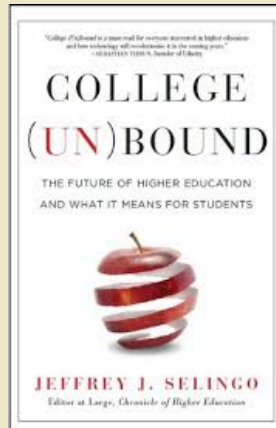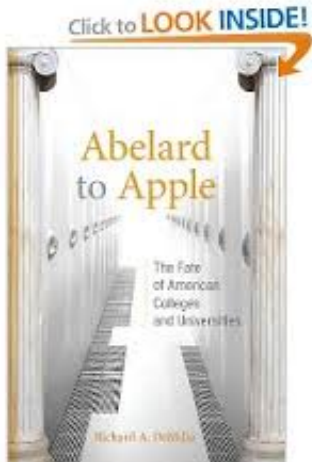# Online Education: Amazing Possibility for CU

A Proposal for Consideration

October 25, 2017

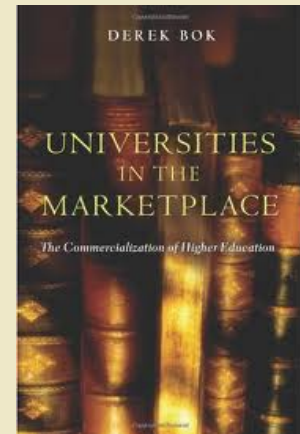# Research Sources
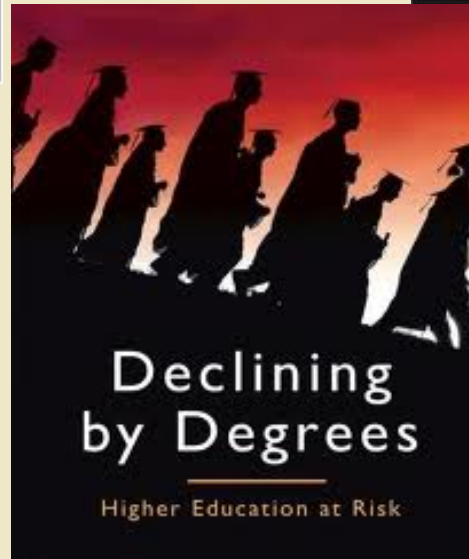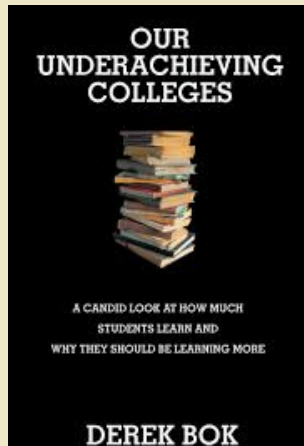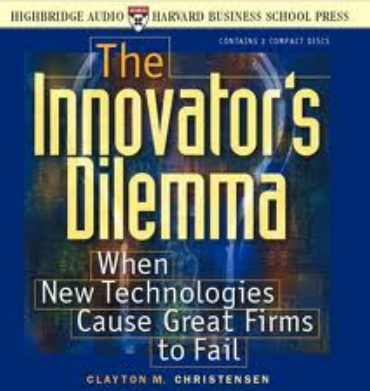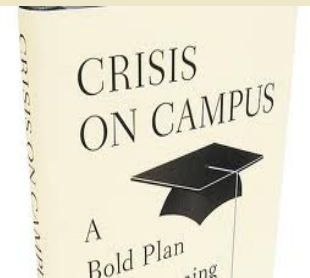
Research Sources

