

The California State University

OFFICE OF THE CHANCELLOR

Benjamin F. Quillian

Tel 562-951-4600

Fax 562-951-4971

bquillian@calstate.edu

Ephraim P. Smith

Tel 562-951-4710 Fax 562-951-4981

esmith@calstate.edu

Chief Academic Officer

Executive Vice Chancellor and Chief Financial Officer

Executive Vice Chancellor and

BAKERSFIELD

Date: February 23, 2011

CHANNEL ISLANDS

To: CSU Presidents

From:

CHICO

Dr. Ephraim P. Smith

DOMINGUEZ HILLS

Dr. Benjamin F. Quillian #.C Executive Vice Chancellors and

FAST BAY

Chief Academic Officer/
Chief Financial Officer

FRESNO

Subject: Online Learning Initiative

FULLERTON

REPLY REQUESTED BY FRIDAY, 2-25-2011

HUMBOLDT

LONG BEACH

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

NORTHRIDGE

POMONA

SACRAMENTO

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

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.

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.

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.

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.

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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, <u>each president is asked to name a campus liaison that can work with the steering group to facilitate interviews, teleconferences, and other necessary interactions.</u> 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 A

PARTICIPANTS ONLINE LEARNING INITIATIVE CONSULTING ENGAGEMENT

EXECUTIVE SPONSORSHIP: Technology Steering Committee (TSC)

Benjamin Quillian, EVC/CFO

Co-Chair

Ephraim Smith, EVC/CAO

Co-Chair

- Karen Haynes, President, CSU San Marcos
- Donald Kassing, Interim President, San Jose State
- Jolene Koester, President, CSU Northridge
- Rollin Richmond, President, Humboldt State
- Richard Rush, President, CSU Channel Islands
- John Welty, President, CSU Fresno
- Bruce Briggs, CSU Chief Information Officer Executive Staff to TSC
- Patricia Cuocco, Senior Director IT Policy Staff to TSC

ONLINE WORKING GROUP/STEERING COMMITTEE

- James Monaghan, Associate Vice President for Academic Technology, CSU San Bernardino – Chair
- Eric Bullard, Associate Dean, Extended Learning, CSU San Marcos
- Barry Pasternack, Professor Emeritus, Information Systems and Decision Sciences, CSU Fullerton (representing the Statewide Academic Senate)
- Dennis Robinson, Director, Online Distance Education, CSU Fullerton
- Ashley Skylar, Associate Professor, Department of Special Education, CSU Northridge

RICHARD N. KATZ & ASSOCIATES - CONSULTANTS

- Bob Albrecht, Chancellor Emeritus, WGU
- Steve Daigle, retired Senior Research Associate, CSU
- Brian Hawkins, President Emeritus, EDUCAUSE
- Rhonda Epper, Associate Provost, Colorado Community College
- Richard Katz, former Vice President EDUCAUSE and founder, ECAR
- Jack McCredie, CIO Emeritus UC Berkeley
- Judith Pirani, ECAR Fellow, formerly with IDC
- Peggy Rogers, Project Leader (30 years), UCOP
- John Voloudakis, former practice leader, Huron, CGEY, BearingPoint
- Ron Yanosky, former Assistant Professor Harvard U, former Research Analyst, Gartner

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.