OFFICE OF ONLINE EDUCATION
INDIANA UNIVERSITY

An Overview of the IU Online External Review

Given that the Office of Online Education is now ten years old, Interim Executive Vice President Sue Sciame-Giesecke requested an external review of IU Online. IU East Chancellor Kathy Girten, IU Online Associate VP Chris Foley and IU Online Assistant VP drafted a charge and EVP Sciame-Giesecke presented the concept to President Whitten who supported the plan. After consulting with Interim Provost Applegate and Chancellor Paydar, a committee was convened to further refine the plan, identify potential review firms, evaluate proposals, and assist the firm in conducting its review. A list of the committee members can be found in Appendix A.

The committee began its work in August, and in September, the committee created an RFP to solicit proposals from potential review firms. Responses to the RFP are due in later October, and the committee hopes that the firm will begin their work prior to Thanksgiving with a completion date of February 1, 2021.

The review will focus on the following elements of online education at IU:

- Potential for online enrollment at IU campuses (including market position, enrollment growth).
- Governance structure (including questions of instructional quality, program assessment, regulatory compliance, accreditation, faculty involvement).
- Sustainable funding for online education (including revenue sharing, program pricing).
- Organizational efficiency (including program development and management).

As part of the review, it is anticipated that the firm will interview a variety of stakeholders throughout the university. This document has been created as a resource for potential interviewees about IU Online to prepare for potentially being interviewed by the firm.

Your Participation in the External Review

As part of the external review, the firm will likely convene meetings with various stakeholders across the university. Given the brief timeline for the review, it is likely that stakeholders will be identified and interviewed soon after the firm is identified. In preparation, we would suggest likely stakeholders to begin thinking about the following set of questions to assist in the review:

- What role do you envision online education plays in your unit's strategic plan?
- What needs does your unit have for achieving its goals for online education? What is impeding your progress towards achieving these goals?
- How do you support your faculty and staff in developing and delivering online coursework?

If you have questions about the review, please don't hesitate to contact one of the co-chairs of the committee at either cfoley@iu.edu or kathcruz@iu.edu.

IU Model for Online Education

When President Michael McRobbie established the Office of Online Education (OOE) in 2011 to coordinate the university's online education, IU pursued a collaborative approach toward online education rather than centralize online education in the form of one 'virtual campus." In accordance with ICHE guidance, academic programs would not be duplicated across campuses. Instead, they would be offered in ways that would allow multiple campuses to participate in their development and delivery. A single brand, IU Online, was created to maximize recruitment and marketing activities.
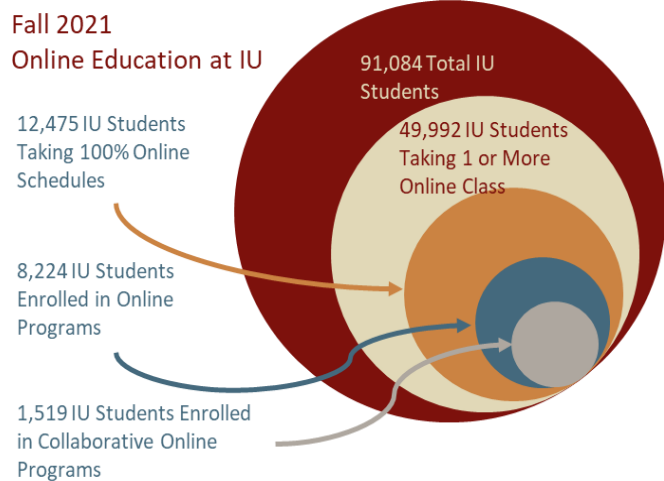
IU established its model of online education to accomplish the following:

- Embed online education into the normal governance, policies, procedures, and technologies that already exist at IU.
- Avoid competition and duplication across IU's campuses in online education.
- Foster collaboration across campuses to leverage expertise and innovation.
- Maintain a single IU Online brand to represent and support IU's online education.
- Retain the highest proportion of revenue possible within Indiana University.
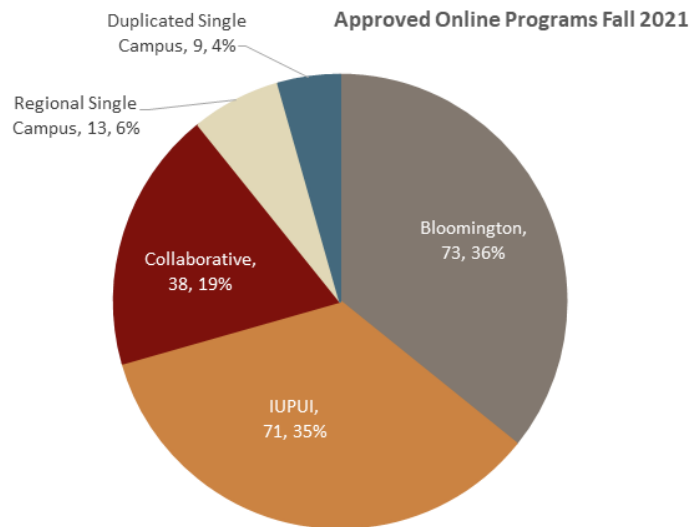
As of fall 2021, IU Online represents a portfolio of **204** online programs which includes **166** single-campus programs as well as **38** collaboratively delivered programs. Through these programs, IU enrolls **8,224** students; and across IU, **49,992** (55%) of IU's student population is enrolled in at least one online course.

