Initial Comparator Research – Arizona State University
     (LMS = Blackboard)

General Impression: In general, the distributed nature of technology and teaching support services for campus-based courses and programs at ASU is very similar to UO, if not more so. Campus-based academic technology does not seem to extend beyond the Blackboard LMS. Individual college, school, and department units may provide more services, but nothing appears very significant, extensive, or innovative. Technology innovation, in their own definition, is focused in the ASU Online and Extended Campus, which is extensive in number of programs offered and students enrolled. This unit is clearly separated in function and management form the rest of campus, although their web presence insists repeatedly that the campus faculty are directly connected to online courses/programs. The walk-away impression is that ASU is really two different institutions: 1) campus-based, traditional/residential courses with limited instructional technology activity and/or innovation; 2) an online institution modeled on a for-profit/virtual university organization.

1) What services does this institution's Extension unit provide to campus partners?
     Continuing Education (https://ce.asu.edu/continuing-education/) - non-credit, professional and certificate programs. Many are online (through ASU Online) but not all. Offerings are much narrower than the programs described on ASU Online. Not sure how CE is differentiated from ASU Online, but CE does not seem to be connected to camps-based units in a specific way.

     ASU Online and Extended Campus (http://asuonline.asu.edu/) - offers Academic and Professional Degree Programs (bachelor's and master's), Certificate Programs (95 degree and certificate programs). Over 10,000 students. Claims they offer same content as on-campus courses through online delivery (a 'gold standard' of interactive, engaged learning). Courses and instructors, however, are not necessarily the same as offered by campus-based departments.

- Undergraduate Tuition - For students enrolled in a fully online degree program, ASU undergraduate tuition ranges from $480 to $543 per credit hour, regardless of residency status, with no additional program fees. Specific tuition amounts for each program are listed on the individual program pages.
  - Students who study online typically enroll in two or three classes per 7 ½ week session; the majority of courses offered are three credits.
- Graduate Tuition - For students enrolled in a fully online degree program, most ASU graduate tuition amounts range from $482 to $852 per credit hour, regardless of residency status, with no additional program fees. Specific tuition amounts for each program are listed on the individual program pages.
- Provides student support services (financial aid, academic advising (success coaches), libraries, et.)

ASU Online use/offers/applies Quality Matters, Zaption, and Google Apps to its course offerings and development process.

2) Where is digital education housed? Are there separate units for online learning and blended or hybrid courses? Are technology and pedagogy combined or separate? How much of this effort is centralized?

Digital education, educational technology, instructional technology are separated across academic units, different campuses, and between physical and online campuses. Very distributed, and appears like a legacy system with little direct, engaging support for teaching/technology innovation.

The University Technology Office (systems and networks) has a very limited web presence (https://uto.asu.edu/), but houses the Academic Technologies office (https://uto.asu.edu/people-racad) which serves the Blackboard LMS, and nothing else apparently.

3) What structures, formal or informal, are in place to encourage pedagogical innovation on campus? Is there any effort to centralize such activity?

The Online Campus seems to be the central 'innovator', although its services are not clearly connected to 'regular' on-campus instruction. Teaching and Learning Support, if it exists, seems to be ad hoc in various academic colleges, schools, or departments around campus.

Efforts at pedagogical innovation on-campus are not visible in the ASU web presence. There are, however, many courses in 'educational technology' or 'instructional technology' offered by departments, including an MA/PhD program in the College of Education.

4) Where are instructional design and instructional technology housed? What pathways exist to guide faculty to instructional technology services? Is access to instructional technology support uniform across different faculty groups at the institution?

ASU Online has an Instructional Design Unit (12 Instructional Designers, 4 Multimedia Developers, 3 Managers).

ASU campus-based faculty seem to have no unified support. Instructional technology as well as teaching/learning services are provided by unique units within colleges, schools and departments. Access, then, would be highly determinant across the campus. Innovation seems limited within the campus-based course offerings (Blackboard, but not clear there is any specific support for uses and designing within LMS).

5) At what administrative level are digital education initiatives, endorsed, supported, or made a fundraising priority? For example, does the institution count, encourage, or otherwise track

student enrollment or participation in digitally-inflected (hybrid, blended, tech-enhanced F2F) courses? What institutional investments have been made in hybrid and/or blended learning?

- Online is its own unit, lead by an Executive Vice Provost.
- Academic Technologies is headed by a Vice Provost (under a CIO as head of University Technology).
- University Technology is organizationally within the Office of the Provost.

The only category that seems to be tracked is 'online' (students, courses, programs). Blended/Hybrid are not mentioned, and the state of distributed support services seems to indicate these innovations in teaching campus-based courses is not a high-priority.

ASU Online, in the face of state budget cuts, partnered with Pearson to expand online offerings. In 2010, with Pearson providing capital investment as well as enrollment services and administrative support, ASU Online/Extended Campus began to greatly increase the number of courses, programs, and degrees available (moving from 1200 students to over 10,000). IN 2014, ASU partnered with Starbucks to offer programs for Starbuck employees. ASU Online/Extended Campus operates out its own building campus in Scottsdale. ASU President Michael Crow (since 2002) has identified online tuition growth as a key to reducing/replacing reliance on state funding for ASU.