

**BOARD OF GOVERNORS**  
**February 7-9, 2018**  
**CSU – Pueblo**  
**Occhiato Student Center**

**WEDNESDAY, FEBRUARY 7, 2018**

CSU System Board of Governors Retreat – *Tundra 008A, Occhiato Student Center* 1:30 – 5:00 p.m.

**University Partnerships in the 21<sup>st</sup> Century**

Opening and Context Setting – Tony Frank 1:30 p.m. – 1:35 p.m.

International

Discussions of current and emerging partnerships with universities in China, Taiwan, Saudi Arabia and Mexico 1:35 p.m. – 2:45 p.m.

**BREAK**

Domestic

Discussion about Athletic Conference Academic Consortia, Land Grant University (LGU) Consortia, and Beyond Campus Innovations (BCI) Opportunities 3:00 p.m. – 3:45 p.m.

Colorado

Trends, lessons, and considerations when exploring partnerships 3:45 p.m. – 4:15 p.m.

Executive Session

Informal dinner – La Tronica’s, 1143 E. Abriendo Avenue, Pueblo, CO 81004 (*Social Event*) 6:00 p.m.

# UNIVERSITY PARTNERSHIPS IN THE 21<sup>ST</sup> CENTURY



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INTERNATIONAL



# International Initiatives/Partnerships at Colorado State University



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# Office of International Programs

