CUNY THE CITY UNIVERSITY OF NEW YORK

**Update:
CUNY Online Initiative**

CUNY: A Mission of Access for the "Whole People"

Barriers to Degree Attainment For Adult Learners:

1- Jobs
2- Children
3- Commuting Distance
4- Challenging Schedules

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Educational Attainment in NYC

- 2.84 million working-age adults across the five boroughs do not have a four-year degree or higher.

- In every borough but Manhattan, the number of working-age adults with a high school diploma or less outnumbers those with a bachelor's degree.

- Nearly 700,000 working-age New Yorkers have some college but no degree.

Building an Inclusive Economy in NYC: Boosting College Attainment, 2021
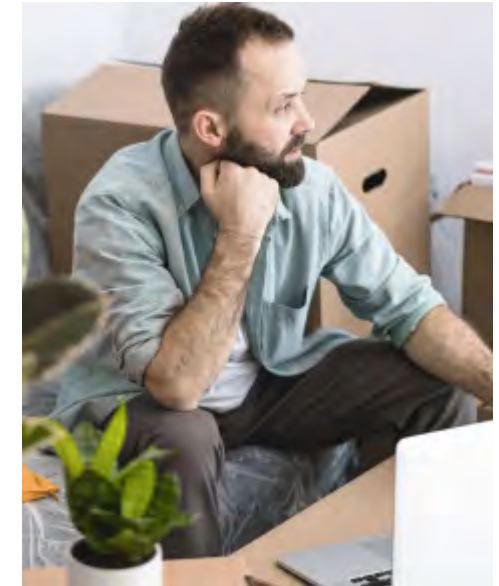
One Critical Solution

Adult degree seekers:
- 91% planned to take online courses
- 69% planned to enroll in a mostly or completely online program

Nationally:

- Online programs have been a growing percentage of overall enrollment each year since 2012

- In 2020, 50% of master's degrees earned were in online programs

- Graduate enrollment growth since 2012 driven entirely by students in partially or fully online study

Current Online Programming at CUNY

- 140 fully online programs across the 25 campuses
  certificate programs, associate degrees, bachelor's degrees, master's degrees

- ~4.5% of CUNY's total program offerings.

- Well behind comparator systems and single universities (typically 10% to 40% of offerings)
  e.g., SUNY, UCF, UFL, PSU, MSSU, UofL, ORState

Current Online Program Distribution

Campuses with

- 1+ online programs: 18

- 6+ online programs: 6

- 10+ online programs: 4

Our Plan:
From SPS to OAA

- Conduct Market Research to Identify National Demand for Online Programs

- Build and Provide Centralized Leadership and Expertise in Online Program Development and Management

- Incentivize the Rapid Development of Online Programs by CUNY Faculty Delivered by CUNY Schools with Central Support

Important Qualifiers:

- Will <u>NOT</u> Offer Online Programs

- Will <u>NOT</u> Mandate Faculty or School Participation in the Creation of Online Programs

- Will <u>NOT</u> Centralize All Staff Needed to Maintain and Refresh Programs Once Developed; Staffing Will be Primarily at the College Level Enabled in Part by Growing Tuition Revenue from Online Programs

A Key Strategy: Rapid Acceleration to Program Launch

AY 2022-23
- Conduct national market demand research and CUNY gap analysis

- Identify, and develop up to 40 online options for existing on-ground programs to begin program delivery in Fall 2023 or as soon as possible thereafter.

- Execute marketing strategy for online programs

AY 2023 - 24
- Develop and Launch ~40 online programs

AY 2024 - 2025
- Develop and Launch ~40 online programs

The Timeframe of Typical Online Program Development

10 to 20+ weeks <u>per course</u> at campuses with defined online course development processes and instructional design resources

Typically 10+ courses in the major must be developed for a program plus general education options

Critical marketing period is typically <u>at least</u> 6 months before enrollment

A Major Challenge:
Lack of Capacity at CUNY

Staffing: Existing Capacity on Campuses

Instructional Designers   16 FTE (11 campuses)

Faculty Instructors   unlimited

Online Academic Support   10 FTE

Faculty Development Support   10 FTE

CUNY Online has 7 Instructional Designers and is planning
to hire additional designers

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The Urgent Need for Short-Term Outsourcing

- Immediate Action Needed to Affect 23-24 Academic Year or as soon thereafter as possible

- Student demand for online programming is at an all-time high; in-person enrollment is declining

- Infusion of new tuition revenue needed to support long-term staffing of online education personnel

- The level of staffing required to catalyze program development is not needed or sustainable long-term.

A Hybrid, Phased Solution

- Fully utilize campus and CUNY Online resources before using outside support.

- Utilize outside partner for 2-3 years as needed to quickly close gaps in campus capacity and expertise.

- Reduce use of external services as campuses increase capacity and expertise.

- Bring services in-house within 3 years after which online courses/programs will be developed, delivered and maintained by regular faculty and staff at CUNY's campuses.

RFP for Short-Term Collaboration with Outside Partner

FY23

- Up to 40 online <u>programs</u>

    (+/- 590 online <u>courses</u>, including up to 150 gen ed courses)

FY24

- Up to 40 online programs
- (+/- 440 online courses)

FY25

- Up to 30 online programs
- (+/- 320 online courses)

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