



The State University of New York

Open SUNY to SUNY Online: The Next Generation of Online Learning for SUNY

SUNY Conference on Instruction and Technology
May 29, 2019

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Agenda - Panel

- Open SUNY (2014-2019) – [Kim Scalzo](#), Executive Director of Open SUNY
- SUNY 2040 A Vision for the Future – [Marianne Hassan](#), Chief of Staff, Provost's Office
- SUNY Online Pilot Fall 2019, Spring 2020, and Fall 2020
 - Pilot Scope, Goals and Timeline – [Kim Scalzo](#)
 - Academic Program/Course Planning – [Chuck Spuches](#), Provost Fellow for Program Development
 - Student Experience – [Larry Dugan](#), Provost Fellow for Enrollment and Student Success
 - Instructional Design Support/Instructional Models – [Christine Paige](#), Director of Instructional Design
 - Technology Infrastructure – [Karen Geduldig](#), Associate CIO
 - LMS Support – [Harry Cargile](#), Manager of Open SUNY Application Services
 - Tier 1 Tech Support for Faculty, Students, Staff – [Mike Walker](#), Manager of Open SUNY Help Desk
 - Assessment, Evaluation, and Data Collection – [Kristyn Muller](#), Open SUNY Impact Analyst
- Questions/Discussion

Open SUNY (2014 – 2019)

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SUNY's Stamp on Quality in Online Learning

National Quality Framework for Institutions



SUNY's Signature Program Standards



National Quality Framework for Online Courses



Strategic Engagement of Campus Leaders



OS Institutional Readiness

- Awareness of quality standards
- Self-assessment at Institutional level
- Implementation plan
- Ongoing assessment cycle



OS Enrollment Planning Roundtable

- Enrollment aspirations
- Target programs
- Marketing/recruitment strategies
- Economics of online learning/Scalability plan

Impact Assessment

**Community of Practice /
Effective Practices**

Change Management

Build out of Student Supports

Concierge Model

Early Alerts

Online Tutoring

Orientation

Help Desk



Community of Practice /
Effective Practices

Online Readiness

Evolution of Faculty Supports

Community of Practice/
Effective Practices

Instructional
Design/Course
Development Models

OSCQR Rubric



“New to Online
Teaching” resources

Custom ID
Support

ID Toolkit

Impact on Access and Completion

- 42% of SUNY students are blending online and F2F
- 23,000+ online course sections annually
- 6% of SUNY students enrolled 100% online
- 591 online programs – 300+ with less than 10 students enrolled 100% online



SUNY Excels				
ACCESS	COMPLETION	SUCCESS	INQUIRY	ENGAGEMENT
1. Full Enrollment Picture	5. Completions	9. SUNY Advantage (Applied Learning, Multi-Cultural Experiences, Student Supports)	11. Total Sponsored Activity	14. START-UP New York and beyond (businesses started / jobs created)
2. NYS Residents Served by SUNY	6. Student Achievement / Success (SAM)	10. Financial Literacy	12. Courses in SIRIS that include hands-on research, entrepreneurship, etc.	15. Alumni / Philanthropic Support
3. Diversity*	7. Graduation Rates		13. Scholarship, Discovery and Innovation	16. Civic & Community Engagement
4. Capacity - programs and courses	8. Time to Degree			17. Economic Impact

SUNY 2040

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Change is Inevitable

Student background

Student experience

Demographics

Changing nature of the economy and workplace

Increasing reliance on technology and data

Are we ready for 2040?

How do we start vectoring towards it?



Georgia Tech's Commission on Creating the Next in Education (2040)

The Commission outlines recommendations on alternative educational models that reduce costs, improve the effectiveness of current methodologies, and increase opportunities and accessibility to serve the needs of the next generation and beyond. April 2018 report available online

