To: School of Liberal Arts Faculty Assembly
From: SLA Ad Hoc Committee on Online Education
Subject: IU Online
Date: October 15, 2019

Below are questions posed to the committee as part of our 2019-2020 charge from the School of Liberal Arts Faculty Assembly. This information has been gathered from the Indiana University Office of Online Education which is the administrative home of IU Online.

Note: This document distinguishes between IU Online, which are degree programs developed and offered as part of the IU Online initiative and online courses which are offered by the School of Liberal Arts generally. SLA online courses are not required to be part of IU Online nor do they receive support from IU Online. However, all new IUPUI degrees and programs with 50 percent or more of the content taught online must be approved from the IU Online program. All new IU Online programs, as well as programs going up for review, will be expected to go through Quality Matters peer-review.

Chris Foley, Associate Vice President for University Academic Affairs and Director, Office of Online Education, has often described IU Online as a "separate campus." As such, SLA can look for opportunities to collaborate with IU Online, but IU Online expects those communications to come from the Dean's office or from the Academic Leadership Committee. Our Faculty Assembly and Online Teaching committee's focus should be assuring consistency, rigor, and quality of our own SLA online courses, which receive no support from IU Online.

How is IU Online organized and administered?

In April 2011 President McRobbie established the IU Office of Online Education (OOE), with the charge directly from Dean Schnabel's report that the OOE provide:

> strategic oversight of IU's online education activities; serving as the "gatekeeper" for intercampus issues regarding online education, and as the point of final decision making (subject to presidential and Trustee approvals) upon input from the IU Academic Leadership Council; maintaining an IU portal for all IU online education offerings; coordinating with state and other entities that influence online education. Additional responsibilities in its first few years should include: working with campuses, colleges and schools to encourage exploration and implementation of programs that are consistent with IU's online education strategic plan; determining overall university resource needs to support online education, needs of specific units, and ways to meet these needs including a pricing policy for IU online education; leading an IU conversation of criteria that should be used to assess new online degrees and programs; defining IU's data collection needs related to online education and assuring that they are met; working with the bursar, registrar and other key units to improve the ease and efficiency of supporting multi-campus courses and programs.

The Moving Forward 2.0 document details the following:

The university strategy for online education has matured since the initial announcement of IU Online, as our understandings have evolved to recognize the complex impact of this "common pool resource" on all academic programs across all IU campuses. IU is moving toward a "curricular clearinghouse" model, in which OOE vets academic program proposals and assures agreement from all campuses, and convenes academic representatives from across campuses to develop Memoranda of Agreements for collaborative online programs that fit within the mission and strategies of all participating campuses. A critical service provided by OOE is to ensure that our campuses are not directly competing with each other in online programs

- There will be no internal competition between campuses in online programming.
- There will be no duplication of programs without distinctions that are clear to prospective students.
- Graduate programs will be delivered by the core campuses and undergraduate programs will be delivered by regional campuses, given these programs are most aligned with the central missions of these campuses.
- All IU online programs will be of the same high quality, highly interactive and engaging nature of on-campus programs.
- To the fullest extent possible, the mechanisms that support online education will be the guided by, and the responsibility of, the same authorities, systems, structures, policies, and processes that are the normal operations of the University.

Funding for IU Online beginning in FY16 is:
1. Office of Online Education FY16 and beyond:
    o base funding for OOE will be derived from a $30 per credit hour distance education fee which will be applied to online courses coded as OA(Online All = 100% online course) and OI (Online Interactive = 75% or more online). Additionally, with approval from the Office of the Senior Vice President and Chief Financial Officers, campuses may have an additional $20 / credit hour fee to be spent on services that support online students and student success and are not duplicative of services provided by OOE.
    o Based on current enrollments, credit hour projection for OA and OI classes for FY16 is 221,600 which will generate $6.6 million, providing an additional $3.2 million annually to be invested primarily in marketing, recruiting, CRM system, and shared student services that are competitive with best-in-class online program providers (for-profit and private non-profits). These new investments are detailed below.

2. New Services to be provided by OOE for FY16 and beyond (Expenditure of $3.2 million in addition to current budget)
    o Marketing, market analysis, advertising, and recruitment (Based on guidance from IU Communications, at least $1.2 million will be spent here)
    o OOE website re-design to an "admissions page" that is more interactive and attractive to students (At least $200,000)
    o Seamless shared student services (At least $1 million) (CRM system implementation, improved 24/7/365 call center services, student assessments for online programs, orientation to Canvas, initial advising on program selection, etc…)
    o Development support for collaborative programs and non-credit courses and programs ($550,000)
    o Quality Matters peer review ($350,000)

3. Goals for IU Online

- - Grow enrollments
  - Improve retention and success of existing students
  - Protect enrollments of existing students
  - Reach new audiences
  - Leading high-quality online provider in Midwest
  - Offer innovative, collaborative options
  - Improve efficiency and economies of scale
  - Revenue generation