- University of Texas System

- University of Nebraska System

- State University of New York System

- Conversations with CU staff engaged in online work

- 2014 Cross Campus University Committee Report

University of Colorado

Center of Excellence for

Online Education

University of Colorado Campuses

Research/Reputation Cycle

6. Better Draw for "Star Faculty"

1. Research

2. Reputation

3. "Better" Students, More $$

4. Increased Rankings

5. Happy Alumni, Lawmakers, Business Community
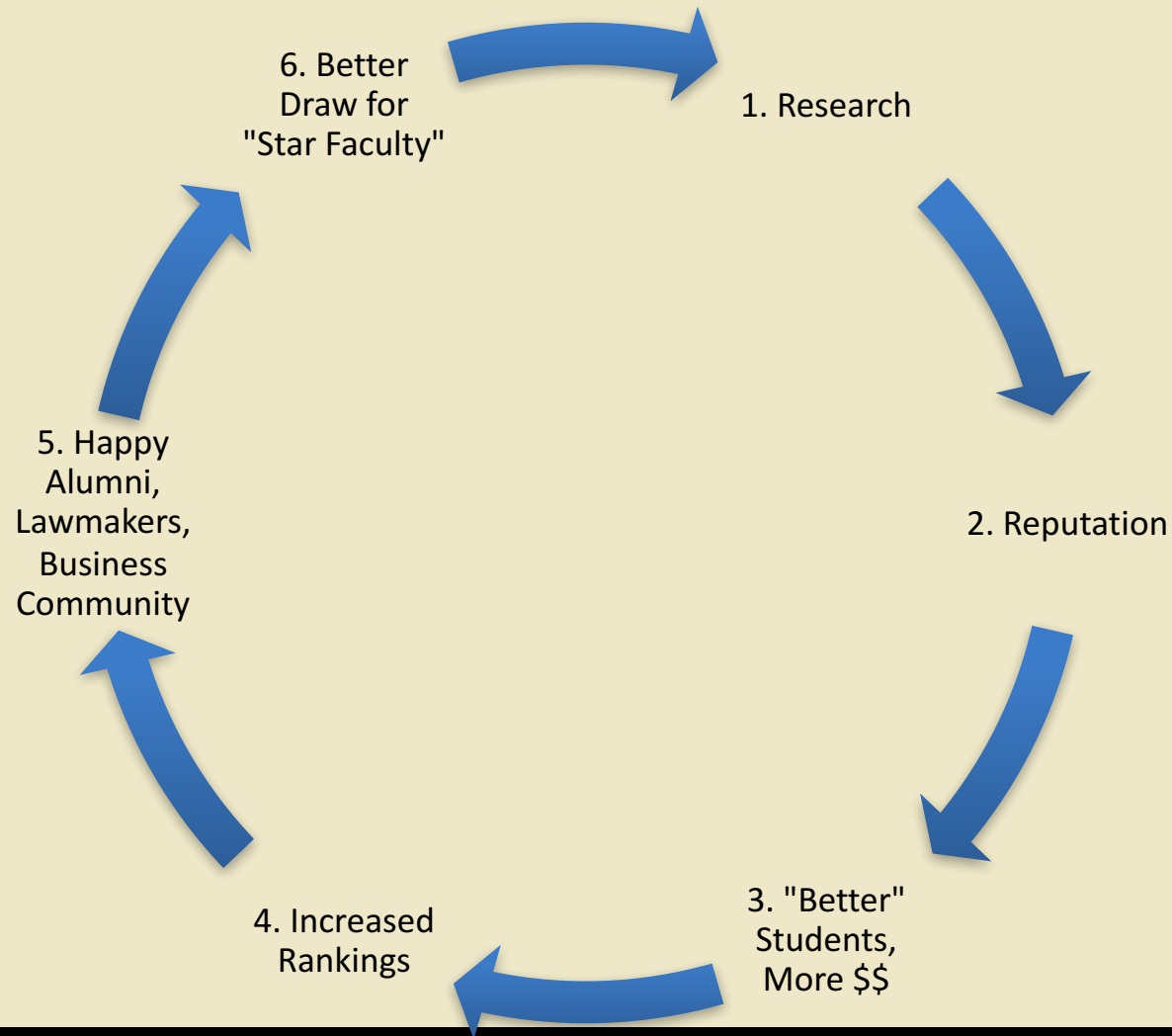
"It Won't Happen to Us"

Dominated Industry

Background

December 2013: The "Goldstein" Report is issued to the Board. Outside consultant that recommends the status quo.

December 2013: CU Rocky Mountain Campus proposed, as a response. Administration agreed to review the issue.

April 2014: A three campus all-star committee issued a report. Chancellors don't like the recommendations. The report was never shared with the Regents.

Summer 2014: Bruce appoints the chancellors to oversee and report on developing online offerings and coordinating efforts.

