ONline Programs of Excellence (ONE-CU Denver and Anschutz) Office of Digital Education Request for Partnership Proposals Program Solicitation ODE 19-010
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Purpose

The Office of Digital Education (ODE) at CU Denver and Anschutz seeks to build on a long history of fully online course and program development that has taken place across our campuses for at least a decade. We endeavor to expand these efforts to enable our campuses to bring greater recognition to our academic community as leaders in providing innovative education pathways and an exceptional student experience. ODE’s mission is to continuously pursue and implement high-quality digital technologies and practices that broaden access to and increase student learning and success in post-secondary education.

To achieve this mission, ODE has established three strategic priorities, to:

- Leverage next generation digital technologies and support to elevate student success
- Reach new populations of students locally and regionally via fully online and blended programs to grow undergraduate and graduate enrollment
- Advance Excellence in Digital Education and Scholarship

ODE is establishing this Request for Partnership Proposals (RFP) to structure and prioritize partnerships with schools and colleges. This process will allow us to identify and prioritize programs with whom we will work in the coming academic year to maximize the opportunity to realize the ODE mission. If a program is not selected for the ODE Online Programs of Excellence (ONE) Partnership award in FY 2019-2020, we do anticipate that they will be able to work with us in subsequent years.

CU Denver and Anschutz Schools and colleges can apply for the ONE Partnership award if they meet one of the three following conditions, i.e. that they have:

- An existing academic undergraduate or graduate program delivered with some or all classes taught face-to-face that they wish to convert for delivery fully online OR
- An existing fully online program that they wish to adapt to integrate new innovations in digital pedagogy (e.g. convert to 8-week delivery structure, incorporate adaptive learning, learner centered-design, etc.) OR
- A new academic undergraduate or graduate degree program they wish to develop in a fully online format

Those selected for the ONE Partnership award will develop memoranda of understanding with ODE to outline the shared expectations for the partnership.

Scope of Support

This RFP is for CU Denver and Anschutz units. For units within schools and colleges that desire to create or revise fully online academic programs, the scope of this RFP includes support from ODE for: financial planning, marketing, recruitment, enrollment, student support, and instructional design to maximize fully online academic program success.

All persons engaged in instruction—i.e. Lecturers, Instructors, Tenured and Tenure Track Faculty and Rostered Educational Faculty within a program selected through this grant
mechanism are eligible for *individual stipends* to support (a) the design and development of online courses and (b) to support access to peer mentoring during the first year a course is offered fully online.

**Key dates:**
- **Posted date:** February 15, 2019
- **Submission deadline:** April 22, 2019
- **Merit review:** April-May 2019
- **Earliest start date:** May-June 2019

This is the first of what we anticipate will be several calls for proposals over the next three years. We will release subsequent calls as demand and resources allow.

Please submit a completed application via e-mail by close of business on April 22, 2019 to kim.penoyer@ucdenver.edu, ODE’s Manager of Online Program Development. Please contact Kim with specific questions about grant proposal preparation or to schedule a pre-proposal conference via email at kim.penoyer@ucdenver.edu or phone at 303-315-3697.

**Rationale for the Online Programs of Excellence Partnership Award**

The Board of Regents, the governing body that sets strategic priorities for CU campuses, has prompted the CU campuses to a change effort in Digital Education with an emphasis on fully online programs. The Chancellors from CU Anschutz and Denver have also declared Digital Education a critical area that requires immediate and concentrated attention. ODE is moving to realize these institutional priorities with the Online Programs of Excellence (ONE) Partnership awards that will facilitate the shared work of the expert professionals from ODE with the abundant experience and passion for teaching among our Faculty to generate high-quality online academic programs that broaden access to and increase student learning and success in post-secondary education.

