As a land grant institution, Colorado State University has long been committed to making education accessible to the public, and pertinent to public needs. While every aspect of our institution contributes to this mission in some capacity, the CSU Office of Engagement is committed to carrying CSU’s academic resources beyond campus borders to enhance communities in Colorado, and all over the world, through collaborative research, innovation, and education.

The divisions and programs within our office work with community partners to address a broad range of public needs, including agriculture, natural resources, economic development, scientific discovery, and education. This outreach is mutually beneficial, as our work does as much to strengthen research, teaching, and learning at CSU as it does to strengthen the communities with which we partner and serve.

CSU OnlinePlus plays an integral role in the Office of Engagement’s strategy by making it possible for people many miles away from campus to access our programs through either online or distance platforms. Through ongoing collaboration with CSU faculty, OnlinePlus enhances CSU’s spectrum of program offerings; through cutting-edge implementation of technology, it provides students with more opportunities to improve their lives and their communities through education.

As we move deeper into the 21st century, OnlinePlus and the Office of Engagement will continue to implement new, exciting ways to expand access to education, and maintain CSU’s noble land grant heritage.

Lou Swanson
Vice President for Engagement

Letter from the Interim Associate Provost

Online education is expanding at an exponential rate, and in response to the increasing demand for high quality programs and services, CSU OnlinePlus has expanded as well.

Our foremost priority is to make CSU’s first-rate academic programs, faculty, and research accessible to those who otherwise might not be able to reach us. We have successfully continued to increase our ability to function in this capacity, as evidenced by our growth this year to serving more than 11,000 students throughout the United States and 51 other countries.

This couldn’t have happened without growth and continuous improvement within our organization. The addition of many talented new staff has provided the resources to better carry out our clear mission of providing access to an exceptional education from anywhere in the world, to better serve students with expert counsel and beneficial program options, and empower them to meet their professional and personal goals.

Additionally, we have worked hard to strengthen collaboration with CSU’s colleges, departments, faculty, and entities such as The Institute for Learning and Teaching (TILT), in order to develop programs and services that make every faculty member’s and every student’s online experience a true, quality, CSU experience.

We owe much gratitude to our former Associate Provost, Hunt Lambert, for enabling us to expand our reach and our capacity. As we wish Hunt success in his new position as the dean of Harvard’s Division of Continuing Education, we diligently continue to build on our strong knowledge base, hone our expertise, and innovate new ways to leverage technology, data, and staff resources to move forward effectively and efficiently.

The success of online education at CSU means something positive for stakeholders far beyond just our organization—it means increased visibility and access to CSU’s colleges, increased financial support for our amazing campus community, and more opportunities for students around the world to benefit from the rewards cultivated by our University’s world-class educational programs.

Jordan Fritts
Interim Associate Provost
Division Overview

Data reflects Fall 2012–Summer 2013

**Programs Offered**
- 5 Undergraduate Degree Completion Programs
- 28 Master’s Degrees
- 2 Ph.D. Programs
- 32 Certificates of Completion and Training Programs
- 12 Non-Credit Professional & Outreach Programs

**Enrollment Profile**
- 11,122 Students Enrolled
- 6,540 Students Taking Individual Courses
- 2,393 Master’s and Ph.D. Students
- 700 Certificate Students
- 246 Undergraduate Students

**Professional Staff**
- 12 Student Services Staff
- 7 Learning Technologies & IT Support
- 6 Marketing Staff
- 8 Finance and Operations Staff
- 10 Program Staff

**Profile of Degree-Seeking Students**

**Graduate**
- 36% Colorado
- 61% Rest of U.S.
- 1% International

**Undergraduate**
- 61% Under 25
- 38% 25-34
- 1% 35-44
- 1% 45-54
- 1% 55-64
- 1% 65 & Over

**Master’s and Ph.D. Students**
- 62% Male
- 38% Female

**Undergraduate Students**
- 39% Male
- 61% Female

**Ages:**
- Under 25: 17%
- 25-34: 48%
- 35-44: 24%
- 45-54: 9%
- 55-64: 2%
- 65 & Over: 0%
Our Customer Experience Vision

Our Division anchors every decision we make around the customer experience, and through this commitment, we developed a Customer Experience Statement (CES), which is continually reevaluated to ensure that we were meeting the new opportunities and challenges of an increasingly diverse student base.