Research has indicated that students enrolled in a mix of online and face-to-face courses take higher numbers of courses, persist better from first to second year, and graduate at higher rates—particularly at regional campuses.

Approved Online Programs Fall 2021

Duplicated Single Campus, 9, 4%
Regional Single Campus, 13, 6%
Collaborative, 38, 19%
Bloomington, 73, 36%
IUPUI, 71, 35%

Fall 2021
Online Education at IU

91,084 Total IU Students
49,992 IU Students Taking 1 or More Online Class
12,475 IU Students Taking 100% Online Schedules
8,224 IU Students Enrolled in Online Programs
1,519 IU Students Enrolled in Collaborative Online Programs

Mission of the Office of Online Education

The mission of Indiana University's Office of Online Education (OOE) is to support student-oriented learning that provides access and opportunity to a diverse student body. We provide a world-class education and range of services while supporting data-driven innovation. We strive to support affordable, relevant, and flexible education.

Services Provided by OOE

The suite of services supported by the Office of Online Education include (a more detailed list is included in Appendix B):

1. Development and management of collaborative online programs. Establish procedures and default terms for agreements on curriculum, revenue, and management of fully online degrees and certificates; facilitate faculty development of the shared online curricula; maintain quality assurance systems.
2. Compliance - Ensure that IU Online courses, programs, and practices comply with standards and regulations imposed by accreditors and with federal and state law.
3. Seamless student services - Provide "wrap-around" student services, including orientation ("onboarding"), coaching and mentoring, online tutoring, student conduct and grievance issues, and career services, to complement and enhance services already provided by the campuses.
4. Support online curriculum development – in partnership with eLearning Design Services in UITS, support ongoing development of online curricula
5. Marketing and recruitment - Promote the IU Online brand to accomplish the enrollment goals of the university and conduct market analysis in support of the prioritization of online academic program development.

Current Funding Model for OOE

OOE's operating budget for 2021–22 is $9.72 million. The budget is generated by a $30 per credit hour fee for online coursework at any of IU's regional campuses or online coursework that is part of an online program on IU's core campuses. Effective with FY 2021-22, IU's core campuses (IUB and IUPUI) provide an assessed annum contribution to OOE in lieu of credit hour fee collection for all asynchronous online coursework and also participate in a fee-for-service model for marketing and program support. All tuition and fees for online courses are collected by campuses and distributed according to normal IU revenue practices.
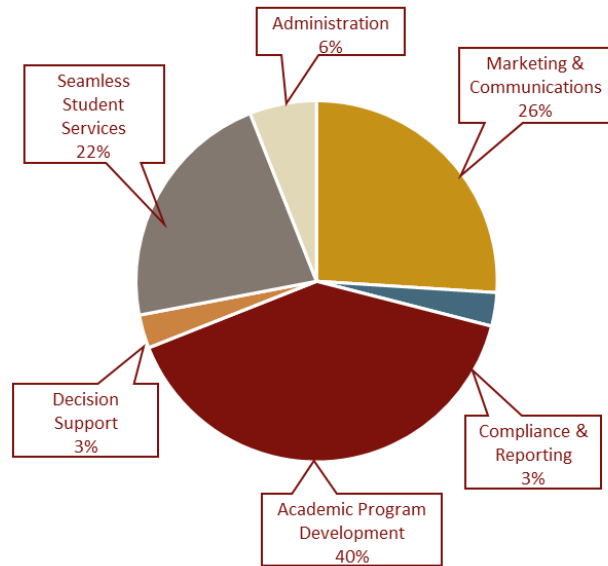
FY 2022 IU Online Budget by Campus Contribution
$9.37M Budget

Regionals $5.1M; 55%
IUPUI $2.45M; 26%
IUB $1.82M; 19%
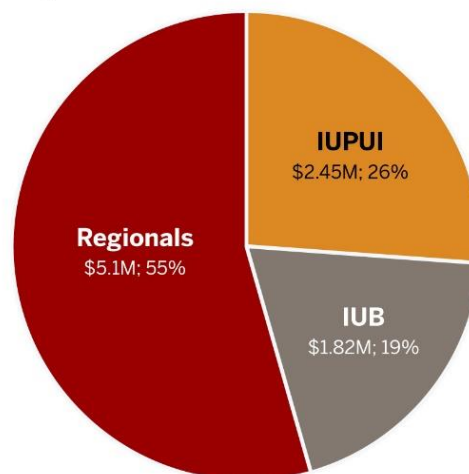
Revenue Generated by Online Programs

In FY 2021-22, IU Online programs generated almost $100 million in tuition revenue. This revenue is collected and distributed by the campuses per normal practices. See Appendix C for a breakout of this revenue by campus.

