HarvardX is a University-wide strategic initiative, overseen by the Office of the Vice Provost for Advances in Learning (VPAL), to enable faculty to build and create open online learning experiences (free, low-touch, high-touch) for residential and online use, and to enable groundbreaking research in online pedagogies.

HarvardX is committed to developing organic collaborations with related programs and offices directed at promoting innovation, convening best practices, and leading through learning.

On the cover & left: Increasingly, learning happens anywhere and anytime on campus, even in Harvard’s dining halls. (Photos courtesy of CS50.)
HARVARDX
BY THE NUMBERS
(AS OF JUNE 2015)

90
Harvard faculty supported (as leads) at 10 Schools

60+
Open courses/modules published to date

17+

2
Major reports (benchmarks) on MOOC learner demographics and behavior (co-authored by MITx), setting standards for MOOC and online learning research

3M+
Course registrations (the most on edX)

225
Individuals (faculty, undergraduates, graduates, technologists) engaged at one given time in developing content, conducting research, blending courses

7+
SPOCs produced (small private online courses)

63
Active projects (involving 69 lead faculty)

95
HarvardX-related research publications (including journal articles, conference procedures, op-eds, and others; many in collaboration with MIT)

2M+
Engaged learners (participants)
SNAPSHOT

Meeting our charge as a catalyst for innovation, we:

BUILT a nimble, faculty-led organization with pedagogical, research, production and technical expertise.

ENABLED hybrid learning activities in over a dozen residential courses; introduced faculty to new approaches to teaching; created high quality content for faculty use in on-campus courses; developed new technologies that benefit residential students.

PUBLISHED the second version of the most comprehensive MOOC research report in global higher education, a joint effort with MIT; built a publicly accessible collection of real-time, interactive data visualizations and developed new faculty and student dashboards to help visualize progress/learning in real-time.

Leading through learning, we:

INTEGRATED the HarvardX research effort alongside the Harvard Initiative for Teaching and Learning (HILT) through the Office the Vice Provost for Advances in Learning (VPAL).

FURTHERED progress towards data and content sharing between the edX platform and Canvas (used for on-campus students).

ENGAGED and convened stakeholders by creating opportunities for faculty and experts to collaborate; influencing the higher education sector through major media placements, including CCTV, NPR, and The Atlantic Monthly; providing HarvardX tours, alumni engagement, and local community events.

Investing in strategic priorities, we:

EXPANDED on-campus impact and student learning through the development of deliberate blending strategies.

ENHANCED fundraising through strategies to support core programs and innovations and gift opportunities, thereby broadening our network.

BROADENED global access through educational outreach, multilingual content, offline and mobile access.

SUPPORTED innovative course development by faculty through adaptive learning tools.

ADVANCED research through evidence-based instructional design, randomized testing, learner mastery across courses, business intelligence, market research.

“"You are touching many people’s lives and reminding them that there are no limits to learning. And there are no boundaries to learning communities. And you are bringing out the best in what technology can do for learning"”

- Shannon Meade, GERM Magazine

Sustaining the educational mission, we:

EXPANDED fee-based verified ID offerings and engaged in licensing of HarvardX content.

FORMALIZED a product line strategy.

PURSUED targeted philanthropy and sought foundational support and grants to fund research endeavors.
MEETING OUR GOALS:
Expanding access, improving teaching, and advancing research

In a white paper spurred by the 3rd anniversary of edX, Harvard Provost Alan Garber wrote:

“These goals reflect our mission as a research university: to create and disseminate knowledge and to educate talented students from around the world. They build on Harvard’s tradition of innovation in learning; they are shared by MIT and an increasing number of institutional partners; and they have been well received. Our experience to date suggests that they are also—perhaps most importantly—attainable.”

As a strategic initiative founded at the same time as edX, HarvardX embraces these same goals, with an eye towards making them mesh with faculty scholarship and tying them more directly to the priorities of the University and its Schools.

How to best implement each goal is changing as faculty needs and the online learning space evolves. Specifically, as we learn more about our learners and their behaviors, and as faculty create courses with specific learning objectives and audiences in mind, new considerations will be taken into account.
WHO ARE OUR LEARNERS?

The HarvardX learning community (including everyone from lifelong learners to those seeking new skills to teachers) is massive, diverse, and global.

“The MOOC classroom is like no physical classroom on Earth.”

– Andrew Ho, Professor at the Harvard Graduate School of Education, former chair of the HarvardX Research Committee and newly appointed chair of the VPAL Research Committee
Expand Access to Education Worldwide

Developed and delivered

60+
courses & modules, some with multi-language captions

Brought the best of Harvard to

193
countries

65% of our learners are non-domestic

Improve Teaching & Learning on Campus

Enabled hybrid learning in over a dozen residential courses and created high-quality content for faculty use in on-campus courses

Developed new technologies, annotation, manuscript viewers, and timeline tools, that can benefit residential students

Advance Our Understanding of Teaching and Learning Through Research

Built a publically accessible collection of real-time, interactive data visualizations for the learners who have enrolled in a HarvardX course

Analyzed

516.5 million clicks and

1.4M learner hours across

77 courses

(all information as of June 2015)
LEADING THROUGH LEARNING

Standing up the HarvardX organization and stabilizing key leadership positions, including executive oversight, course development, and research, was a primary focus of 2013-14.