5 Initiatives:

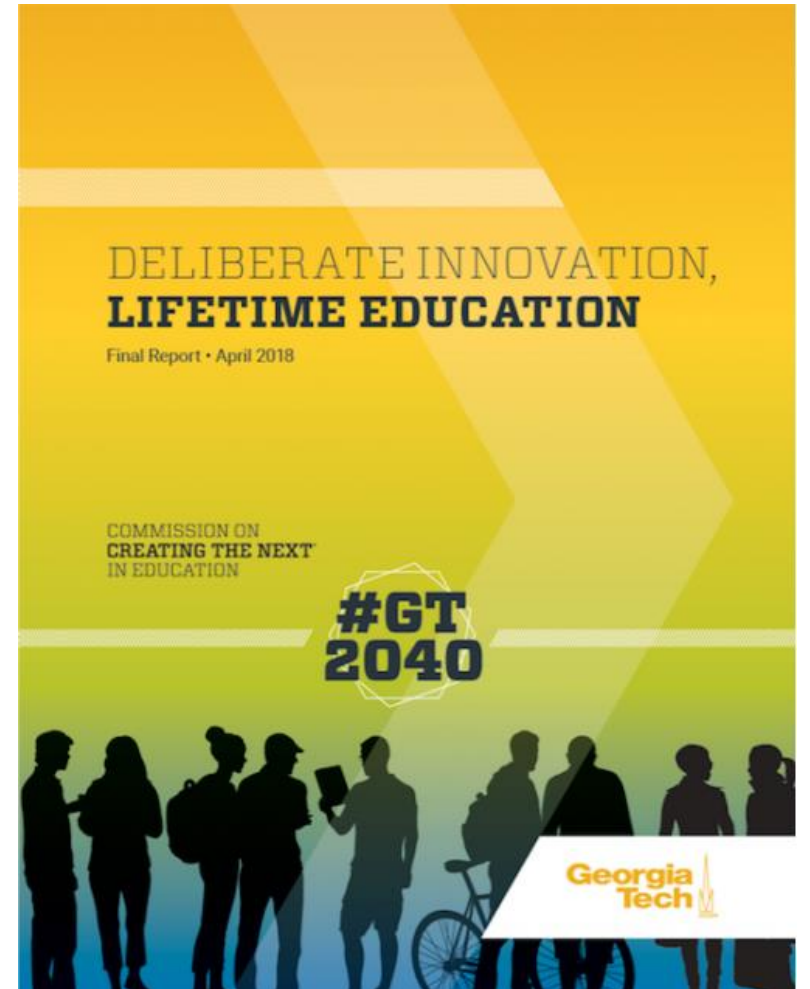
Whole person education

New products and services

Advising for a new era

AI and personalization

Distributed worldwide presence



John Dewar's (LaTrobe University) Future University 4.0:

- Student-centered, interconnected and striving for a better world
- Customized, on-demand education
- A mix of degrees and shorter qualifications
- Quality career advice
- A place for collaboration and entrepreneurship
- Shaped by exponential changes in technology which are driving new industry demands and fresh workforce skills
- Shift from being self-focused to being 'for others'
- Deeply connected to the industries and communities around them
- Exceptionally committed to serving your needs as a student
- Strategic alliances to integrate and connect faculty and students to industry, government, practitioners, end-users, etc

The Future University According to:

David D. Timony, Assistant Professor & Chair, Education Department
at [Delaware Valley University](#)

“**Agile** institutions, **responsive** to the needs of a greater diversity of students and the industries who seek them, will be viable over the next decade. Where exclusivity once reigned, it is now the banner of **inclusivity** that will have institutions surviving the winnowing process. Astute parents and students, setting a high bar for checks and balances, are seeking programs **committed to affordable on-time graduation**. Schools are making their bones developing students into industry or grad-school prepared individuals.”

The Future University According to:

Arthur Levine, President of [Woodrow Wilson National Fellowship Foundation](#) & President Emeritus of [Teachers College Columbia University](#)

“Universities can be expected to shift away from the fixed time and processes of the industrial era toward the fixed outcomes favored by **information economies**. They will focus on what students learn rather than what they have been taught. Education will become **student-centered** rather than teacher-centered.

It will be rooted in **learning outcomes**—the skills and knowledge that students are required to master to earn a credential (generally referred to today as competencies, standards, and outcomes). The process for achieving mastery and the amount of **time** necessary to do so **will vary from student to student** and from competency to competency for each student. In this system, the time and process of learning will become variable and the outcomes will be fixed.”