Evidence clearly shows positive educational outcomes can be achieved for students taking courses fully online or in a hybrid format that combines face to face and online teaching strategies. One meta-analysis documented that on average, students taking coursework online do at least as well or better than those taking courses in face-to-face formats.\(^1\) This finding has been replicated and documented across decades of online learning research\(^2\) and recently through an in-depth case study of six post-secondary institutions.\(^3\) We now have evidence that digital education, when thoughtfully designed and implemented, can improve access to post-secondary...

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education, particularly among underserved students, and that it can facilitate strong financial sustainability for institutions of higher education.\textsuperscript{2,4}

There are evidence-based strategies to support learner and Faculty success within the Digital Education initiatives at CU Denver and Anschutz.\textsuperscript{2,5} Institutions with exemplary digital education programs offer:

- A strong institutional commitment to supporting digital learning that will influence success
- Robust, relevant training of Faculty in instructional excellence, involvement of Faculty as full partners in course design, development and delivery and robust support of Faculty by their institution to teach online
- Social, cognitive and teaching presence in the online environment--Social presence is a process that facilitates community building among teachers and learners online; cognitive presence is the extent to which online course participants can develop a meaningful learning experience and teaching presence is the extent to which the instructor can successfully facilitate social and cognitive presence
- Strong systems for student support that include tailored advising and facilitate success with technological supports
- A robust monitoring system to provide feedback and opportunities for continuous improvement, including learning analytics that report to learners, Faculty and administrators
- Strategic use of external vendors to complement and expand internal capacity for online program delivery and growth

**The ONLINE Programs of Excellence (ONE) Partnership Award**

The ONE Partnership Award provides funding and partnership with ODE expert staff to design, develop, and deliver online academic programs of the highest quality, centered in the student experience and tailored toward the unique learning needs of online learners. The services and resources ODE will provide in partnership with ONE programs include:

- Overall project management and oversight to ensure the program and ODE are all meeting agreed upon targets and deliverables
- Forecasting to model anticipated costs and revenues for the program along with ongoing financial assessments to ensure sustainability
- Marketing, recruitment, and student enrollment support


• Student success navigation offered to support fully online students beyond traditional academic and student advising services
• Instructional design of curricula and courses in consultation and collaboration with program leadership and Faculty
• Faculty training and consultations in digital pedagogy and academic technology
• Faculty Mentee opportunities to facilitate ongoing peer mentoring in the first year after courses are developed and Faculty are engaged in teaching online
• Faculty Fellowships to support Faculty with demonstrated experience in delivering high quality courses online as they mentor and support their colleagues.

Here we offer more detail regarding each of these services and resources.

**Project Management**
Each program will be assigned an ODE project manager, who will serve as a liaison to your program administrator(s), Faculty and leadership. This project manager will have responsibility for the overall planning and execution of your online academic program, and will oversee the initiation, planning, design, execution, and monitoring of all phases of the ONE Partnership. The project manager will stay closely engaged with all ODE teams to ensure successful execution of the services described here.

**Forecasting**
ODE will develop a pro forma that will detail the anticipated costs and resources that will be invested into your program development. The pro forma will include estimates of students matriculating into the program. ODE will work with the program leadership to obtain the necessary curricular count of courses, semesters, and credit hours in order to create an accurate pro forma. Responsibility for units to cover instructional costs to deliver courses will be modeled in the pro forma based on the different budget models that exist on the Denver and Anschutz campuses.

**Marketing, Recruitment, and Enrollment**
The ODE Team acts as the in-house marketing agency for planning, development, and implementation of strategic marketing initiatives focused on driving enrollment growth for fully online undergraduate and graduate programs. Services offered include (but are not limited to):

• Market Research
• Advertising Content and Design
• Media planning and buying
• Paid search results (Google, Facebook, LinkedIn)
• Search engine optimization (SEO) for websites and digital marketing material
• Prospective student e-mail communication plans

Every online program is unique and will require a marketing discovery discussion to determine the go-to market strategy based-off program specific goals.
Prospective students that are interested in your fully online academic program will have direct outreach and support from an enrollment navigator, who will help them answer questions about the program, e.g. financial aid, admissions, student life. Enrollment navigators will facilitate the student application process.