With HarvardX firmly established, the emphasis over the past year has been on formalizing protocols and refining procedures and serving as “one University” hub to integrate and accelerate innovation in learning and the learning sciences.

- **CREATING A SPACE TO PLAY AND THINK**
  - State of the art studios and expertise
  - Mixers bring together innovators in learning

- **ENABLING DATA SHARING AND BUILDING COMMON TOOLS**
  - On-campus (Canvas) and online learning platforms (edX) working in harmony
  - Digital annotation of text, images, and media

- **MAKING LEARNING EASY AND ACCESSIBLE**
  - Opportunities across Harvard are now one-click away
  - Multi-modal content benefits all learners

- **COMPLIMENTARITY AMONG THE CHARLES**
  - Joint research and summits with MIT
  - Collaborative courses

- **GETTING THE WORD OUT**
  - Thought leadership through media, white papers, and events
  - Integration into community learning and global initiatives

- **MAKING EVIDENCE-BASED TEACHING REAL**
  - Best practices for blended learning
  - Data and qualitative assessments for improved courses
Grounded in purposeful experimentation and in the ongoing production of high impact open online courses, HarvardX focuses on quality, efficacy and scale for advances in learning. That has enabled ... 

NEW PROGRAMS: The groundwork for the T.H. Chan School of Public Health’s new low-residency, hybrid MPH degree program in epidemiology was supported by HarvardX in the form of eight MOOCs created by faculty from the School.

HYBRID LEARNING: The “Einstein Revolution” MOOC was built to integrate with the Harvard College residential course and has served as a model for best practice.

COLLABORATION: “The History of the Book” cut across departments at Harvard, engaging more than a dozen faculty.

SMART TOOLS: The Mirador image viewer brings the library and museum collections to life, allowing learners to dive deep into digitized works.

COMMUNITY: HarvardX for Allston offers local residents the opportunity to engage with course faculty; and alumni from around the world are encouraged to reconnected through iconic classes, rebooted for the Internet age.

OPEN DATA: HarvardX has produced the first sharable, de-identified MOOC learner data set for educational researchers.
SUSTAINING THE EDUCATIONAL MISSION

OUR PATH TO SUSTAINABILITY RELIES ON FOUR CORE STRATEGIES:

- **Formalizing a product line:** creating MOOCs, SPOCs, content libraries & collections.
- **Monetizing the mission:** leveraging the products created through our mission-driven programs in ways that generate the maximum income at the lowest ongoing operating cost.
- **Adding value:** providing mission-aligned services, access, and features that enhance the value of our products.
- **Pursuing targeted philanthropy:** connecting to donors who support our focus on innovation and research in open, global online learning.

These strategies will be realized by offering optional value-added content and experiences for:

- **INDIVIDUAL LEARNERS:** Offering Identity-verified certificates and fee-based services for deeper assessment, and engagement.
- **INSTITUTIONS:** Proving institutional licensing of individual courses and working towards Institutional licensing of collections of HarvardX courses.
- **GLOBAL INSTITUTES:** Leveraging existing HarvardX courses to offer an online course with teaching fellow support, followed by an on-site faculty-led seminar.
- **HARVARD SCHOOLS AND PROGRAMS:** Enabling free use of HarvardX content within degree programs and creating tuition-based new non-degree courses.
INVESTING IN STRATEGIC PRIORITIES

At the three-year mark, HarvardX has become a functional group with a mandate to produce open online learning assets, gather and analyze data, and share best practices. Moving forward, the aim is to maintain the positive elements of this experiment – such as the creativity and innovation that it is engendering – while making it an ongoing and routine part of the University’s pedagogical infrastructure.

In the years ahead, HarvardX should become recognized internally (by faculty, students, staff, alumni) and externally (by its peers, the public, and media) as a standard-bearer and model for open online education, and as a leader in innovations in learning more broadly. Additionally, HarvardX, in conjunction with the newly formed VPAL research group and edX, should be seen as instrumental in defining post-MOOC/big data educational research.

Most importantly, HarvardX must remain led by, for, and with the faculty to support experimental, cutting-edge endeavors that advance teaching and learning, all the while being a collaborator with existing endeavors at Harvard. To meet this charge, the priorities for the forthcoming academic year include...

**REVENUE EARNED TO DATE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>ID-verified certificates:</td>
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<tr>
<td>Course Donations:</td>
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<tr>
<td>Sublicensing Income:</td>
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**GLOBAL ACCESS**

Educational outreach, multilingual content, offline and mobile access

**INNOVATIVE COURSE DEVELOPMENT**

Adaptive learning, tools for engagement, clusters, paid/freemium approaches, enabling reuse

**EVIDENCE-BASED APPROACHES**

Instructional design, learner mastery across courses, business intelligence, market research
Thanks to all of the faculty, learners, researchers, staff, and University leaders that make HarvardX possible.