Laurel Hall

700 Oval Drive

Colorado  
State  
University

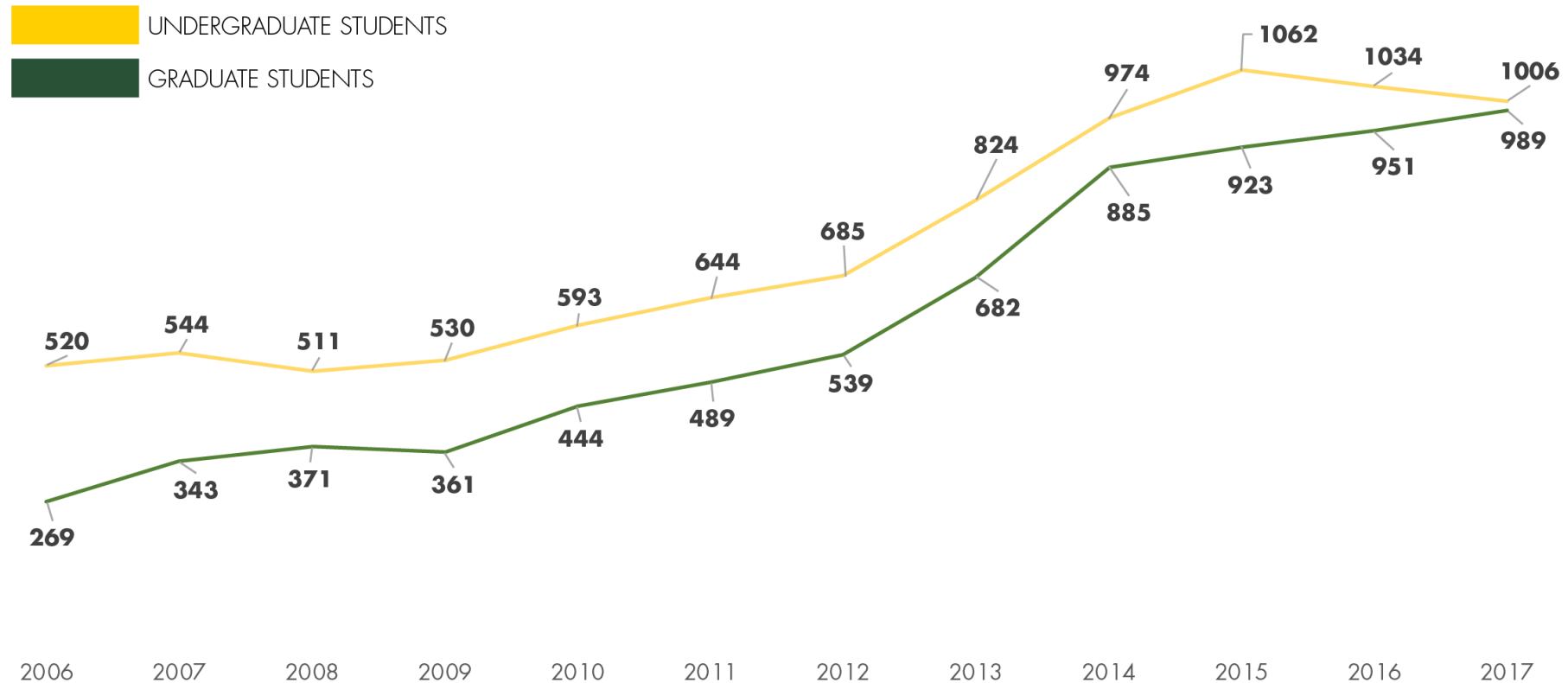
International Programs

COLORADO STATE UNIVERSITY SYSTEM

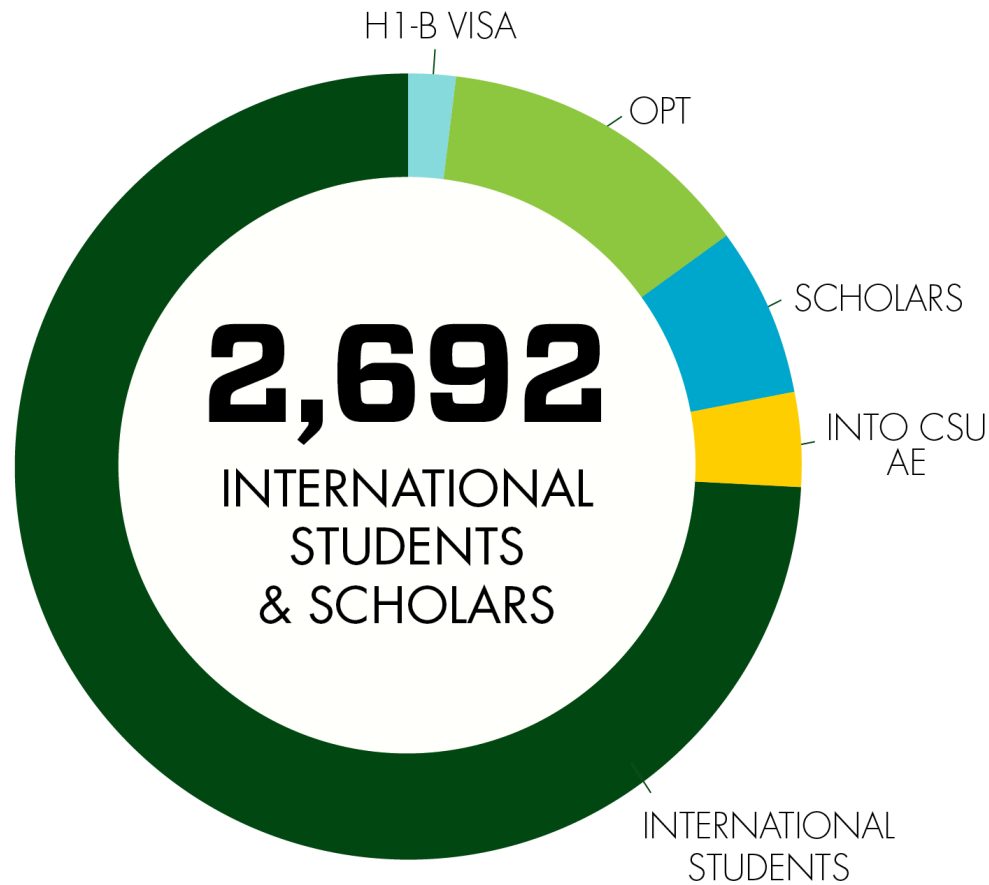
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# International Student Enrollment



