Research Sources

Abelard to Apple

College (Un)bound

The Future of Higher Education and What It Means for Students

Jeffrey J. Selingo

Why Does College Cost So Much?

B. Archibald and David H. Feldman

The Innovator's Dilemma

When New Technologies Cause Great Firms to Fail

Clayton M. Christensen

Declining by Degrees

Higher Education at Risk

Derek Bok

University of Colorado

Stephen C. Ludwig University of Colorado Regent
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
December 2013: The “Goldstein” Report is issued to the Board. Outside consultant recommends the status quo.

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

April 2014: A three campus all-star committee issues a report.

Summer 2014: President appoints the chancellors to oversee and report on developing online offerings and coordinating efforts.
January 2015 & Summer 2015: Chancellors roll out a plan to Regents that includes a common “portal” for signing up for online classes, has 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 the effort is slow, laborious, and cross-campus collaboration is challenging.
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.

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 were suspended.
Lessons Learned

- Good work has been done.

- We have made good incremental progress. Number of degrees and classes is up over the past four years.

- Cross-campus collaboration remains very difficult.
  - Three-year degree helping work out issues of revenue sharing and intercampus enrollments.

- 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 traditional models, concerns, and faculty interests. Need clarity of the greatest needs and how online can meet them.

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

- October 25: Introduced to University Affairs Committee. Committee adopted draft, 5-0, with Regent Shoemaker (not on committee but attending) also expressing support.

- October 26: Regents Kroll and Ludwig meet with VP Michael Lightner. Agree to split the proposal into two sections. 1) Goals/funding. Vote today. 2) Implementation. Vote in February (target). This allows for greater collaboration and input from across the campuses.

- October 26-November 3: VP Lightner works with administration and provosts to further clarify and refine goals. November 3: meeting with Regents Kroll and Ludwig. Excellent progress and input from all.

- November 3-10: VP Lightner makes further refinements with Regents Kroll and Ludwig. Sent to committee on Board Docs on November 10.

- November 13: University Affairs Committee approves to send to entire Board of Regents.
Resolution Part I

By Fall 2018, identify a set of five key bachelor’s degrees and five key master’s degrees that serve the current and near-term employment needs in Colorado and the Rocky Mountain Region.

Expand these degrees to be available completely online, using techniques such as asynchronous delivery, multiple start-times per semester and a pedagogical model that allows scaling enrollment without sacrificing quality and without equivalent scaling of faculty or sections. Goal is to double their degree production by August 2022.
By Fall 2022, develop and launch two online only degrees with a total fixed cost to students of $15,000 (including books and fees), one for bachelor’s level and one for master’s level.

These proof-of-concept online degrees would use techniques such as asynchronous delivery, multiple start-times per semester, efficient scaling, and open educational resources.
By 2023, through the use of asynchronous delivery, multiple start times and efficient course scaling, the University of Colorado will have 6,000 students seeking their degrees using only online resources.

It is acknowledged that most of these students will be part-time and thus a concurrent goal is 1,500 graduates of online-only programs per year.
By 2024, through online courses and online experiences—including at least one full year of CU credit (30 hours) available through concurrent online enrollment—as well as traditional on-campus and face-to-face programs, provide support available to every Colorado high school student that advances high school students’ understanding of their options in higher education.

The Board notes that this will support the CCHE Master Plan.
Resolution Part I

Noting that the proposed alternate technologies and pedagogies will require changes to basic infrastructure such as admissions, financial aid, registration systems and bursar operations, and will also require support for the faculty, such as instructional design professionals and studio facilities, the university shall invest at least $20 million to reach these goals over the next 4 years.

Additionally, the university shall develop revenue models that will support the ongoing needs of the online efforts across the campuses after this investment.
Outcomes

• By developing $15,000 degrees, CU will show its commitment and willingness to be a national leader in addressing the growing costs of higher education.

• Strengthen our commitment to helping working, rural, and first-generation students attain their educational goals.

• Further demonstrate our commitment to helping Colorado meet its workforce needs.

• Provide first generation and rural high school students greater access to the University of Colorado.
Questions

• Where did the $20 million figure come from?

• What will the sources of funds be?

• Will these investments help only online students?

• Others questions?