Driving Principles for the Future

Accessible

Inclusive

Affordable

Agile

Engaged

Connected

Student focused

Responsive to industry

Committed to excellence

Innovative

Entrepreneurial

Individualized education

Collaborative

Digital and physical integration

Platform independent

Frictionless student experience

Seamless digital environment

Proactive

Sustainable

Optimized resource utilization

Self-initiated learning

Secure

Collaborative

Transparent

Dynamic

Global

Sustainable

Interactive

Communicative



Harnessing the Power of SUNY

- Unique programs to capture faculty expertise across the system
- Cross registration as SOP
- Interdisciplinary, cross-campus certificates, micro-credentials, degrees
- Virtual departments for magnet programs
- Stackable credential pathways to degrees and certificates
- PPPs, Industry-informed programs, PoPs
- Online value-add influencing residential programs and research / scholarship

SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

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SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Scope, Goals, Timeline

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What does the pilot look like for Fall 2019?

- 5-10 programs
- Target of up to 2000 students across all programs
- Investments in promotion campaigns
- 1-2 larger enrollment courses per campus to start to identify new instructional models for course delivery at scale
- SUNY Online Student Support model to enhance recruitment and ensure student success
- SUNY Online ID support to ensure quality of online course design and delivery
- Initial version of a central IT Stack to enable a seamless student experience
- Testing of new online tools or technology solutions to support recruitment, academic support, student success, and online course delivery



Campus Expectations

- Commit to providing a team from the campus to work with the SUNY Online Team to launch the Fall pilot
- Commit to providing an updated schedule and faculty roster to ensure students can complete the program 100% online within the registered time frame
- Willingness and ability to integrate technology solutions between campus and SUNY LMS
- Commit to providing library services and course materials to more students
- Commit to managing volume for application review and decision
- Commit to sending daily feed of application data to SUNY System Admin
- Provide input on how to structure the System Admin/Campus Revenue Share model as we scale
- Willingness to help us pilot new tools/technologies to help us scale and enable higher quality of learning
- Willingness to participate in marketing campaigns to understand works best for different programs
- Faculty willingness to deliver courses in the SUNY Online LMS
- Willingness to work with vendor providers for services as needed to quickly scale and ensure quality
- Willingness to have students be supported by one of the SUNY Online Support Staff
- Willingness to collaborate on:
 - Instructional model to scale enrollments at the course level (inform)
 - Instructional Design template for SUNY LMS (inform and use)
 - How we proceed with Gen Ed and UG Electives for programs (inform)
 - Other aspects of how we scale TBD



Additional Pilot Options

- AI discussion forum monitoring application
- AI bot for recruitment and logistical questions
- Combining multiple small course sections into a large enrollment course
- New online readiness tool
- Application of the Guided Pathways model for 100% online students
- Implementation of Starfish for 100% online students
- Applied learning experiences at scale
- Suggestions from campuses

Pilot Goals

What do you we and you (collectively) hope to learn from the Pilot?

- What does it take to enroll 2000 students?
- How can we track Inquiries through to enrollment to assess effectiveness of promotion strategies?
- Test of SUNY Online Support Staff model to ensure student success as we scale – what worked well, what did not?
- Test of Centrally provided ID support model to ensure quality in online course design and delivery as we scale – what worked well, what did not?
- What are good instructional models for delivery of large enrollment online courses without compromising quality?
- Test of initial SUNY Online IT Stack - How well did the SIS/Early Alert/Degree Works integration work? How well did BB Ultra work?
- Do we need to make any revisions to the Open SUNY+ signature elements as we scale?
- What should the System Admin/Campus Revenue Share be as we scale?
- What administrative structure is needed on the campus to enable programs to scale?
- What does investment in promotion of the field result in? What worked well? What did not?
- **WHAT ELSE??**

