

<b>BLENDED LEARNING IMPLEMENTATION PLAN: 2008-2010</b>		
<b>Goals and objectives</b>	<b>Actions</b>	<b>Responsibilities and Timelines</b>
<i>Goal i. To systematically embed blended learning approaches in the teaching and learning activities of all programs by 2010</i>		
<b>Objective 1</b> Academic staff and relevant support staff to have an informed understanding of the conceptual and pedagogical implications of the application of blended learning in curricula.	Prepare and disseminate paper outlining the case for blended learning approaches  Create and maintain the appropriate structures and forums to support ongoing staff development in relation to blended learning	Directors GIHE, FLAS: end of Feb 2008  PVC L&SO with Directors GIHE, FLAS: Ongoing 2008
<b>Objective 2</b> Academic staff to be competent in documenting and explaining the rationale and applications of blended learning in course and program design, including expectations for, and impact on, the student learning experience and outcomes.	Develop and deliver online professional development resources and workshops for academic staff  Develop and disseminate a series of good practice guides	GIHE, FLAS: Ongoing 2008  GIHE, FLAS: Sept 2008
<b>Objective 3</b> Curriculum documents make explicit statements on the means by which the strategic priorities of teaching-research linkages, work integrated learning and internationalisation of the student experience are enhanced by blended learning approaches.	Review existing curriculum documents to ensure that they contain statements on the means by which blended learning is being achieved  Report on progress from Academic Groups	PVC L&SO, Chair Programs Committee  Deans L&T: Dec 2008
<b>Objective 4</b> Program profile plans to have clearly articulated statements on strategies for embedding blended learning approaches.	Identify priorities to support the embedding of blended learning approaches within program profile plans.  Adjust existing program profile templates	Deans L&T, FLAS, GIHE: March 2008  Deans L&T with Group/Faculty Program Coordinators: July 2008

<b>Goal ii. To develop a campus environment capable of supporting blended learning</b>		
<b>Objective 1</b> Provide both physical and virtual environments for collaborative and individual blended learning activities	Develop an audit process (including minimum specifications and appropriate criteria) and schedule for auditing the physical and virtual environments for implementation  Develop remediation schedules for areas in these environments (both physical and virtual) not meeting minimum criteria  Devise a prioritised development plan that identifies and prioritises key physical and virtual spaces that meet minimum requirements but warrant optimisation	PVC L&SO, PVC INS: Dec 2008  PVC L&SO, PVC INS: Remediation schedules - Dec 2009; implementation contingent on resource allocation  PVC L&SO and PVC INS: Prioritised development plan - March 2009; implementation contingent on resource allocation)
<b>Objective 2</b> Ensure that access to a rich array of learning and information resources is seamlessly integrated within the learning and teaching environment.	Continue the annual review of the Information Resources Management Guide	PVC INS: May 2008 and ongoing annually
<b>Objective 3</b> Ensure that all students have access to skills training in information handling and the use of technologies within their disciplinary and program contexts.	Review existing graduate outcomes statements to ensure that they reflect the value attached to graduates' ability to use technology as a means of accessing information, conducting inquiry and problem solving, and as a means of improving professional competencies in the workplace  Devise a framework to assess student IT competency  Conduct a needs analysis in relation to student skills training, and develop a resource proposal to update current training resources	PVC L&SO: May 2008  PVC INS: Feb 2008  PVC INS: Oct 2008

<p><b>Objective 4</b> Provide cost effective technical infrastructure to support blended learning approaches.</p>	<p>Ensure the Blended Learning Strategy Implementation Plan informs priorities set in the Electronic Infrastructure Capital Plan (EICP)</p>	<p>PVC L&amp;SO, PVC INS: Ongoing</p>
<p><b>Objective 5</b> Further develop and maintain a flexible and responsive learning management system.</p>	<p>Review the Learning@ Griffith roadmap annually to ensure resourcing allocated within the EICP is appropriate to develop the Learning Management System to reflect blended learning priorities</p>	<p>PVC INS or nominee: Ongoing</p>
<p><b>Objective 6</b> Reassess the potential for the local production and reuse of learning resources.</p>	<p>Complete reassessment of the potential for the local production and reuse of learning resources</p> <p>Review, clarify, disseminate and implement policies relating to the creation and reuse of learning objects</p> <p>Foster a culture of reuse of learning resources</p>	<p>Directors FLAS, GIHE: Dec 2008</p> <p>DVC(A) or nominee: Ongoing 2008-2010</p> <p>PVC L&amp;SO with Directors GIHE, FLAS: Ongoing 2008-2010</p>
<p><b>Objective 7</b> Further develop and maintain high quality blended learning tools and services.</p>	<p>Ensure the Blended Learning Strategy Implementation Plan informs relevant INS roadmaps</p>	<p>FLAS: Ongoing 2008-2010</p>
<p><b>Objective 8</b> Assess the feasibility of incorporating social networking tools into the blended learning environment.</p>	<p>Audit current and projected use of social networking technologies within the Griffith community, including Learning@Griffith</p> <p>Prepare a report and recommendations to incorporate social networking tools into the blended learning environment</p>	<p>FLAS: Dec 2008</p> <p>Directors FLAS, GIHE: Nov 2008</p>