Program marketing funds will be determined based on the market demand of the program and the projected number of enrollments; these funds will be managed internally by ODE in consultation with the school/college/department.

**Student Success**

Once enrolled in your program, the ODE Student Navigation Team will provide proactive support to enrolled students throughout their student life at CU. This support is separate from and additive to any campus or school level academic and student services advising that is available to all students. ODE will deliver these additive student support services to students who are pursuing 100% fully online programs at CU Denver and CU Anschutz. We will work with on-campus student services to ensure these support activities are synergistic with what is available for the on-campus student. The ODE student success team assists students with inquiries in areas such as financial services, advising, and career services, and will serve as an information resource and a liaison to the experts in each respective area.

For those participating in the program grant, our navigators will work with your staff to ensure coordinated handoffs and a seamless delivery of services. We will remain in communication with the existing campus or school level academic and student services staff to ensure ODE student navigation is complementary to and enhances these offerings. We offer a menu of services that identify the range and variety of services we provide for your students, shown in Table 1 on the following page. Our team will meet with you to discuss in detail which services we will provide and how each will be delivered, in collaboration with your staff. Once the partnership is clearly defined, all agreed upon services will be summarized into a Rules of Engagement document that the Navigation team will reference anytime they are working with your students.

**Instructional Design**

A senior instructional designer (ID) will be designated by ODE as the Lead ID to work directly with your designated academic online program director. The ODE Lead ID will go through an extensive design process alongside the program director and a representative group of Faculty to design your fully online curriculum.

This process begins with the creation of curriculum design maps through program outcomes development, alignment to accreditation criteria and program outcomes, course identification, and course sequencing into the early, middle, and late curriculum phases of the student lifecycle. Following all appropriate approvals of the new or revised curriculum by Faculty, program, and/or university curriculum committees, the Lead ID will collaborate with the program director to create a development schedule for the design, development, and delivery of each course. The development schedule will be managed by the Lead ID using Asana, a web-based project management tool. The Lead ID will take on course design responsibilities and will also delegate course designs to other IDs from ODE to ensure courses can be developed on time and at the highest quality.
### Table 1: Student Success Services Menu

