

November 20, 2020

Dear Dean and Senior Vice Provost McDonald:

As you are aware, the University of Colorado Boulder is embarking on a bold vision to develop and support online education and a robust portfolio of online degree programs over the next three years (2021-2023). This is a culmination of work that has been undertaken by the Academic Futures initiative with key recommendations for online and distance education. I realize that this is an ambitious and aggressive charge. My office will stand by to support you and your team in addressing this charge. My expectations are that you and your team will keep me and senior leadership apprised of your progress on these tasks. Additionally, should you encounter roadblocks or resource constraints, you should make those known to me and the COO immediately so that we can assist you, or with your input, coordinate course corrections to this charge.

In your role as senior vice provost of Online and Extended Education, I will be relying on you to establish the vision, infrastructure, processes, models, and strategies to accomplish the key goals and overall objectives deriving from the Academic Futures report, and subsequent related discussions. Therefore, through this letter of charge, I am directing you to attend to the following objectives.

Over the next 3 years, (2021-2023) the new CU Boulder Online office will:

- Implement the following three new online degree programs for CU Boulder:
 - MA Corporate Communication
 - MA Outdoor Recreation Economy
 - MS Data Science (Coursera/Canvas)
- Develop a pipeline of new degree and certificate programs that meets the needs of colleges/schools/departments on the Boulder campus
- Engage campus through the Center for Teaching and Learning to develop and offer instruction on best practices in online learning and pedagogy
- Develop a new model for undergraduate online learning that will enable options for all CU Boulder students with a financial model that is consistent with campus values and college/school and department learning strategies.
- Create a sustainable innovation fund to help any eligible college/school/department fund startup costs for new programs or for converting existing programs into online modalities. Innovation funds should seed new innovative programs that push the boundaries of online learning and extend the benefits of CU Boulder degree programs to those who cannot attend the residential campus experience.
- Serve as a primary campus connection with the CU System Online Initiatives to ensure that all colleges/schools/departments and faculty are represented.

To accomplish this charge, you are expected to partner with offices across campus to develop and implement sustainable financial, delivery, and support models for online degree programs, certificates and executive education programs that fit with the principles of academic futures and that support our world-class faculty in the pursuit of the best in online education. To this end, you will need to critically examine the core issue of integrating online modality programs with residential educational programs, engaging units across campus to provide solutions in key areas, including:

- Academic Departments & Curriculum
- Marketing
- Recruitment
- Instructional Design
- Program Design & Management
- Admissions
- Registration
- Financial Aid
- Bursar
- Information Technology
- Online Delivery
- Student Success and Engagement

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