



October 30, 2025

To: Fernando Rosario-Ortiz, Interim Vice Chancellor and Executive Vice Provost for Academic Resource Management

From: Ann Stevens, Provost and Executive Vice Chancellor for Academic Affairs

Re: Online Visioning Project

Statement of need

CU Boulder has over the years supported a number of efforts in the online space - defined as continuing education, Coursera, undergraduate, graduate and microcredentials - in an effort to expand our online presence. These efforts have grown organically and have expanded our presence but now produce a sometimes-fragmented student experience and uncoordinated operations support. We need to develop a vision and strategy for our entire online presence that meets the needs of our students, is scalable, efficient, and honors our reputation for delivering high quality education.

Objective

The main objective is to develop a comprehensive strategy for online education at CU Boulder that results in a singular holistic model that best supports diverse learning preferences at all levels while providing access, promoting academic excellence, and ensuring that every student has the opportunity to succeed.

Specific Charge

I am charging the Vice Chancellor for Academic Resource Management, in close collaboration with the Dean of Continuing Education and the Executive Director of Academic & Learning Innovation, to lead a process of information gathering and analysis to build a proposed comprehensive online strategy for CU Boulder. This will be presented to me and the Chancellor as a set of recommendations submitted to me by the end of the Spring semester 2026. The process should be inclusive of the voices of those who lead and support online offerings across CU Boulder, including but not limited to: deans, faculty directors, unit staff support, personnel from academic affairs (such as registrar's office, bursar's office, accreditation, state authorization, financial aid, CE, ALI), OIT, budget and finance, and shared governance, including the BFA.



Specifically, I am asking that the process aid in development of:

1. A vision for how CU Boulder can create a more sustainable online ecosystem that supports our overall University mission and values, explores new programmatic opportunities, supports enrollment planning, and reflects the Chancellor's current campus priorities. Specifically, the process should help envision how online education will contribute to:
 - a. teaching excellence and engaged student experiences that are consistent with CU Boulder values,
 - b. improved student success outcomes including retention and graduation,
 - c. expanded access to a CU Boulder education for well-qualified students, including potential transfer students,
 - d. strategic use of campus resources including facilities, technologies, staff time and faculty time,
 - e. new revenue generation when appropriate.
2. An organizational and leadership structure for the online offerings that will allow for continuous improvements in operations, evaluation of online offerings with an expectation of providing excellent student experiences and engagement regardless of modality, and alignment with main campus operations.
3. A commitment to centering online teaching with CU Boulder faculty who have representation in units and campus faculty governance. A system that will emphasize the importance of academic quality and continuous improvement through the integration of meaningful assessment practices.
4. Estimates of the investments needed to launch and sustain next steps in the vision.
5. Evaluation of technological challenges and opportunities tied to achieving our collective goals.