<table>
<thead>
<tr>
<th>Service Menu: Base</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound Call Support</td>
<td>Accept inbound communications to triage student questions and concerns</td>
</tr>
<tr>
<td>Basic Program Information</td>
<td>Program information that is readily available to the public via web searches, brochures, etc.</td>
</tr>
<tr>
<td>CU Online Orientation</td>
<td>Transition program to prepare students to learn in an online environment.</td>
</tr>
<tr>
<td>LMS Training (Canvas)</td>
<td>Teach students how to use Canvas.</td>
</tr>
<tr>
<td>Technology Trainings</td>
<td>Teach students how to use other applications that may be used in their courses.</td>
</tr>
<tr>
<td>Academic Support Referrals</td>
<td>Refer students to online tutoring, writing support, and research librarians as needed.</td>
</tr>
<tr>
<td>Course Registration Assistance</td>
<td>Answer general questions about registering for classes.</td>
</tr>
<tr>
<td>Financial Aid Assistance</td>
<td>Answer general questions about financial aid.</td>
</tr>
<tr>
<td>Billing Assistance</td>
<td>Answer general questions about the student bill.</td>
</tr>
<tr>
<td>LinkedIn Campaigns</td>
<td>Effort to increase adoption of LinkedIn platform.</td>
</tr>
<tr>
<td>Alumni Tracker</td>
<td>Identifying where our CU Denver alumni are using LinkedIn</td>
</tr>
<tr>
<td>Alumni Events</td>
<td>Online events to engage our CU Denver alumni</td>
</tr>
<tr>
<td>Weekly Connections</td>
<td>Outreach to students to deliver just-in-time information throughout the term.</td>
</tr>
<tr>
<td>Helpdesk support</td>
<td>Live technical support.</td>
</tr>
<tr>
<td>Webinar Events</td>
<td>Online information sessions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Menu: Partnership</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rules of Engagement</td>
<td>Set of guidelines for engaging with a department's current and prospective students as outlined in the service agreement.</td>
</tr>
<tr>
<td>Dedicated Navigator</td>
<td>Student navigator assigned to your program</td>
</tr>
<tr>
<td>Enrollment Updates</td>
<td>Let students know where they are in the application process</td>
</tr>
<tr>
<td>Academic Program Orientation</td>
<td>Customized orientation modules added to the CU Online orientation</td>
</tr>
<tr>
<td>Knowledge Base</td>
<td>Information repository of FAQ's and training tips</td>
</tr>
<tr>
<td>Outbound Calling Campaigns</td>
<td>Customized campaigns as determined by the program</td>
</tr>
<tr>
<td>Nudges (automated workflows)</td>
<td>Customized outreach as defined by the program</td>
</tr>
<tr>
<td>Early Alert</td>
<td>Real-time progress updates using Canvas data</td>
</tr>
<tr>
<td>Satisfaction Surveys</td>
<td>NPS survey of your active students</td>
</tr>
<tr>
<td>Pulse Reports</td>
<td>Bi-weekly report of student engagement activity</td>
</tr>
<tr>
<td>PROOF Meeting Campaigns</td>
<td>Meeting campaign to highlight career outcomes to individual students</td>
</tr>
<tr>
<td>LinkedIn Profile Optimization</td>
<td>Meeting with LinkedIn Ambassadors to enhance student profile</td>
</tr>
<tr>
<td>Customized Webinar Events</td>
<td>Informational sessions about your program</td>
</tr>
<tr>
<td>Customized Weekly Connections</td>
<td>Weekly outreach that addresses the specific needs of your students</td>
</tr>
<tr>
<td>Customized Alumni Events</td>
<td>Identifying where your program alumni are using LinkedIn</td>
</tr>
</tbody>
</table>
Table 2, below, provides an overview of the program design process for both existing academic programs and new academic programs:

<table>
<thead>
<tr>
<th>Step</th>
<th>Existing Program Task</th>
<th>New Program Task</th>
<th>Estimated Time to Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Evaluation of current program outcomes through facilitated alignment process</td>
<td>Development of new program outcomes/facilitated alignment process</td>
<td>1 month duration (4-6 meetings)</td>
</tr>
<tr>
<td>2</td>
<td>Alignment analysis to target instructional changes in outcomes/courses</td>
<td>Alignment analysis to finalize outcomes</td>
<td>2 weeks duration (2 meetings)</td>
</tr>
<tr>
<td>3</td>
<td>Redesign program outcomes based on information from alignment process</td>
<td>Share program outcomes for Faculty feedback/input; finalize program outcomes</td>
<td>1 month duration (4-6 meetings)</td>
</tr>
<tr>
<td>4</td>
<td>Sequence courses in early, middle, late curriculum framework</td>
<td>Sequence courses in early, middle, late curriculum framework</td>
<td>2 weeks duration (2 meetings)</td>
</tr>
<tr>
<td>5</td>
<td>Realign accreditation standards, new program outcomes, and sequenced courses</td>
<td>Realign accreditation standards, new program outcomes, and sequenced courses</td>
<td>2 weeks to 1 month duration (2-4 meetings)</td>
</tr>
<tr>
<td>6</td>
<td>Disseminate results to Faculty body and curriculum committee(s)</td>
<td>Disseminate results to Faculty body and curriculum committee(s)</td>
<td>1 week</td>
</tr>
<tr>
<td>7</td>
<td>Faculty motion &amp; vote for program approval</td>
<td>Faculty motion &amp; vote for program approval</td>
<td>Department-dependent</td>
</tr>
<tr>
<td>8</td>
<td>Finalize quality norms, unique tech needs, and training needs</td>
<td>Finalize quality norms, unique tech needs, and training needs</td>
<td>Department-dependent</td>
</tr>
<tr>
<td>9</td>
<td>Create development schedule &amp; project timeline for creating courses; transition to course level design process</td>
<td>Create development schedule &amp; project timeline for creating courses; transition to course level design process</td>
<td>Dependent on number of courses</td>
</tr>
<tr>
<td>10</td>
<td>Create evaluation plan/infrastructure</td>
<td>Create evaluation plan/infrastructure</td>
<td>Concurrent with design &amp; development of courses</td>
</tr>
</tbody>
</table>
Once the development schedule is complete, each Faculty member will meet one-on-one with an instructional designer to design their course. Courses will be designed through the Collaborative Mapping Model, an approach to instructional design that is centered in partnership and building relationships to improve the pace and quality of collaborative instructional design. This model is evidence-informed, with activities that have been demonstrated to positively impact student and Faculty success. A sample course map may be seen in Figure 1 below:

