia, conferences, workshop programs, etc.
- Defining the responsibilities and evaluating the performance of the Executive Director.
- Appropriate benchmarks and ongoing metrics to measure the effectiveness and value of the Collaborative.
- Requests to add, modify, or remove bylaws.
- Creation and oversight of sub-committees and workgroups to further the work of the Collaborative.

- Requests to extend the life of the Collaborative beyond the current term. Such a request may be proposed to the Vice President for Information Resources by the Board or by the Executive Director. The Vice President is then responsible for forwarding this request to the UNC President. The request should be made at least twelve months before the end of the currently established term in order to facilitate appropriate planning, and to provide time for any additional evaluation that the President may request.
- Other matters of common concern, at the discretion of the UNC Vice President for Information Resources.

Actions and policies that are recommended by the Board must be approved by the Vice President for Information Resources in order to be implemented. The Vice President may authorize the Board to act on his or her behalf to approve specific actions and policies, and may also revoke this authority.

The following chart represents the Collaborative's structure and function.



Staff

Staff of the Collaborative shall be employed under standard EPA/SPA positions with the usual State benefits. All staff shall report to the Executive Director, who will report to the Vice President for Information Resources. The Executive Director will carry out the policies and programs defined by the Board and approved by the Vice President for Information Resources. The Executive Director shall submit reports and proposals to the Vice President annually or as requested.

Board Meetings

The Board shall meet at least twice annually. The Board shall promulgate bylaws that determine the frequency and location of meetings and that prescribe a quorum for Board action. The Chair shall act as convener of meetings. Minutes of all meetings, as well as copies of all reports, shall be posted on the Collaborative's Web site.

Finances and Contracts

UNC GA shall serve as the fiscal agent for the Collaborative. Fiscal year is July 1 through June 30. State allocations will be made directly from a GA budget line. The Executive Director must submit an annual budget report to the Vice President for Information Resources.

Until used, non-state funding shall be placed in either a Trust Fund or the Endowment Fund of the University of North Carolina as applicable law and University policy may require.

UNC General Administration shall act as the contractual agent of the Collaborative.