Rooted in our land-grant heritage of outreach, research, and service, we support the advancement of our students’ education. For our students, we:

**Cultivate:** We provide prompt service and expert counsel to foster a partnership with each individual student. We invite students to become a part of the CSU community.

**Advocate:** We put our students first, taking the time to thoroughly understand their needs and goals. We do everything we can to create a positive experience throughout their educational journey.

**Empower:** We collaborate with students to ensure they have the information and guidance they need to make knowledgeable decisions. We offer encouragement and foster success as they pursue their educational goals.

We operate by living our shared OnlinePlus values of accountability, innovation, curiosity, communication, service and engagement.

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The OnlinePlus Team


**Not pictured:** Mary Colasanti, Amanda Hitpas, Larry Page, Al Powell, Ken Radicek, Kylie Vanderheiden
We have continued to strengthen our partnership with The Institute for Learning and Teaching (TILT) to support course development, instructional design, and enhancement of CSU’s online and distance courses. This collaboration allows us to effectively work with departments and faculty to advance the technology and quality associated with university online course offerings.

Since this partnership began in 2005, we have consistently made progress in course development operations and contributions to academic departments. In that time we have developed and enhanced more than 300 online, distance and hybrid courses.

Some of our most significant successes this year included:

- Making CSU’s online/distance programs available in all 50 states by becoming fully compliant to each state’s authorization regulations;
- Implementing prerequisite enforcement for all online course registrations, alleviating complications for both students and departments;
- Launching the online Organizational Learning Performance and Change master’s program, with an inaugural class of 30 students;
- Launching the online psychology bachelor’s degree-completion program;
- Implementing a course development report process to enhance transparency and communication;
- Introducing an online solution in Blackboard Collaborate to facilitate group projects and discussions, instructor-led synchronous learning, and virtual office hours;
- Hiring an additional course developer to expand critical instructional design resources, adding to our capability to assess teaching and learning outcomes.

### NEW PROGRAM OFFERINGS

- Organizational Learning, Performance and Change (M.Ed.)
- Student Affairs in Higher Education (M.S.)
- Early Childhood Education focus within ELRC
- Data Analysis and Applied Statistics certificates
- Developing a Safe Food Business certificate
- Organizational Learning and Performance certificate
- Post-Baccalaureate Pre-Health courses

### PROGRAMS AND COURSES BEGINNING IN FALL 2013 & SPRING 2014

- Tourism Management (M.T.M.)
- Psychology (B.S.)
- Project Management online certificate
- Science of Relationships MOOC*
- Student Affairs in Higher Education MOOC*
- Water, Civilization, and Nature MOOC*

*MOOCs (Massively Open Online Courses) are free online university courses, taught by campus faculty, and open to anyone in the world who wishes to participate.

### OUR PROGRAM-ORIENTED ACHIEVEMENTS THIS YEAR INCLUDE:

- Provided in Course Development Grants to Faculty: **$55,000**
- More than **75** courses developed, enhanced & updated
- Increase in number of degrees offered: **20%**
- Increase in number of certificates offered: **55%**
Our marketing approach upholds our division’s customer-centric focus by speaking to prospective students about their educational needs, and engaging honestly with them throughout the customer engagement lifecycle about how CSU’s programs fit with their academic and career objectives.

Our efforts throughout the past year exemplified these standards. Through industry research, internal data analysis, and search engine optimization, we have been able to better understand and reach the right audiences. Through ongoing communication with internal program teams and campus departments, we have been able to develop clear and accurate messaging. We continue to bring together this knowledge to create compelling advertising, email, and social media campaigns, as well as engaging and informative web content.