After completion of a course map with an ODE ID, each Faculty member will enroll in our Online Skills Mastery (OSM) core course. OSM is a facilitated eight-week online course offered every semester in which Faculty use the course design map as a base for developing their course. Scheduling participation in OSM for Faculty will occur based on when their course is offered within a sequenced curriculum. If needed, the ODE team will offer additional sections of OSM to accommodate the number of Faculty and ensure a positive and productive learning experience.

Both the program and course design processes will be scheduled to take place over a 12 to 24-month duration, and you can anticipate that the first courses in your program will be available online within or before 12 months following initial meetings with the ODE ID Lead. This timeline will be tailored to program needs accounting for ODE staff availability, and will vary depending on the academic level of the program, size of the program, and pace of approval milestones (see Table 2 above).

In order to be eligible to receive an individual Faculty stipend, those Faculty who are teaching in the program will be required to meet with the Lead ID and participate in the OSM course to design and develop their fully online course. Upon completion of these activities, they will receive a stipend that will vary based on the number of credit hours for their course. Stipends will be calculated as $1350 per credit hour.

ODE recognizes that compensation and expectation for teaching varies across schools and colleges. In units where Faculty do not have contractual and/or specific financial support for teaching, ODE will develop specific plans to facilitate course design and development with Faculty and leadership within the unit.

**Training**

In addition to the OSM course described above, all CU Denver and Anschutz Faculty are welcome to attend all ODE trainings and workshops. These professional development opportunities are open to all instructors of CU Denver and Anschutz courses, regardless of whether they are teaching online or face-to-face, and regardless of whether they are participating...
in a ONE Partnership. However, specifically if a program is receiving a ONE Partnership award, a training and development professional from the ODE ID team will also conduct a needs assessment in order to ascertain any unique training, technology, and/or development needs (including multimedia) that Faculty may have for their online academic program. The training and development professional will work in concert with Faculty and the program director to create a useful suite of learning experiences and consultation services in order to ensure that Faculty are equipped and empowered to deliver courses of exceptional quality. This process will include planning for continuing Faculty support for technical and content management aspects of course delivery.

**Faculty Mentoring**

In parallel with the program design process, we will work with your Faculty to identify and pursue Faculty mentoring opportunities to build skills and confidence in teaching fully online. ODE has established relationships with multiple Faculty groups that offer mentoring and development activities in support of the instructor delivering a course or courses fully online. Faculty will be eligible to apply to become a ONE Faculty Mentee with a stipend awarded based on the total number of credit hours for their course during the fiscal year in which they teach their fully online course the first time. As a ONE Mentee, Faculty will be expected to follow a tailored peer mentoring plan created in collaboration with the Assistant Vice Chancellor for Digital Education and key ODE staff. Participants will be eligible to apply their stipend to conference and travel fees to attend a relevant professional conference.

Faculty who have completed a CU Denver/Anschutz peer mentoring experience related to teaching fully online will be eligible to apply for stipend support directly from ODE to incentivize their participation as ONE Fellows, serving as peer mentors to the ONE Faculty Mentees. The ONE Fellowship application will be offered as a separate grant mechanism from this ONE Partnership award.