Timeline for Fall 2019 Pilot Programs

- ✓ Programs/campuses confirmed by 5/17
- ✓ Campus Kick-off meetings completed by 5/24
- Updated projected schedule of courses and faculty provided by 5/31
- Faculty teaching in Fall courses identified by 5/31
- SUNY Express Portal (Phase I - recruitment) launched by 6/1
- ID template for SUNY Online LMS finalized by 6/14
- Applications open for pilot programs on 6/1
- Applications close for pilot programs on 8/1 (where appropriate)
- Courses ready to go in SUNY Online LMS by 8/15
- Admissions decisions made by 8/15 (or based on campus requirements)

SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Academic/Course Planning

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Academic Program/Course Planning

- Outline with campuses what the academic plan/schedule is for the pilot programs – what courses get offered when
- Work with campuses and the ID Team to determine the instructional support models for each campus and whatever they are going to be piloting in the academic space
- Coordination with Academic Planning on issues around SUNY/SED requirements
- Coordinate with the Provost's Office on the next steps for Thematic Cluster discussions – RFPs for new program development, UG electives, and Gen Ed course offerings



SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Student Experience

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Enrollment and Student Success

- Build the knowledge base
- Build SUNY Online Student Support to transform the student experience from recruitment through graduation
 - Workflow with each campus (Slate/CRM/SIS)
 - New staff in online support roles
- Implement the SUNY Online instance of Starfish Early Alert and Analytics tools to support online student success
- Building new student portal



SUNY Online Pilot
Fall 2019, Spring 2020, Fall 2020
Instructional Design
Support/Instructional Models

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SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Technology Infrastructure

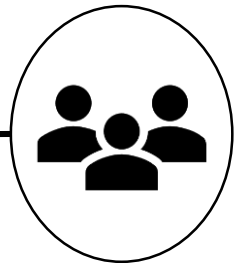
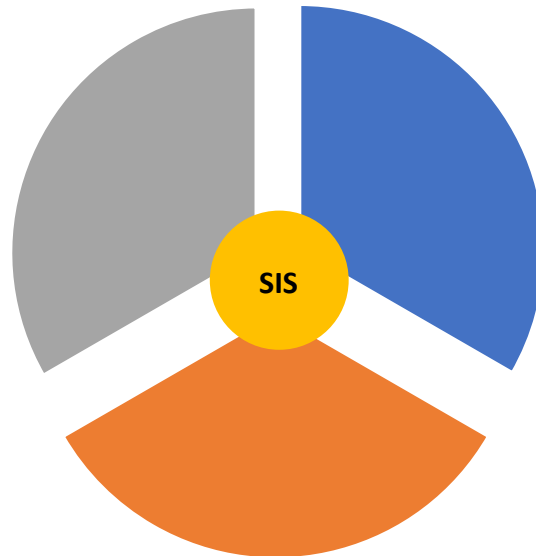
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Fall 2019 – Getting Started



Students



Coaches

SUNY Online IT Stack

- Recruitment CRM: Ranku and Slate
- Admissions: Slate (30 campuses)
- SIS: Ellucian products / Banner (50 campuses)
- LMS: Blackboard products (including Ultra) (50 campuses)
- Financial Aid: TBD
- Other: DegreeWorks, Transfer Finder, SUNY x-registration system
- Student Success: Starfish (32 campuses)
- Orientation: BB Ultra



SUNY Online Pilot

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LMS Support

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SUNY Online LMS Support

- LMS Environment
- Authentication
- SIS Integration
- Tools
- Support Workflow
- Open SUNY (and beyond)



Blackboard

SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Tier 1 Technical Support

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Open SUNY HelpDesk

- Expand extended support from 76 hours a week to 106 hours a week
- Increase staff
- Tier 1 support model will have more ownership
- Escalations to Tier 2 and higher
- Ticket Tracking application change
- Explore 24/7 options



SUNY Online Pilot

Fall 2019, Spring 2020, Fall 2020

Assessment, Evaluation, Data Collection

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Assessment, Evaluation, and Data Collection

- Accurate tagging of existing program codes and attributes
- Determining ways to effectively identify SUNY Online programs, courses, and students
- Will be meeting with SUNY IR and campus IR liaisons to discuss
- Need to develop ways to measure the effectiveness of SUNY Online pilot processes (student/faculty/staff satisfaction/perceptions)
- Need to develop ways to measure success of SUNY Online pilot (based on goals)

