Boston University’s Digital Learning Journey

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Boston University

- Nation’s 4th largest private university
- 17 Schools & Colleges
- Ranked #37 by U.S. News & World Report

<table>
<thead>
<tr>
<th>Student Body</th>
<th>33,617</th>
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<tbody>
<tr>
<td>Living Alumni</td>
<td>300,800+</td>
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<td>Total Employees</td>
<td>9,992</td>
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<tr>
<td>Faculty</td>
<td>3,870</td>
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<tr>
<td>Non-Degree Students</td>
<td>2,397</td>
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<td>Graduate &amp; Professional Students</td>
<td>14,622</td>
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<tr>
<td>Undergraduate Students</td>
<td>16,598</td>
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Digital Learning @ BU: The Story So Far

2002-
- First distance education program offered by BU’s Metropolitan College

2012
- The Year of the MOOC
  * Initiate BU-wide discourse on Digital Learning

2013
- BU Joins edX
  * Establish Digital Learning Initiative

2014-15
- Launch 15 MOOCs
- 114,000 MOOC learners in 154 countries
- 11 seed grants funded

2016-
- Establish Associate Provost of Digital Learning & Innovation
- Reorganize to integrate digital learning resources
<table>
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<tr>
<th>Digital Learning &amp; Innovation</th>
<th>Impact</th>
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| **Innovation** | What: Incubation of innovative projects covering specific focus areas  
Who: Department/Faculty  
When: Mid or long-range |
| **Transformation** | What: Foster purposeful use of technology and modern instructional approaches  
Who: Faculty  
When: Short/mid-range |
| **Operation** | What: Stable Operation for day-to-day teaching and learning  
Who: Students & Faculty  
When: Immediate |
- Seed Grants
- Pilot and experimental project that lead to strategic institutional innovation

- Introduction of new instructional approaches
- Dissemination of new Educational Technologies

- Technical Services
- Pedagogical Services
- Digital Course Production
- Online Program Marketing
Current structure

Center for Teaching and Learning
- Matt Trevett-Smith
  Director
  Foster pedagogical innovations across campus

Educational Technology
- Roland Jaeckel
  Director
  Promote and support use of latest educational technologies

Digital Education Incubator
- Romy Ruukel
  Director
  Support innovative experiments and pilot projects

Office of Distance Education
- Eric Friedman
  Director
  Produce and support online courses and programs
TRANSFORMATION

OPERATION

INNOVATION

CTL = Center for Teaching and Learning
EdTech = Educational Technologies
DEI = Digital Education Incubator
ODE = Office of Distance Education

• Seed Grants
• Pilot and experimental project that lead to strategic institutional innovation

• Introduction of new instructional approaches
• Dissemination of new Educational Technologies

• Technical Services
• Pedagogical Services
• Digital Course Production
• Online Program Marketing
Digital Education Incubator (DEI)

Incubate experimental and pilot projects that use technology to positively enhance strategic aspects of learner experience at BU and strengthen BU’s value proposition.

- Annual call for proposals – seed funding and project management support to Schools and Colleges
- University-wide thought leadership on future of higher ed, strategic consulting to BU’s Schools and Colleges
- 2017-18 project highlights:
  - BU’s first MicroMasters (QST)
  - Lifelong Learning Portals (SPH, COM)
  - Active Learning Projects (SPH, CAS)
  - Advising and Mentoring Projects (ENG, CAS)
  - Digital Infrastructure Projects (QST, MED)
DL&I Capacities

- Environment Scanning & Strategy
- Consulting/Training
  - Technology-enabled pedagogies
  - Educational technologies
  - Online program launch
- Educational Technology Deployment & Support
- Digital Course Production
- Project Management of Pilots and Experiments
- Funding
Current directions

- Expansion of focus from faculty to School leadership
- Increased attention on project sustainability
- More proactive, evangelist approach to change
- Shift from individual course/faculty-level projects to program/initiative-level projects
- Positioning ourselves as the University’s Chief (Institutional) Innovation Hub
THE RISE OF THE CHIEF INNOVATION OFFICER IN HIGHER EDUCATION

THE IMPORTANCE OF MANAGING CHANGE ON CAMPUSES

by Jeffrey J. Selingo

entangled.solutions

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Challenges

- How do we bring about change in an organization that resists it
- … and does not feel a sense of urgency…
- How do we instill a culture of innovation bottom up
Some questions that get me excited to go to work each day

- Implications of the future of work and the rise of AI for our programs, structure and business models
- How do we respond to the rise of educational platforms
- How do we rethink our relationship with alumni
- How do we react to the increasingly saturated U.S. distance education market
- How do we use learning data more meaningfully