**Grant Eligibility**

Any school or college within CU Denver or CU Anschutz is eligible to apply for the resources and services offered under this award. Priority will be given to those programs that demonstrate responsiveness to high national, regional and local demand aligned with workforce and market demand. While the total number of high demand programs we will support in this first year is not fixed, we do anticipate working with up to ten programs in total, and aspire that at least three of these will represent high demand programs. The following links offer industry analyses with data on student demand and workforce and market demand. You may find these reports helpful in preparing your proposal, but you are not required to review or cite them:

[https://tinyurl.com/yyvtf795](https://tinyurl.com/yyvtf795).

Schools and colleges may propose to develop a completely new program, or they may propose to adapt an existing face to face or hybrid program to a fully online program. They may also propose to adapt an existing hybrid program to a fully online program. In the case of health professions programs with hands-on human patient skills clinical training components, moving from a fully in-person program to a hybrid program falls within the scope of the ONE Partnership awards.
Consistent with our aspiration to be widely recognized as leaders in providing innovative education pathways and an exceptional student experience, we are also particularly interested in programs that propose evidence-based approaches to their program design that can accelerate student success and establish our leadership in digital teaching and learning innovation. These approaches include, but are not limited to:

- Programs with courses designed for delivery over eight-week terms
- Micro-credentialing that allows for tailoring of skills acquisition. A micro-credential can potentially be used external to a degree program, (e.g. as part of a continuing education initiative) but should also be designed to be applied to a degree
- New interdisciplinary programs that bring together diverse departments within a school or college or bridge across more than one school or college
- Programs that rely on a core discipline, but that offer possibilities for diverse application of that discipline across different fields. Sometimes referred to as a “Hub & Spoke” Model, the “Hub” refers to as the core elements common to all persons acquiring the degree. The “Spokes” are areas of specialization and students will typically choose one. A school or college may propose the initial core and as appropriate, work within or across colleges to develop a single application in a single field. They are not required to have more than one application for their program; rather they should consider how other applications may evolve over time

Because ODE’s mission includes an emphasis on high-quality digital practices, we are eager to work with Faculty who can demonstrate readiness to fully partner with us in this endeavor. We seek evidence that Faculty will be supported by their departmental and school and college leadership to participate in all the training and development activities identified here.

**Approval**

All proposals must be approved by, and may be prioritized by, the Dean of the School or College submitting the proposal.

As noted above, the Lead ID will work with the academic program director and your Faculty on the program and course design and development. In addition, we require the program to commit to assigning a Faculty or administrator liaison to coordinate the project. Additional funds for these faculty and/or administrators, as well as grant coordination funds are available. These funds are intended to support a Faculty and/or administrator designated as a liaison to work with ODE to achieve all the deliverables to ensure program success. ODE will develop a tailored plan with units to identify and distribute these funds upon receipt of this award. Transfers are initiated episodically when key grant requirements are met:

- Program design completed (curriculum approval)
- Marketing plan developed and enacted
- Student services plan developed
- Program delivery begins (1st cohort)
- Grant completed (final courses offered)
This ONE Partnership award will be monitored by the ODE Finance lead in collaboration with the ODE Manager of Online Program Development and financial experts from your school/college/department.

**Required Commitments from the School/College/Department**

ODE will develop an MOU with mutually agreed upon deadlines and deliverables for implementation of the ONE Partnership award. ODE will provide the services as listed above, and in order to create the MOU, we will need written commitments from the School or College and Department that they will commit to the following deliverables.