2021-22 OOE Budget Distribution

Administration 6%
Seamless Student Services 22%
Marketing & Communications 26%
Decision Support 3%
Compliance & Reporting 3%
Academic Program Development 40%

Appendix A: IU Online External Review Steering Committee

Tamara Davis, Ph.D.
Dean, School of Social Work, Indiana University

Margie Ferguson, Ph.D.
Senior Associate Vice Chancellor for Academic Affairs, IUPUI
Professor of Political Science, IUPUI

Chris J. Foley, Ed.D.
Associate Vice President for Online Education
Director, Office of Online Education

Shari Fowler, D.B.A.
Director of Accounting, IU East

Kathryn Girten, Ph.D.
Chancellor, IU East
Acting Chancellor, IU Southeast

Jay Gladden, Ph.D.
Associate Vice President for Learning Technologies, UITS

James Kennedy, MS
Associate Vice President for University Student Services & Systems

Siân Mooney, Ph.D.
Dean, Paul H. O'Neill School of Public and Environmental Affairs, IU Bloomington & IUPUI

Brenda Phillips, Ph.D.
Dean, College of Arts and Sciences, IU South Bend

M. A. "Venkat" Venkataramanan, Ph.D.
Executive Vice Provost for Finance, Budget, and Strategy, IU Bloomington

Philemon Yebei, Ph.D.
Assistant Vice President for Administration

Appendix B: Primary Responsibilities of OOE

1. Clearinghouse
   a. Establish, in consultation with campus academic leadership and University Academic Affairs, a priority list ("pipeline") of programs to pursue as fully online degrees and certificates. Priority programs will receive time and resources to support more intensive campus participation and faster development; other proposed programs receive basic levels of support, and campuses are expected to take the lead in organizing them according to the IU Online operating principles.
   b. With University Academic Affairs, develop and maintain collaborative online programs.
   c. Maintain a public table of all proposed degrees and the status of each.
   d. Establish procedures and default terms for agreements on curriculum, revenue, and management of fully online degrees and certificates.
   e. Facilitate faculty development of the shared online curricula.
   f. Maintain quality assurance systems.
   g. Manage interactions with other academic policies, e.g., transfer, general education.
2. Compliance
   a. Ensure that IU Online courses, programs, and practices comply with standards and regulations imposed by accreditors and with federal and state law.
   b. Identify and implement best practices in online education established by academic and other organizations, as well as best practices demonstrated by other institutions.
3. Seamless student services
   a. Provide "wrap-around" student services, including orientation ("onboarding"), coaching and mentoring, online tutoring, student conduct and grievance issues, and career services, to complement and enhance services already provided by the campuses.
   b. Ensure that the quality of services for online students meet university and student expectations.
4. Marketing and recruitment
   a. Promote the IU Online brand to accomplish the enrollment goals of the university.
   b. Conduct market analysis in support of the prioritization of online academic program development.

Appendix C: IU Online Program Tuition Revenue

Fiscal Year 2021 Tuition

Data pull: 4205 SS2, 4208 Term, 4209 Term, 4212 Term & 4215 SS1

Campus	100% Online	80%-99% Online	Total IU Online Tuition Program Revenue	Total Tuition Revenue	% of Total Tuition Revenue
IUB	$16,814,871	$51,940,907	$68,755,778	$892,162,420	7.71%
IUPUC	$15,996	-	$15,996	$9,521,748	0.17%
IUE	$9,406,363	-	$9,406,363	$21,744,646	43.26%
IUFW	$90,634	-	$90,634	$8,135,142	1.11%
IUPUI	$12,430,475	$2,072,635	$14,503,109	$366,201,801	3.96%
IUK	$1,821,255	-	$1,821,255	$21,106,280	8.63%
IUN	$1,043,153	-	$1,043,153	$25,423,108	4.10%
IUSB	$1,283,860	-	$1,283,860	$33,214,241	3.87%
IUS	$1,447,853	-	$1,447,853	$28,447,188	5.09%
Total	**$44,354,460**	**$54,013,541**	**$98,368,001**	**$1,405,956,576**	**7.00%**

Source: IUIE Fee Class Price Extract - Original Version (10/11/21)

All values are approximate estimates