By analyzing responses to these marketing efforts through sophisticated tracking and evaluation, we have been able to make informed strategic changes to more accurately meet qualified customers in the right places with the right messages. We continue to measure our success by the number of visits to our website, the actions users take on the site, the level of engagement we receive on social media, and the number of inquiries driven by our campaigns that turn into to applications and enrollments.

Reaching & Motivating the Right Customers

With an extensive website overhaul, we made it easier for prospective and current students to find information about our programs, and take actions that lead toward enrollment.

Working with technologists from the company Viget, we revamped online.colostate.edu with a more streamlined content structure and refreshed design.

We also optimized the site for mobile usage. This allows us to keep up with the evolving mobile landscape, and better serve our audience of on-the-go working professionals and busy full-time students.

Improving our Website User Experience

Over a three-month development process, we achieved a compelling design that, from any device, drives users to take actions like sign up for email notifications, contact a student recruiter, or start an application.

For users who find us from an advertisement or publication, we also created landing pages that include critical pieces of information, hard-hitting visuals, and direct calls-to-action. On each page we embed specific tagging parameters to track important links, interactions, and conversions. Now we can effectively measure and optimize our new design for continual improvement.
We have made exceptional progress in serving the unique needs of online and distance students with the expansion of our recruitment and retention unit. As the volume of prospective and current students has continued to grow, we developed a scalable operational strategy to ensure we can maintain and improve our ability to deliver on our customer service promise.

The unit is made up of specialists who guide students throughout the enrollment and program completion processes, from initial inquiry and application, all the way through graduation. Our services complement the academic and administrative support found on campus. For example, our degree-seeking students work with advisors within academic departments in combination with the services that we offer. The specialists in recruitment and retention help students navigate through their entire student journey, and through a concierge-model of service, connect them with additional campus resources when they cannot come to campus.

The team has more than tripled in size in the past year, allowing us to divide responsibilities so we can provide prompt service to all customers, deepen our relationships with campus faculty, advisors, and departments, and create more awareness about CSU’s online programs.

**Enrollment Services Representatives** help students with registration, account questions, and other aspects vital to the online student experience.

**Student Engagement Coordinators** build relationships with prospective students to understand their goals and help them determine if the options offered through OnlinePlus are a good fit for their needs. Through regular communication, SECs help prospective students navigate the decision and application processes.

**Pre-Admissions Advisors** work to streamline the course transfer process for prospective undergraduate students, campus partners, and the educational institutions from which students are transferring.

**Student Retention Coordinators** assist students from admission to graduation. In coordination with campus partners, they answer students’ questions about policies, procedures, campus resources, or other facets of the educational journey. SRCs help students build a connection to the CSU campus and enrich the student experience.
Increasing Access through Learning Technology

Through the use of a variety of lecture-capture tools, our learning technology unit ensures that students anywhere in the world can have access to on-campus classroom experiences.

We foster the expansion of distance education by collaborating with Classroom Support Services on the design and installation of classrooms with distance capability, and training faculty to ensure they can teach effectively using the tools available. We also offer cost-effective support by training student operators to provide both technological and in-classroom assistance.

While making great strides in enhancing CSU’s distance capabilities across the board, one of our most exciting achievements was the further development of synchronous course offerings. This allows students to access and participate in on-campus lectures in real-time, alleviating many challenges caused by time and distance.

Additionally, we made a number of improvements to campus this year by installing distance-enabled classrooms and upgraded technology in the Computer Sciences building, Engineering wings B and C, the University Center for the Arts and the Clark Building.