The Program Faculty or Administrative Liaison will be expected to:

- Work with the ODE Project Manager assigned to your program to communicate about all program deliverables and assign program representatives to work with the ODE project manager to facilitate marketing, recruitment, enrollment, and student success activities
- Organize a representative Faculty group to meet with the Lead ID for the program design process
- Identify Faculty to design, develop, and teach each new online course as well as identify any courses to be redesigned
- Coordinate with the Manager of Online Program Development on compensation, schedule, and progress of Faculty on individual course contracts
- Work with the Lead ID to create a development schedule for the design and development of each course
- Facilitate individual Faculty meetings with the Assistance Vice Chancellor for Digital Education to develop and implement Faculty mentoring activities

The School/College offering the online degree must commit to timelines agreed upon with ODE and offer all the courses required in the major, and sufficient electives, on a schedule that would permit a student to complete an undergraduate degree within 5 years and a graduate degree within 3 years. Sufficient courses are available online to satisfy the CU Denver undergraduate core curriculum. If those core requirements change, every effort will be made to assure any new requirements are also available online.

During the course design and development process, Faculty receiving stipends to develop or redesign new courses must agree to participate in the course mapping process with the Office of Digital Education Instructional Designers, to the successful completion of the Online Skills Mastery (OSM) program, and any seminars and workshops about developing and teaching online courses as determined by the Faculty, program coordinator, and the ODE team to ensure that Faculty are equipped and empowered to deliver courses of exceptional quality.

**Program Kick-Off and Progress Update Meetings**

Upon receipt of this award, the Faculty, program director, and administrators from your school/college/department will have a kick-off meeting with ODE. During this meeting, we will outline the major phases of program development, including program design, course design, training, student services, marketing, faculty mentoring, and other elements that will need to be coordinated with your team.
Throughout the duration of the program design and development, the ODE project manager will establish regular progress update meetings with all major stakeholders and partners. This is to ensure transparency, open communication, and to solve challenges through collaboration and shared decision-making. The frequency and type of these meetings will be determined through consultation and input from the Faculty, program director, and administrators from your school/college/department.

**RFP Submission Guidelines**

Please submit your proposal as a word document or PDF. We request that you limit your proposal to no more than 10 single spaced pages with a font size of 11 point or greater and no less than one-inch margins per page. Your proposal should include the following detailed information. This information will help us make an informed decision about final selection of the 2019-2020 ONE Partnership recipients:

I. Degree information:
   a. Name

   b. Department(s), School(s), College(s)

   c. Level (undergraduate/graduate) and Type (BA/BS etc.; MS/MA etc.)

   d. Mission for your academic program

   e. How currently offered (Check all that apply)
      i. Face to Face
      ii. Hybrid
      iii. Fully online
      iv. Not currently offered, NEW program proposal
f. Total instructors (actual or anticipated) in the program

II. Background Narrative

In no more than two single spaced pages with 11-point font and 1” margins, please include:

A. A general overview of the program to be developed for online delivery and comment on the relation of the program to your unit/college(s) mission(s).
B. An explicit statement related to the capacity of the unit/college to undertake the project.
C. An explicit statement that your unit(s)/college(s) commit to participate in all of the partnership services offered by ODE in support of your fully online program that are listed on page 5 of the RFP.
D. A persuasive argument as to why your proposed program is relevant for a 21st Century academic program.
E. A bulleted list of typical careers and jobs that are available to graduates of this program. While we do not require a market analysis with this proposal, we offer you some resources to consider what demand and the job market in our region looks like. If you wish to include relevant information in your proposal that references this information, you are welcome to. Please see industry and market demand data at: [https://tinyurl.com/yyvtf795](https://tinyurl.com/yyvtf795)

III. Enrollment Goals

In no more than four single spaced pages with 11-point font and 1” margins, please include:

A. A projected number of potential new students as well as a number of students you would be prepared to admit to the degree annually.
B. If you are adapting an in person or hybrid program to a fully online format, please provide data on the past three years of enrollments (or the enrollments for each year the program has been operational if fewer than five years) with detail on number of students and student demographics using the table shell provided here. If you are creating a new program, you do not need to complete this table.

<table>
<thead>
<tr>
<th>Program name (school or college; unit or department; name of program; undergraduate or graduate)</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of students</td>
<td></td>
<td></td>
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</tbody>
</table>
C. Regardless of whether you are creating a new or adapting an existing program, please indicate your current enrollment goals for this program, with detail on number of students and student demographics using the table shell provided here.