# International Student Enrollment



STUDENTS FROM  
**112**  
countries  
STUDY AT CSU

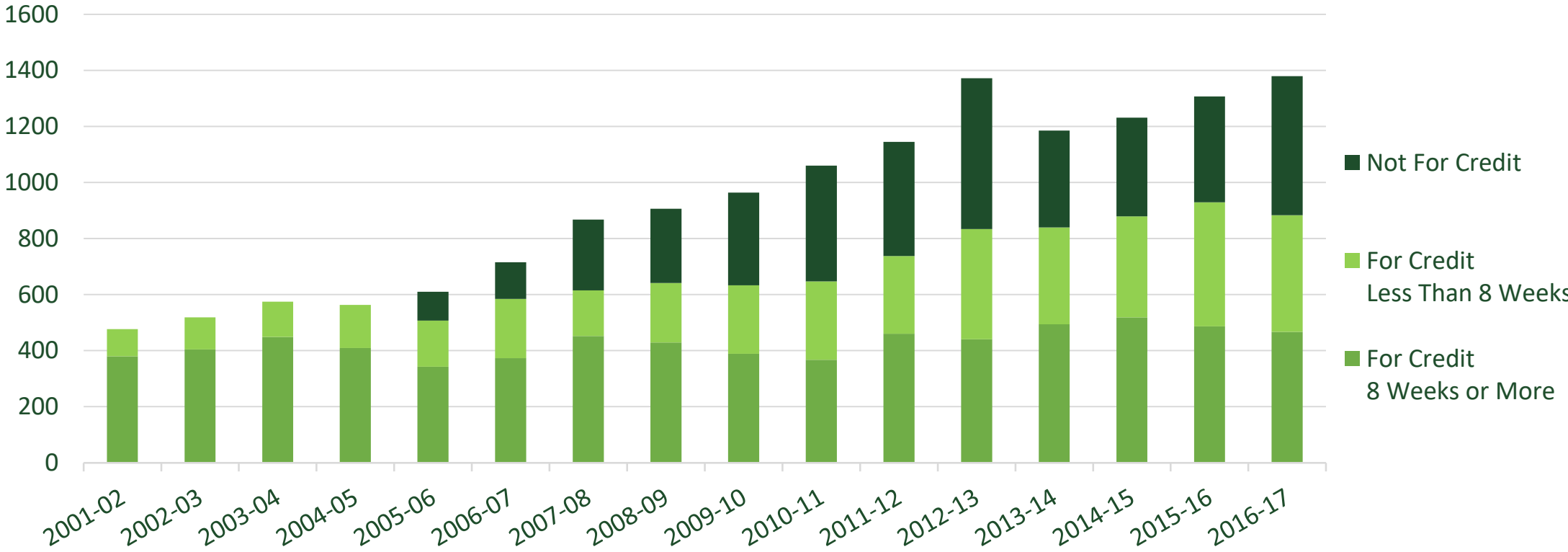
INTERNATIONAL STUDENTS COMPRISE  
**4%** OF UNDERGRADUATE STUDENTS AT CSU  
**26%** OF GRADUATE STUDENTS AT CSU

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# Education Abroad Participation



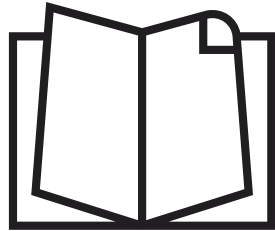
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 COLORADO STATE UNIVERSITY - PUEBLO  
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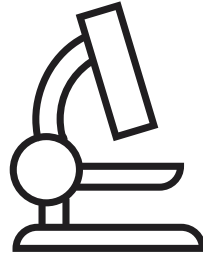