In six months we received:

**2,200**
Views of live streaming lectures

**69,866**
Views of recorded lectures

This year we achieved:

- 97% increase in the number of courses and hours recorded per week
- 50% increase in student operator support
- 80% increase in distance-enabled classrooms installed and supported

Developing Student Talent

Student employees make a significant contribution our success, and we are committed to utilizing and developing their talents. This year, we employed 22 students to work in departments throughout our division. We provide them the opportunity to put to use the skills they are learning in their programs, such as graphic design, marketing, and information technology, as well as hone practical skills like customer relations and administrative functions, so they are better prepared to compete in the workforce upon graduation.
Recognizing Outstanding Instructors

We were proud to present the inaugural OnlinePlus Innovative Educator (OPIE) Award to Gena Sandberg, Human Development and Family Studies online instructor. The OPIE award is our opportunity to recognize faculty members who exemplify outstanding instruction and relationship building in online programs.

Students graduating from online programs will be given the chance to nominate the faculty member who made the most impact on their educational experience while at CSU.

Sandberg received nominations because of her ability to bridge the gap in building rapport and relationships in an online program. Students raved about her accessibility and how she always went the extra mile.

We thank Gena Sandberg for making online courses easier to manage for students, and putting students’ needs first. Her contributions add tremendous value to CSU’s continuously advancing online education offerings.

Promoting Lifelong Learning

The Osher Lifelong Learning Institute, our education and outreach program for adults ages 50 or better, is continuing to broaden its reach to all those in Larimer County who believe “curiosity should never retire.”

With 532 memberships and 816 enrollments this year, the community-based program that provides unique, no-test, no-stress learning experiences has markedly grown since its inception in 2007. This is welcome news, as Osher relies on memberships to keep operations sustainable and affordable.

In concordance with our Osher membership growth, we have expanded our number of instructors and Perk Series lecturers to a pool of more than 50, and continue to offer a broad selection of courses, lectures and tours, with more than 70 offerings in the past year.

To ensure we offer a variety of engaging programs for participants, we collaborate with other organizations, businesses and campus departments. This year we worked with CSU’s Alumni Association, Frontier Society, Confucius Institute, and RamTrax, as well as a number of local museums, bookstores, and non-profit organizations. We also sponsored CSU’s Lagoon Concert Series, and cosponsored a lecture series with the CSU Society of Senior Scholars.

Amid the exciting news and events this year, the crowning highlight for members and instructors alike was the inauguration of the new, dedicated Osher classroom in Drake Hall. Featuring modern learning technologies like Smart Boards, the classroom provides a comfortable, accessible learning environment for the Osher community to enjoy for many more successful years to come.
New, Modern & Accessible Facilities

Our division found a new home just south of campus in Drake Hall last Fall. The newly renovated building features a modern design and open environment that fosters collaboration, exemplifying the cutting edge of what CSU’s offices can provide. The building also provides CSU students, faculty, and affiliates with easy access to proctoring services and accessible classrooms.

While the renovation and remodeling of the 11,000 square foot building was a large undertaking, the building was ready for operation in a relatively short nine months. Our two classrooms, which opened in January, were the final stages of the project.

Aiding Faculty with Exam Proctoring

As a benefit for faculty and students alike, we piloted a new service this year to assist with administering exams for online and distance courses.

This proctoring service allows instructors to focus on student outcomes rather than paperwork. It also serves to improve the quality and integrity of courses by verifying students' identities and holding them accountable for their own work.

We ensure that students have a place to take their exams by giving them three proctoring options: using the online service ProctorU, working with qualified off-site proctors in students' hometowns, or coming into our Fort Collins and Denver offices.

We have now worked with numerous professors, and have proctored more than 800 exams in our offices.
In FY 2013, we focused heavily on maximizing financial contributions to campus partners, as well as enhancing and streamlining our operations to be more cost effective. We are responsible for contributing a significant portion of our annual revenue to CSU’s colleges, departments, faculty, and administration. Our standing goal is to always return at least 75% of every dollar back to campus, and this year we were able to contribute 86% of our total revenue after fully covering our own costs.

This year our division earned more than $32 million, a 5.7% increase over last year.

We contributed $27.6 million to campus partners — 11.6% more than last year.