Table 2: Enrollment goals for online academic program

<table>
<thead>
<tr>
<th>Program name (school or college; unit or department; name of program; undergraduate or graduate)</th>
<th>Characteristic/Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of students</td>
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</tbody>
</table>

IV: Degree Requirements

In no more than three single spaced pages with 11-point font and 1” margins, please include:

A. A table listing all anticipated or actual required courses and electives and whether they are currently offered online and/or in person. Please use this template; add additional rows as needed.

<table>
<thead>
<tr>
<th>Course number and name and number of credit hours</th>
<th>Required? (mark an ‘x’ if required)</th>
<th>Elective? (mark an ‘x’ if elective)</th>
<th>Already available online? (mark an ‘x’ if already available online)</th>
<th>Already available in person? (mark an ‘x’ if already available in person)</th>
</tr>
</thead>
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</table>

VI. Logistical Information and Contacts

Each proposal must include a contact person(s) for this proposal (name, email, phone number) and be signed by the Academic Program Director and the School or College Dean.

Proposal submission Instructions

Please submit a completed application via e-mail by close of business on April 22, 2019 to kim.penoyer@ucdenver.edu, ODE’s Manager of Online Program Development. Please contact Kim with specific questions about grant proposal preparation or to schedule a pre-proposal conference via email at kim.penoyer@ucdenver.edu or phone at 303-315-3697.
We will hold a webinar at 10 am on March 7, 2019 (ucdenver.zoom.us/j/304946546) where we will be available to answer specific questions for CU Denver units/Schools and Colleges have in relation to this RFP.

We will hold another webinar at 4 pm on March 7, 2019 (ucdenver.zoom.us/j/304946546) where we will be available to answer specific questions for CU Anschutz units/Schools and Colleges have in relation to this RFP.

We will record each of these sessions and post them for review. Additionally, we have created a Google doc (https://tinyurl.com/y32vkl3h) where we can list questions about the RFP we receive and answers to these questions so that all units can have this information.

FAQ

How many proposals will be selected and what criteria will be used to select them?

ODE will select up to ten programs for the ONE Partnership awards in FY 2019-2020. While we are interested in funding at least three programs that are responsive to high demand in the market, we recognize that a school or college may have a compelling and innovative program idea for a program whose graduates may not be seeking employment in the highest demand industries. Our ultimate goal is to identify and pursue programs which will advance the ODE mission and that will maximize Faculty engagement to support an excellent student experience.

Our long-term aspiration is to enable every academic unit that wants to offer an online degree to do so. If a program does not qualify for or receive a ONE Partnership this year, we will encourage proposal resubmission in response to subsequent RFP’s.

Can proposals for for-credit continuing education online programs be funded?

We are particularly interested in programs where for-credit continuing education options are available, and in programs where micro credentialing and stackable credentials towards a degree are offered. Please note, however, that for this award, you must propose a degree granting program at the undergraduate or graduate level. If your program includes options for persons to get a micro credential and/or a certificate, for example, they must also be able to transfer those certificates for credit towards the degree you are proposing.

Can you propose a credentialed program, such as a certificate, rather than a degree program?

For this ONE Partnership, we are limiting awards to those programs that will result in an undergraduate or graduate degree. As noted above, if students enrolled in the program have options to obtain a micro-credential or certificate by taking a subset of the courses offered, that program can be supported under this mechanism. However, under this mechanism we will not support programs that do not offer the option of obtaining an undergraduate or graduate degree with this award.

How will my program proposal be reviewed?
ODE will empanel a review committee comprised of ODE staff and CU Denver and CU Anschutz Faculty and staff. This committee will review all proposals and convene an in-person meeting to discuss proposals and offer recommendations to ODE leadership and the CU Denver and Anschutz Chancellors, who will make the final determination for awards. Awardees will be announced by late May or early June 2019.