# Education Abroad Participation



STUDY



RESEARCH



INTERNSHIPS



SERVICE-  
LEARNING

**17%**  
**PELL RECIPIENTS**  
*(undergrad only)*

**23%**  
**FIRST GENERATION  
COLLEGE STUDENTS**  
*(undergrad only)*

**26%**  
**ETHNICALLY &  
RACIALLY DIVERSE**  
*(undergrad and grad)*

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# China Programs

CHINESE STUDENTS COMPRISE

**34%** OF INTERNATIONAL STUDENTS AT CSU

$$272 + 399 = 641$$

GRADUATE STUDENTS      UNDERGRADUATE STUDENTS      CHINESE STUDENTS ENROLLED AT CSU



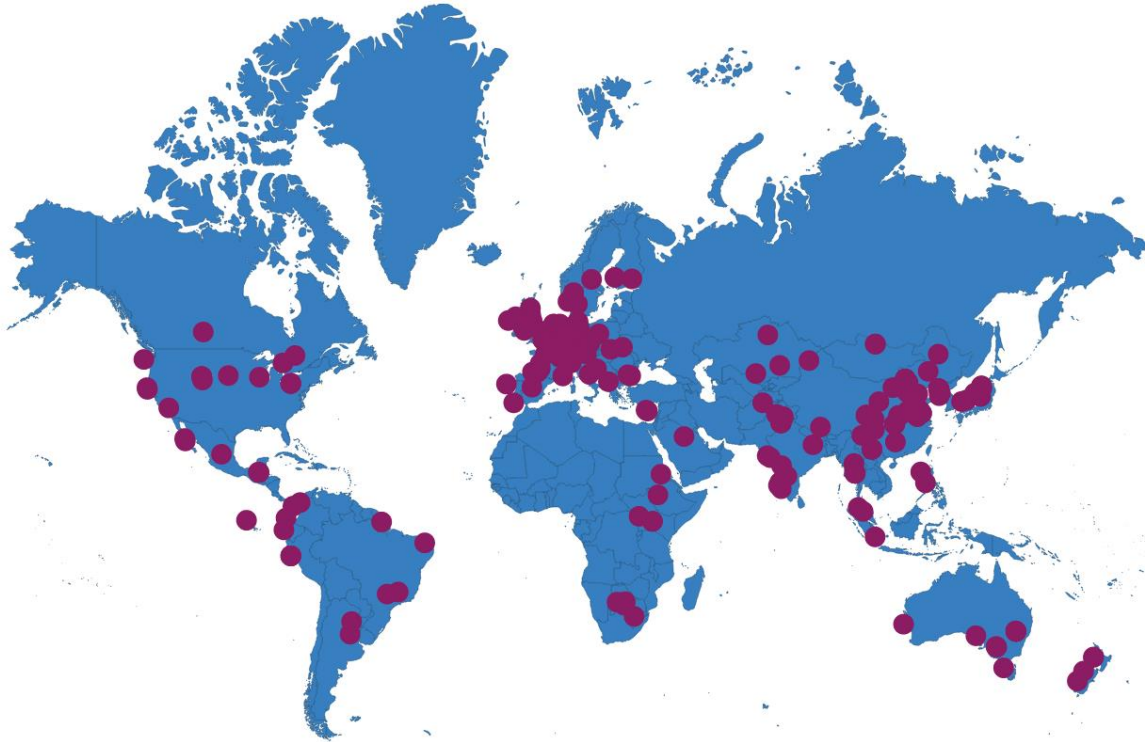
- High school and university relationships
- Research initiatives
- Confucius Institute

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# International Partnerships



**250+**  
students

STUDY AT CSU FROM  
INTERNATIONAL PARTNERS

## Strategic Partners include:

- East China Normal University (China)
- Hunan University (China)
- Foreign Trade University (Vietnam)
- University of Nairobi (Kenya)
- Hawassa University (Ethiopia)
- UADY (Mexico)

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# Internationalization on Campus

## Co-curricular Programs

- Cross-campus programming in conjunction with academic units, administrative units and student affairs
- Distinguished guest speakers, exhibitions and networking

## Academic Programs

- International Education (IE) courses and education abroad programs can fulfill Global and Cultural Awareness curriculum requirement
- International Development Studies program
- Support for internationally-oriented academic programs across campus



Mary Robinson  
Former President of  
Ireland



Leymah Gbowee  
Nobel Peace Prize  
recipient



Gro Brundtland  
Former Prime Minister of  
Norway

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# Campus Partners



 SEMESTER AT SEA®



CSU Todos Santos Center



**INTO**»  
**COLORADO STATE  
UNIVERSITY**



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# National Recognition



In 2013, CSU received the Senator Paul Simon Award for Campus Internationalization



In 2017, CSU ranked 6<sup>th</sup> in U.S. for alumni volunteers in the Peace Corps (54 serving)



In 2017, President Tony Frank led the development of APLU report on higher education internationalization



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# Qingdao University - Colorado State University “Joint College” concept

