FY20 Online GOALS: Provide significantly increased access to, and impact from, online education. Increase revenues and continue to collaborate with UMass Online.

- **Improve organizational focus**: Streamline management of online courses, appointing Dr. Mya Mangawang, a senior leader reporting directly to Provost – with a dotted line to the Chancellor - to lead the effort.
- **Build quality of online instruction**: Build faculty strength and supports for teaching online, including comprehensive wraparound services for new online instructors and for new course design and delivery. Institute measures to assure quality of online instruction.
- **Increase enrollment and revenue by 5%**: Execute a series of initiatives to increase enrollment, including (a) launch new online programs, in addition to focusing on existing programs and individual online courses, (b) build marketing, lead generation, and nurture capacities for online programs, (c) assess and strengthen online faculty and student supports, and (d) assess and strengthen online instructional design and delivery capabilities.
- **Re-introduce revenue sharing**: Re-introduce revenue sharing for growth of new and existing online programs, providing a clear incentive to departments for online program growth.
- **Continue to collaborate and cooperate with UMass Online on the plans to support growth**

**MID FY20 ONLINE UPDATES**

**Administration and Organizational Focus.**
OL Implementation Committee. Co-chairing with Deputy Chancellor, Garrett Smith a cross-functional, university-wide group meant to help devise and execute plan for moving administration of OL courses and programs out of CAPS and into the colleges. First convening 10.30.19. Ongoing sub-committee work since then. Near term goal, 02.15.20, is to have scheduling and hiring of fall and spring OL courses managed by colleges. Major questions around CAPS budgets being reallocated to colleges to support this shift (ie NTT monies) loom large. Also, analysis of any potential OL pricing shifts is ongoing.

**New OL course development and stipend process.** After its SU19 introduction, process is now being refined with Provost Emily McDermott. MOA and newly instituted policies warrant revisiting in upcoming FSU contract negotiation. Have raised this possibility with Provost and VC for HR. Have also suggested to the Provost and Assistant Vice Chancellor, Tom Miller, for FY21 we must establish a clear budget for new course development stipends as well as have a plan for its administration. In doing so, we should determine if CAPS will retain separate budget for stipends for summer and winter courses in FY21.

**Revenue Share for “predominantly OL programs.”** Announced to deans by Assistant Vice Chancellor, Tom Miller 07.31.19. Working with support of Garrett and me, Tom is currently looking to establish consistent and transparent process for calculating and allocating revenue share to appropriate parties (i.e. departments, college, provost, UMB). Goal to finalize for Q3 budget discussions with colleges.

**Faculty and Student Supports.**
Working with Associate CIO, Apurva Mehta and eLIS Director, Paula Thorsland, eLIS has:
- Developed a checklist and “tracking” system to ensure that new online course meets minimum requirements from a design and accessibility (ADA) perspective prior to allocating stipend.
- Developed a training program to help faculty teach new online courses, piloted training course, and redesigned it based on feedback.
- Developed steps to identify existing online courses that are non-compliant, or non-users of Blackboard.
- Created a process to help faculty of identified courses to use Blackboard, to improve the quality of the course design, and to meets compliance standards.
- Worked with Academic Support to make their OL resources site more accessible and marketable.

**OL Marketing and Recruiting.**
Web. 11.05.19 New website https://online.umb.edu to serve as marketing platform for OL programs and courses launched. For limited time, approved daily spend ($50 cap) on google search ad to monitor search term’s effectiveness and assess level of competition with UMOL, new site’s primary competition. UMOL clearly spending on search terms like “umass boston online” which will impact cost/lead. Raises larger issue/need for system-wide marketing strategy or as I have proposed, at least they “mute themselves” and their efforts on our behalf until they are prepared to develop new plan if/when new entity enters scene. NB. Only 1 UMOL lead became a UMB applicant this year. Draws into question resources we have been allocating to UMOL marketing functions. Consider renegotiating?

**Digital.** Spend strategy for reputational and programmatic-specific established in conjunction with Director of Digital Marketing, Jonathan Lee for SU and FA 20 campaigns. Marketing budget partially secured.

**Lead Nurture.** Procured SF’s Live Agent (chat functionality) and EinsteinBot (FAQ functionality). Currently, analyzing common issues that are raised by this population that bot FAQ can help manage and free up time for personal responses to more nuanced issues.

**UMOL.** Ongoing work with Don Kilburn to clarify current marketing roles and responsibilities prior to proposed launch of new UMOL entity. Most recently, 12.23.19, discussed need for a comprehensive marketing strategy with new entity confirmed and expectation that a clear marketing segmentation plan should be in place prior to any overarching campaign launch. Agreed, but not guaranteed. Will require Chancellor-level, system -wide support to ensure consistency in branding with campus level distinction. UMOL just hired new CMO, UMB’s CMO hire seemingly immanent.

**OL Opportunities for Growth.**
- ABSN (CNHS) Reconceived program with added intakes and fully OL. Proposed launch SU20.
- Nursing Education cert (CNHS). Existing (admissions suspended) cert will be refashioned so that it is offered fully OL. Will require 2 of 4 courses to be built OL. Proposed launch FA20.
- BS Management (CM) major core with select concentration for OL students (i.e. not all concentrations will be put OL). Proposed launch FA20.
- Cybersecurity certificate (CM). 4 course cert, 2 existing f2f courses and 2 new courses to OL. Proposed launch FA20.
- Con Res (MGS) considering making existing cert OL. Given program’s summer programming in Ecuador and Ireland, opportunity for broadening audience is alluring coupled with new UG OL program in Global Affairs added to MGS, Con Res sees potential in internal pipeline to cert/masters.
- ABA. CEHD had plans to make this fully OL. Goal FA20. Assessment and status update due 01.20.
- BA Communication (CLA). Efforts to put major fully OL on hold. Program seeks faculty lines to ensure success of current and future enrollments.
- Gen Eds.
  - A+P 1 and 2. Provost working with CSM/CNHS to get these courses OL.
  - ENG 101. Chair has indicated willingness to put fully OL, though sections will be capped at 12.
  - To present MATH with summer data. Test openness to OL offerings. 01.20.