**This graphic presents prominent components of Howard University's digital learning infrastructure (DLI), providing insight into the institution's strategic priorities and principles guiding its efforts. They include:**

1 leadership and vision,

2 coordination and partnership, and

3 centralization of operations

Components are connected and mutually reinforcing. For example, leadership and vision have instigated centralization of DLI operations, which has required coordination and partnership across the University. Setting online learning as a strategic priority has led to more resources being allocated to infrastructure, including relevant technologies and physical spaces to enable high-quality faculty training and course development. All the work is made possible through people power and teamwork—the faculty, administrators, students, and partners who engage in multiple ways that give life to the University's DLI.

LEADERSHIP
& VISION

COORDINATION
& PARTNERSHIP

CENTRALIZATION
OF OPERATIONS
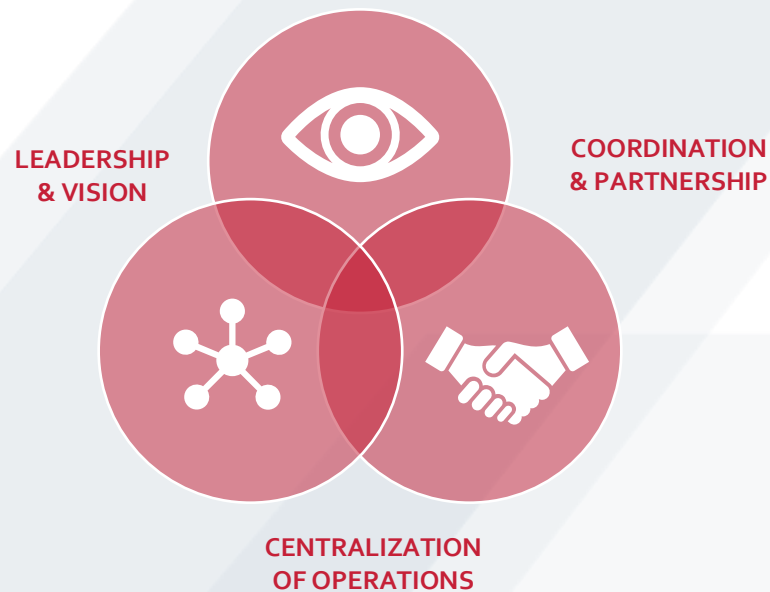
ABOUT THE SERIES

This graphic is the second in a series of knowledge sharing resources created as part of the Bill & Melinda Gates Foundation's Digital Learning Infrastructure Capacity and Knowledge Sharing investment. As the learning consultant, Equal Measure partnered with the foundation's Postsecondary Success team and with Howard University, Morehouse College, Paul Quinn College, and UNCF to inform foundation strategy as well as awareness about digital learning infrastructure that drives success for HBCU students specifically and equitable student success in higher education more broadly.

LEADERSHIP & VISION

HOWARD STRATEGIC PLAN

Sets strategy and vision over five-year period (2019-2024), including attention to building digital learning infrastructure (DLI) to expand access for nontraditional learners.

INSTITUTIONAL LEADERSHIP

Provost, Associate Provosts, Assistant Provost for Digital and Online Learning, Deans, and Chief Information Officer set vision for digital learning and work together to ensure coherence across the University.

FACULTY LEADERSHIP

Faculty from the Schools of Pharmacy, Education, Business, and Social Work shepherd digital learning efforts for their programs.

COORDINATION & PARTNERSHIP

INTERNAL PARTNERSHIPS

The Office of Digital and Online Learning; Center for Excellence in Teaching, Learning, and Assessment (CETLA); Office of Academic Innovation and Strategic Initiatives; and Procurement work to address shared DLI goals. Faculty and administrators collaborate to deliver online programming.

EXTERNAL PARTNERSHIPS

2U and Noodle support development, launch, and maintenance of online programs and certificates.

CENTRALIZATION OF OPERATIONS

CENTRALIZED FACULTY TRAINING AND SUPPORT

CETLA provides faculty with professional development, training, tools/resources, a dedicated portal/website, and best practices drawn from Quality Matters.

TECHNOLOGIES AND INTEGRATION

A shift from Blackboard to Canvas as the learning management system, Echo360 as the lecture capture and learning engagement tool, and an expanded Zoom license integrate via a single sign-on (SSO), supporting a seamless online experience for faculty and students. An array of digital learning tools enhances the learning environment and experience.

PHYSICAL SPACE

The Green Screen Suite, Digital Learning Recording Studio, and Digital Learning Hub provide space for training and course development.