January 2018

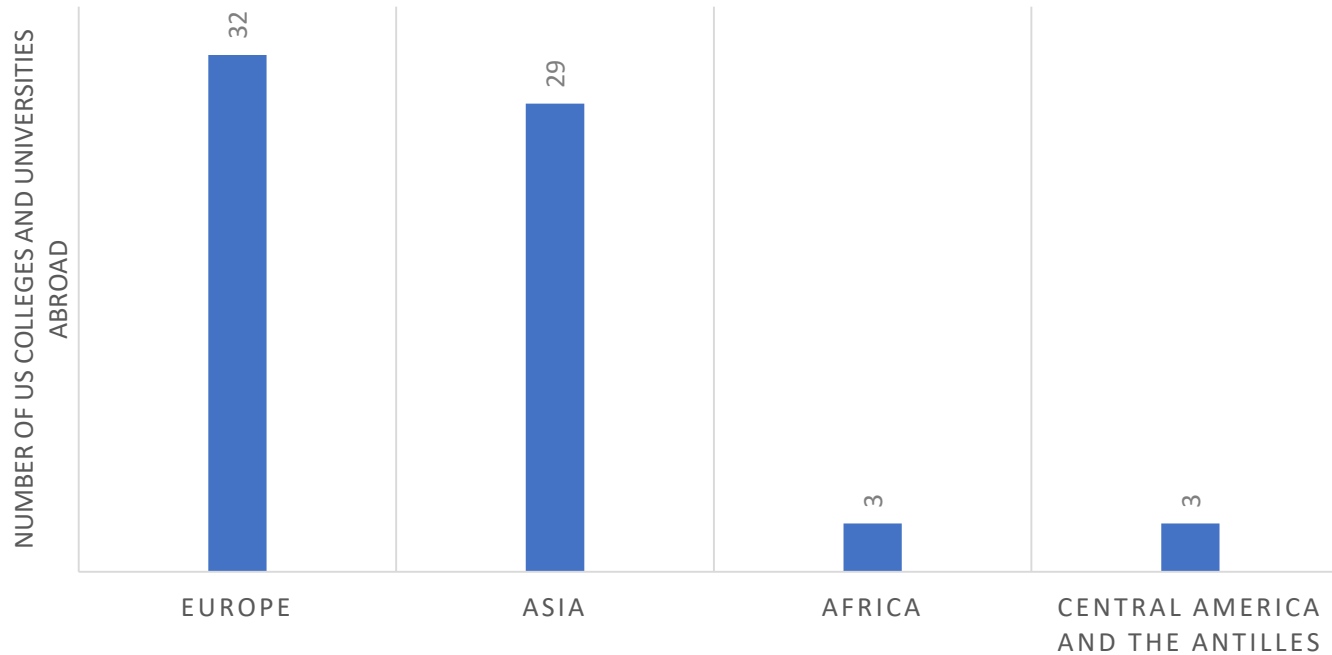


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# American colleges and universities abroad



- New York University
- Duke University
- St. John's University
- Carnegie Mellon University
- Webster University
- The University of Utah
- Arizona State University
- George Mason University
- Lakeland University

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CHINA



# Ongoing collaborations between CSU and China

- Our largest foreign student population currently: about 700 Chinese students
- Most of these students have excellent academic performance records at CSU
- Coordinated by CSU China programs, CSU has developed great research and education collaborations:
  - Center of International Joint Research on Hybrid Materials Technology (Qingdao University)
  - Joint International Laboratory for the Study of Mind and Brain (South China Normal University)
  - New Energy and the Environment Joint Research Institute (East China Normal University)
  - Agricultural Extension and Economic Development Joint Research Institute (Anhui Agricultural University)
  - Joint Laboratory for Tea and Human Health (Anhui Agricultural University)
  - Aquatic Environment Protection Joint Research Institute (Central China Normal University)
  - Environmental Restoration and Wetland Ecology Joint Research Institute (Anhui University)
  - Earth System and Regional Ecology Joint Research Institute (Shanghai Normal University)
- CSU has strategic partnerships with the Chinese Association of Science and Technology and the Chinese State Administration of Foreign Experts Affairs.
- CSU Confucius Institute was established in 2013.
- The existing inter-personal connections in China provide important competitive advantages for the CSU China effort.

# Options considered in the last three years

- Over the past three years, CSU China programs has investigated the feasibility of partnerships with a number of top Chinese institutions for joint college efforts:
  - South China Normal University (Guangzhou, Guangdong Province),
  - Nantong University (Nantong, Jiangsu Province),
  - Anhui University (Hefei, Anhui Province),
  - Shouyi University (Wuhan, Hubei Province),
  - **Qingdao University (Qingdao, Shandong Province).**
- The most suitable partner for CSU's joint college efforts, in our estimation and at every level, is Qingdao University (QU).