<b>Goal iii. To nurture and extend staff capabilities in the use of blended learning</b>		
<b>Objective 1</b> Develop and promote opportunities for discussion and scholarly exchange of innovative strategies and to provide feedback on best practice in the use of blended learning approaches.	Convene a series of fora for Griffith staff to discuss and showcase good practice in blended learning strategies and strategies for use and reuse of learning objects	Directors FLAS, GIHE, Chairs LEC, EEC: Schedule and approach to be agreed and published by March each year
<b>Objective 2</b> Further develop an institution-wide system for rewarding innovation and good practice in the use of blended learning.	Change the name of E-learning Fellowships to Blended Learning Fellowships  Ensure that blended learning priorities are reflected in teaching awards and grants and promotion criteria	DVC (A)/PVC L&SO, Chair LEC, EEC: Feb 2008  DVC (A)/PVC L&SO, Chair LEC, EEC: June 2008
<b>Objective 3</b> Develop and embed opportunities at all levels in the university for research into student-focused blended learning.	Publish a policy statement on the conduct of blended learning research	DVC (A)/PVC L&SO in consultation with LEC, EEC, GIHE and FLAS: June 2008
<b>Objective 4</b> Ensure optimal support from FLAS and GIHE for academic staff in being able to incorporate blended learning approaches into curriculum design, development, delivery and evaluation. This includes development and dissemination of professional development resources on pedagogical and technical implications of blended learning approaches.	Prepare and implement a FLAS/GIHE plan for provision of professional development resources to support blended learning  Devise a framework to assess staff IT competency  Conduct a needs analysis in relation to staff skills training, and develop a resource proposal to update current training resources	Directors GIHE, FLAS: March 2008 and ongoing implementation 08-10.  PVC INS: April 2008  PVC INS: Oct 2008
<b>Objective 5</b> Foster collaboration with other universities, organisations and the Carrick Institute in order to extend the knowledge and understanding of good practice in blended learning approaches.	Establish a set of key alliances (including benchmarking partners) and a program of collaborative activities  Review and recommend appropriate resourcing of benchmarking activities.	Directors FLAS, GIHE, Chair LEC: Sept 2008  Directors FLAS, GIHE, Chair LEC: Nov 2008

<b>Goal iv. To extend the University's quality assurance framework to support blended learning approaches</b>		
<b>Objective 1</b> Develop a series of indicators and measures for institutional success in terms of embedding blended learning in the student learning experience across programs at undergraduate and postgraduate level.	Devise a consultative process involving all key stakeholders leading to the preparation and agreement of appropriate policies, indicators and measures	PVC L&SO: Aug 2008
<b>Objective 2</b> Develop and incorporate quality assurance mechanisms and measures related to blended learning to be included as an integral part of the University's learning and teaching quality assurance framework.	Develop and trial new quality assurance mechanisms  Implement in Programs across the University	PVC L&SO, Directors GIHE, FLAS, Chair Programs Committee: development and trial – 2008  Implementation - 2009-2010
<b>Objective 3</b> Revise the student evaluation of teaching and course instruments to include questions on the impact of blended learning activities.	Incorporate new questions, where relevant, in student evaluation of teaching and course instruments	PVC L&SO, Director GIHE or nominee: Semester 2, 2008
<i>Organisation and management issues</i>		
<b>Objective 4</b> To assign oversight of the Blended Learning Implementation Plan to the Learning Environment Committee.	Provide advice and monitor progress in meeting the agreed targets	PVC L&SO, Chair LEC: ongoing
<b>Objective 5</b> Ensure the cohesion and effectiveness of all organisational units supporting the academic community in developing blended learning approaches.	Revise service missions to include closer relationships between GIHE and FLAS  Develop a statement of collaborative intent between GIHE and the Division of INS	DVC(A)/PVC L&SO, PVC INS, Directors GIHE, FLAS: Sept 2008  DVC(A)/PVC L&SO, PVC INS, Directors GIHE, FLAS: Nov 2008









BLENDED LEARNING IMPLEMENTATION PLAN: 2008-2010	Year 2008												Year 2009												Year 2010											
Objectives and Actions	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
<b>A35:</b> Implement in Programs across the University - Implementation - 2009-2010													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Obj 3:</b> Revise the student evaluation of teaching and course instruments to include questions on the impact of blended learning activities.																																				
<b>A36:</b> Incorporate new questions, where relevant, in student evaluation of teaching and course instruments																																				
<b>Organisation and management issues</b>																																				
<b>Obj 4:</b> To assign oversight of the Blended Learning Implementation Plan to the Learning Environment Committee.																																				
<b>A37:</b> Provide advice and monitor progress in meeting the agreed targets	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<b>Obj 5:</b> Ensure the cohesion and effectiveness of all organisational units supporting the academic community in developing blended learning approaches.																																				
<b>A38:</b> Revise service missions to include closer relationships between GIHE and FLAS	X	X	X	X	X	X	X	X	X																											
<b>A39:</b> Develop a statement of collaborative intent between GIHE and the Division of INS	X	X	X	X	X	X	X	X	X	X																										

\*A: Action