For the Curricular Clearinghouse
- Each campus has its own unique mission and responsibility to serve the needs of its region; at the same time, each campus is part of Indiana University and is therefore bound to the systems, structures, policies and procedures of the university.
- No campus can keep another campus from offering any online program that is within the mission of the campus. Each campus must respect the curricular authority of other campuses, in recognition of the same rights for every IU campus.
- Given the various missions of the campuses, and given that faculty have oversight of the curriculum at Indiana University, the faculty in the same disciplinary areas across the seven campuses of IU must be in communication, and in collaboration when appropriate, regarding the design, development, delivery, and administration of online academic programs that support the missions of multiple campuses.
- For academic programs that fit within the missions of multiple campuses, all eligible campuses have an opportunity to participate in an online academic program, though universal participation of all eligible campuses is neither expected nor required.
- If an academic unit has concerns that an online program in development or offered by another campus may have adverse impact to the academic unit, academic administrators from the involved campuses should work together to resolve such concerns, or may ask the Office of the Executive Vice President for University Academic Affairs to convene a meeting of interested parties to develop a collaborative agreement.
- The processes for approval of academic programs, online programs, and collaborative academic programs that are documented on the website of the Executive Vice President for University Academic Affairs will guide the Curricular Clearinghouse.
- Campuses may agree that a single campus will deliver a program in lieu of a collaborative arrangement; in some cases, agreements may be made that the single campus which delivers an online program that could be delivered by multiple campuses will provide a revenue share to the campuses that release their rights to deliver the program.
- Every academic program is unique and has its own business model, and therefore each program will have its own unique marketing plan, curricular framework, student services plan, and collaborative memorandum of agreement.
- The Office of Online Education has authority to bring degree programs to table for consideration, complementing campus authority to do the same. OOE works with UAA to convene collaborative academic groups and to facilitate the development of memoranda of agreement for program design, development, and delivery, and mediates or arbitrates between campuses and programs as necessary.

For Seamless Shared Services
- We best support students and we become competitive in online education by creating a seamless student experience that involves marketing, recruitment, application processing, admissions, enrollment management, registration, bursar payment, orientation, and initial advising (24/7/365), until students are settled into their programs and well on their way to completion.
- IU strives for efficiency of operations that support online education. We improve these services, gain efficiencies, and economies of scale through shared operations that support all online students, campuses and academic programs.
- Campuses must first incorporate common and shared resources to support online education (eLearning Design and Services, technology support, student services), then build beyond those services as necessary.
- Faculty have opportunities for support and training as they innovate in online education.
- IU faculty and staff value and respect online students.
- Because our students are not concerned with our historical infrastructure or regional service areas, we work together to meet students' needs better than our competition.
- Online students will be appropriately placed and prepared for success.
- We provide an excellent and full service program experience, not a bundling of courses.
- We provide an affordable alternative to our competitors in online education.
- Ultimately, online education will be just another option, along with on-campus education, and hybrid education, to provide the best array of options to meet the needs of students.

Can SLA have a faculty representative on whatever system-level committee or unit that organizes IU Online?

IU Online is managed through the Office of Online Education which is administered by the Office of the Executive Vice President for Academic Affairs. The executive committee (Academic Leadership Committee: ALC) that oversees this office and all programs is comprised of the Executive Vice President and Bloomington provost; the Executive Vice President and IUPUI Chancellor; and the Executive Vice President for University Academic Affairs. The executive committee advises the president and exercises the president's delegated academic responsibilities for university-wide and inter-campus academic matters.In addition to the executive committee, the ALC members include Executive Vice Chancellors of Academic Affairs (EVCAAs) for each campus as well as academic administrators who have campus and university-wide responsibilities. A staff organization chart for IU Online is available at: https://teachingonline.iu.edu/doc/Office%20of%20Online%20Education%208.9.19.pdf

SLA provides faculty representation to the individual degree programs on an annual basis as part of faculty governance associated with the degree.

Can IU Online inform SLA sooner about new online programs?

Any academic department or school may propose a new collaborative academic program by submitting an Online Academic Program Initial Request Form after getting approval from their campus Executive Vice Chancellor for Academic Affairs (EVCAA). The initial request form should be emailed to Natalie Harvey Administrative Assistant, Office of Collaborative Academic Programs at nasharve@iu.edu. A list of programs being developed for 2019 is available at:

https://teachingonline.iu.edu/doc/Program%20Approval%20Tracking%20for%20PDF%202019_10_07.pdf

Request for advance notice of future program development after 2019 should be directed to IU Online.

What examples of agreements between SLA and IU Online exist?

IU Online does not use legal agreements, rather programs are developed using memorandums of agreement. The online degree creation process is divided into four steps. When OCAP receives an initial request form for an online degree proposal, OCAP contacts the EVCAA's of various campuses seeking interest in participating in the degree. EVCAA's consult the Dean(s) of the school(s) that will house the proposed program and determine if the school/college has the capacity to participate in the proposed program. EVCAAs then sign the Memorandum of Agreement 1 (MOA 1) which documents the interests and responsibilities of the participating campuses.

After the EVCAA's have signed the MOA 1, OCAP contacts the Deans of the School that will house the program and request names of faculty members who will be representing their campus in the degree creation process. Faculty then collectively create the curriculum for the proposed degree. This forms the body of the MOA 2.

In MOA 3, the EVCAA's and Deans collectively decide the schedule and other administrative aspects of the program. By signing the MOA 3, EVCAAs and Deans commit to participating in the online program for the duration of the program.

MOAs are available by contacting IU Online. A request for a copy of all MOAs has been made to IU Online.