# Qingdao University

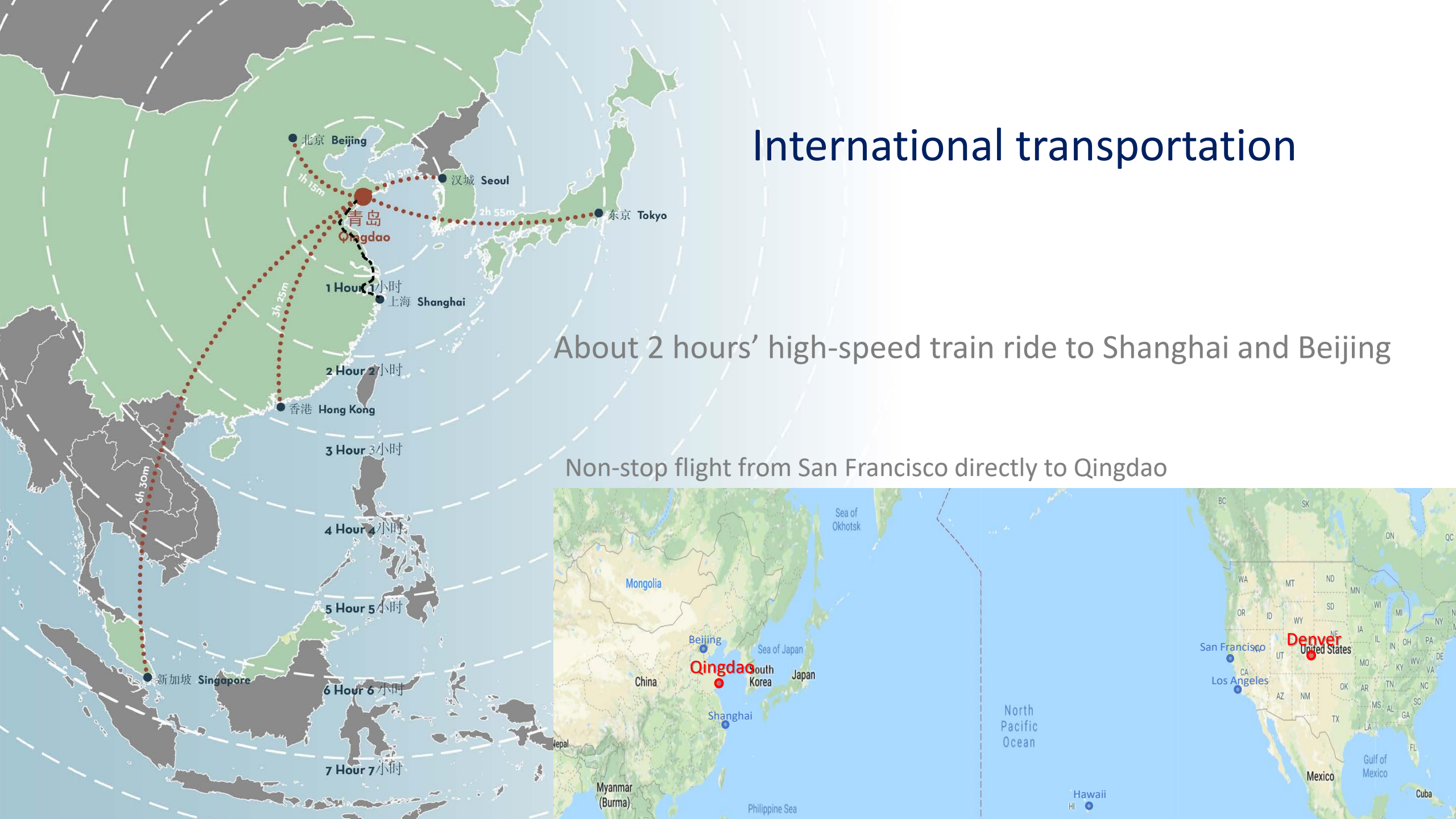
- One of the top comprehensive universities in China
- Total area: 447.3 acres with 3 campuses
- Enrolled students: 46,000 (35,000+ undergraduate)
- Faculty & Staff: 3,842 (2,505 teaching)
- Undergraduate programs: 102
- Colleges: 36, national leading colleges including medical sciences and biomaterials
- Active international collaborations
- Great coastal location, convenient connections
- Already have ongoing collaborations
- They are willing to invest.



