



The California State University
OFFICE OF THE CHANCELLOR

BAKERSFIELD

Date: February 23, 2011

Benjamin F. Quillian
*Executive Vice Chancellor and
Chief Financial Officer*

CHANNEL ISLANDS

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CHICO

From: Dr. Ephraim P. Smith *EP*
Dr. Benjamin F. Quillian *B.F.Q.*
Executive Vice Chancellors and
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Ephraim P. Smith
*Executive Vice Chancellor and
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EAST BAY

FRESNO

Subject: Online Learning Initiative

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FULLERTON

**REPLY REQUESTED BY
FRIDAY, 2-25-2011**

HUMBOLDT

LONG BEACH

The Technology Steering Committee (TSC) is exploring the possibility of a bold, systemwide initiative in online learning. Interest in this initiative is motivated by an understanding of the social, demographic, economic, and cultural changes that make online learning an attractive option and by a desire to create new and exciting opportunities for CSU faculty and students.

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

Acknowledging there are numerous campus-based initiatives in online learning upon which CSU could build and understanding there are also myriad external models with varying degrees of success and applicability, TSC decided to seek the assistance of a highly qualified consulting firm to sort through the internal and external landscapes and provide CSU with options, recommendations, and most important, a path forward.

NORTHRIDGE

POMONA

We are pleased to announce that after a rigorous competitive bidding process, CSU awarded a contract to Richard N. Katz & Associates (RNKA). Many of you are familiar with the principal and CEO, Richard Katz, who served as a Vice President at EDUCAUSE (and the founder of the EDUCAUSE Center for Applied Research) and prior to that worked for the University of California. Richard brings with him a stellar group of consultants – all with considerable higher education expertise.

SACRAMENTO

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

The TSC formed an Online Working Group who oversaw the competitive bidding process, and then TSC asked the Online Working Group to serve as a steering and coordination group for the consulting engagement (see Appendix A). The TSC will act as Executive Sponsors, will keep their colleague presidents informed of progress, and will solicit feedback as required.

SAN MARCOS

SONOMA

STANISLAUS

RNKA's approach to the consulting engagement will require a great deal of constituency interaction (see Appendix B). Because the TSC has asked that the engagement be conducted as quickly as possible so that CSU loses no unnecessary time in getting started, this interaction must occur in a timely fashion. Richard and members of the Online Working Group will agree upon a plan that ensures a balanced sampling of campus and Office of the Chancellor participation. As soon as a project timeline is available it will be provided to you.

For these reasons, the president of each campus is asked to share this information as broadly as possible with campus constituents. In addition, each president is asked to name a campus liaison that can work with the steering group to facilitate interviews, teleconferences, and other necessary interactions. Again, time is of the essence, so flexibility in scheduling meetings and calls is critical.

Please provide the name and contact information for a campus liaison to Ms. Patricia Cuocco patricia@calstate.edu by noon on Friday, February 25. Patricia also can be reached at 562-951-4252.

We welcome your questions and comments, and we thank you in advance for your cooperation.

BFQ:EPS:pmc

c: Chancellor Charles B. Reed
Provosts/Vice Presidents for Academic Affairs
Vice Presidents of Business and Finance
Information Technology Advisory Committee (CIOs)
Council of Library Directors
Deans of Extended Education
Directors of Distance Learning
Directors of Academic Technology
Dr. Jim Postma, Chair, CSU Academic Senate
Chairs, Campus Academic Senate
Academic Technology Advisory Committee (ATAC)
Executive Staff
Online Learning Working Group

APPENDIX B

SCOPE OF WORK – CONSULTING ENGAGEMENT – RICHARD N. KATZ & ASSOCIATES ONLINE LEARNING INITIATIVE (As agreed upon with the Technology Steering Committee)

1. Throughout the course of this engagement, representatives from RNK & Associates will meet face-to-face and otherwise regularly with those members of the CSU community who have been asked to steer this effort.
2. In March and April, representatives from RNK & Associates will conduct on-site and telephone interviews of CSU stakeholders on 8-12 campuses of the CSU. Stakeholder groups will be identified in consultation with the Online Working Group and the Technology Steering Committee.
3. RNK & Associates will deliver a written and brief (4-7 pages) history of online learning (timeline to be provided).
4. RNK & Associates will deliver a written and brief (4-7 pages) history of online learning at the CSU (timeline to be provided).
5. RNK & Associates will deliver a report, *Online Learning Today*, detailing the current market for online education in the US. This report will identify major online learning providers, describe and, where possible, evaluate their business models and performance, identify and classify courseware providers, and online delivery models. RNK & Associates will deliver this report at the end of the second phase of the project.
6. RNK & Associates will deliver a report, *CSU at the Crossroads* assessing the cultural, political, financial, technological, academic, business, and leadership capacity of the CSU to launch a significant online learning initiative (internal scan) at the end of the second phase of the engagement.
7. By the end of this engagement, RNK & Associates will deliver a report summarizing recommended strategies for the CSU in the online learning arena. This report will evaluate the financial and programmatic potential of different online learning models in the context of the strengths and weaknesses at CSU surfaced through step 6 above and through a literature review. The report will recommend a small (1-3) number of models and summarize an analysis of the financial and policy aspects.