Background

January 2015 & Summer 2015: Chancellors roll out a plan to Regents that will include a common "portal" for signing up for online classes, have a common marketing program, etc.

Winter 2015 & Summer 2016: Progress reports from chancellors. There has been an increase of online students and classes, but this is organic growth with no sense of urgency. Progress is made on the portal. News from those working on the efforts is that is slow, laborious, filled infighting among campuses. Limited cross campus collaboration.

Background

Spring 2016 (?): Regents encourage the development of a grant program to develop and implement a cross-campus, three year, online only degree. This is slated to be launched in 2018. This forces the campuses to deal with revenue-sharing and inter-campus enrollments.

Fall 2016/Spring 2017: Report to Academic Affairs Committee reveals that CU has spent $500,000 on marketing plus all the staff time to develop the portal. The site received minimal traffic and was, by all reasonable accounts, a complete failure. Marketing efforts have stopped.

Lessons Learned

- Good work has been done.

- We have made good incremental progress.

- Cross campus collaboration remains very difficult.

- Our culture, rewards, and structure are holding us back.

Challenges Remain

- No clear unifying strategy for the University of Colorado System for online.

- Current online efforts are driven by concern for campus autonomy, campus revenue, and interest of faculty, not where the greatest needs are or how we can serve those needs better.

- We are behind our peers in the amount of degrees offered, advising, faculty support, analytics, and market share.

Resolution Part I

RESOLVED: In order to more fully meet the needs of current and future students; increase access and affordability especially for first generation college students, working adults, and rural residents; and ensure that Colorado has the trained workforce it needs; the University of Colorado Board of Regents directs the administration to meet the goals listed below so CU can embark on a new era for online learning.

- By Fall 2018, identify the top five bachelor's degrees and top five master's degrees needed for near-term employment needs in Colorado and the Rocky Mountain Region. Develop those degrees and make them available completely online by the Fall of 2021.

Resolution Part I

- By 2022, develop two online only degrees with a total fixed cost to students of $15,000. One for bachelor's, one for master's.

- By 2023, the University of Colorado will have 6,000 students as online only learners.

- By 2024, have a concurrent enrollment program for Colorado high school students, especially students in districts with low college attainment rates and those in rural areas with limited resources, where students can earn at least one full year of CU credit (30 hours) by the time they graduate high school.

Resolution Part II

RESOLVED: To ensure that these efforts are done quickly, efficiently, without duplication, and with the proper focus, the Board of Regents further directs the administration to:

- The president shall appoint or hire one person responsible for ensuring these goals are met and provide that individual with the tools and authority necessary to be successful. Chancellors', provosts', and deans' performance evaluations will include how well their respective accountabilities are contributing to the success of these efforts.

Resolution Part II

- Invest at least $20 million for online educational initiatives between now and 2020. These funds should come from: $5 million, President's initiative funds; $10 million, University of Colorado Foundation; $5 million to be raised from donors, philanthropies, and partnerships. Develop resources for continued robust funding past 2020.

- Make CU Online the University of Colorado Center of Excellence for Online Education. This resource will be shared amongst all four of CU campuses. Use the memo of April 2014 "CU's Online Education Recommendation" as the guide for how this should be structured. CU Online will support the development of new online degrees, online class design, massive online open courses, the development and use of open educational resources, advising, data analytics, marketing, etc. across our four campuses.

Resolution Part II

- Forbid any online bachelor's or master's degree duplication among campuses. Existing duplicative programs, or those slated to be started on or before Fall 2019, will be allowed to continue. All new online degree offerings, even those offered from existing on campus degrees, will need Board of Regent approval to ensure compliance. The administration will bring forward necessary changes to Regent Law to the Regents by May 2018.

- Ensure that all four of CU's campuses are using the same online learning platform for efficiency, costs, and ease of use among students.

Resolution Part II

- Provide necessary training and funding for faculty to develop online courses and for adapting course material into open educational resources.

- Work with faculty governance groups, provosts, deans, and departments to insure that faculty interested or engaged in delivering online classes are programs are not penalized for their efforts as it relates to gaining tenure and/or promotion.

Be it further RESOLVED: That, where there is conflict or a lack of clarity in what is stated above, the campuses honor the intent and spirit of these resolutions to resolve those conflicts.