# International transportation

About 2 hours' high-speed train ride to Shanghai and Beijing

Non-stop flight from San Francisco directly to Qingdao



# Qingdao City's readiness to invest

- Why does Qingdao City have a strong interest to support high-quality educational development?
  - There is a gap of 0.37 million between demands of higher educations and supplies per year (One out of three applicants get admitted into higher education.)
- What resources have been committed to the new campus?
  - Land: 560 acres of bay area real estate donated to QU, which is the central place of a higher education zone with other eight universities around.
  - Finance: the city government is investing 10 billion RMB (over \$1.6 billion) to build the QU international campus where the Joint College is located. The construction of the new campus is planned to be finished by the end of 2020.
  - A top-level hospital with 3,000 beds has been built adjacent to the campus
  - New municipal infrastructure:
    - Interstate highway
    - International airport
    - High-speed train station
    - New branch of bridge connecting old city to new campus
    - Other university assets moving there as well

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# Other advantages

- Promotion of international collaboration on research and learning
- Promotion of academic and administrative connections in China and abroad
- Acceleration of the pace on building CSU as a world-class and internationalized university
- Optimization of existing education resources at CSU (CSU-O)
- Increment of student enrollment on CSU US campuses (advertising effects)
- Accumulation of outstanding overseas alumni resources
- Ability to bring in resources back to Fort Collins campus operations



# Next steps

- Phase 1: Develop a proposal to QU to fund the analysis of the opportunity
  - We will do this in the next 2-3 months
  - Legal/Financial/Curricular/Faculty/Admissions/Recruitment/Administration/Accreditation/HR needs.
- If Phase 1 is positive, we go to Phase 2: Execute the analysis at a high level of detail
  - Will involve consultants on the legal and financial issues
  - Will consult with other peer universities that have launched similar initiatives
  - Will identify CSU leadership for the team
- If Phase 2 results in a positive outlook, we go to phase 3: sign agreements and implement the initiation of the partnership
- Develop a strategic plan based on the signed agreement
- Start with ~5 degree programs at QU



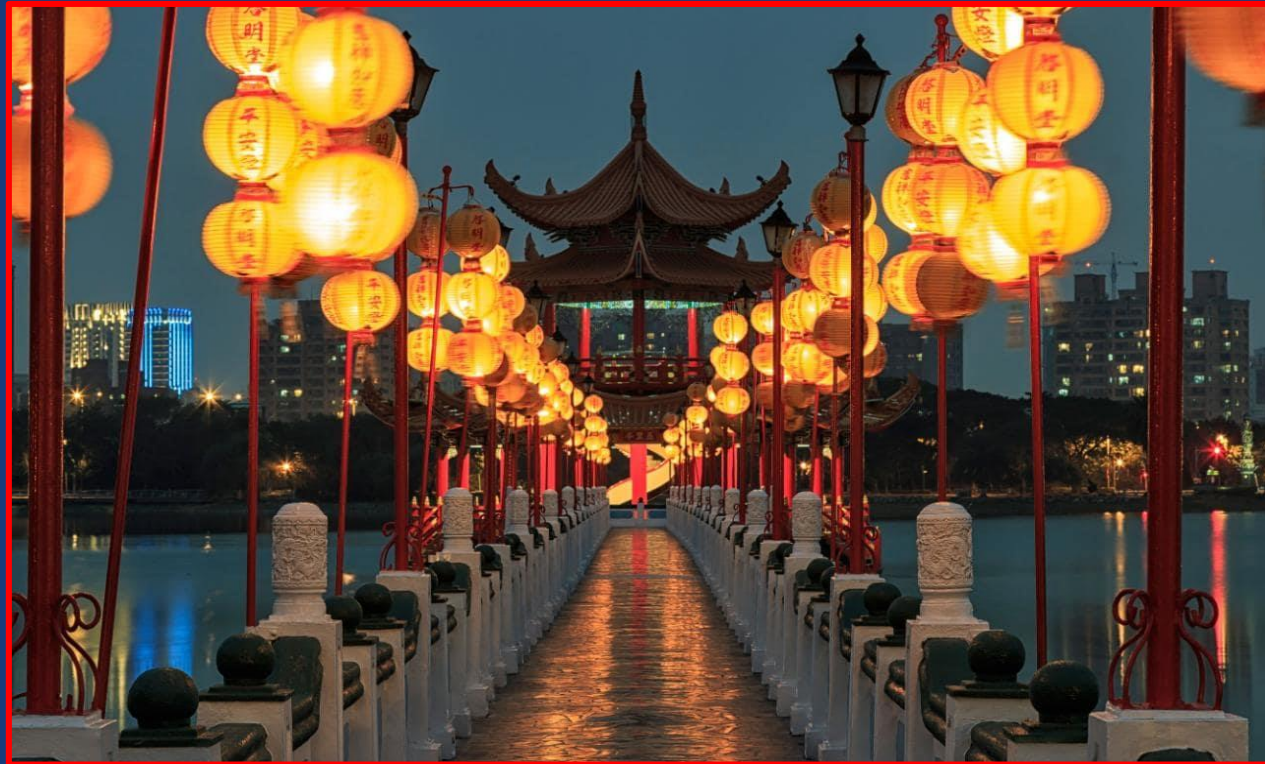
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# CSU-PUEBLO/TAIWAN PARTNERSHIP



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# CSU-Pueblo/Taiwan Partnership

*Our relationship.* With Tith Tunghai University in Taichung

*Purpose of relationship.* Facilitating student and faculty exchange/study abroad opportunities; may expand to include training opportunities for civil servants from Taiwan

*Outcome of relationship.* None formalized as yet; possible options include (a) summer 4-week study abroad programs for Tunghai students to come to CSU-Pueblo for English language instruction and (b) providing select courses in cybersecurity and/or homeland security.

*Status of relationship.* Ongoing discussions involve one dean at Tunghai (Dr. Walter Den, Dean of International School and CSU-Pueblo Extended Studies and International Programs).

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SAUDI ARABIA





# الجامعة السعودية الإلكترونية

## Saudi Electronic University

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# Saudi Electronic University & CSU-Global

- History

- MBA 2012
- MBA for Women 2014
- MSIS 2014
- MHA 2016

- SEU Leadership

- Rector is former Saudi Minister of Higher Education
- Deans– Saudis educated in the U.S., Australia, UK
- Program Coordinators & Facilitators

- Culture Exchange Benefits

Term	Number of Students
Fall 2012/Spring 2013	280
Fall 2013	316
Spring 2014	450
Fall 2014	645
Spring 2015	659
Fall 2015	612
Spring 2016	735
Fall 2016	976
Spring 2017	829
Fall 2017	1155
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<b>Total</b>	<b>7,766</b>

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# CSU-Global's Responsibilities to SEU

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- **Curriculum for Programs- MBA, MHA, MSIS**
  - Proposals for learning outcomes & course outlines
  - New course development
  - Annual revisions
- **Academic Service Support**
  - 24x7 live tech support
  - 24x7 live tutoring
- **Faculty Management**
  - Hiring and training per SEU requirements - 35
  - Mentorship of SEU Instructors for their F2F classes
  - Plagiarism reporting to SEU Leadership
- **Online instruction with live video classes & asynchronous courses (with SEU bi-weekly F2F classes in Saudi Arabia)**
- **Report Provision**
  - Grades
  - Learning outcomes data



# Managing the SEU Account

- CSU-Global responsible for all instruction operations with SEU oversight and approvals
- Hierarchical structure
  - CSU-Global's President to SEU's Rector
  - Program Manager to SEU's Deans & Program Coordinators
  - Faculty to SEU's Facilitators
- Leadership visits
  - SEU student & leadership visits to CO
  - Becky visits to SEU
  - Jon's academic presentations in Saudi Arabia
- Billing and payment processes



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# MEXICO



# Colorado State University Partnerships in Baja California Sur

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COLLABORATIONS CREATED AS PART OF THE TODOS SANTOS CAMPUS



# Academic Partnerships in Baja California Sur



## Formal IMOUs and ongoing collaboration with:

- Autónoma Universidad de Baja California Sur (UABCS)
- Centro de Investigaciones Biológicas del Noroeste (CIBNOR)
- Centro de Investigación Científica y de Educación (CICESE)

# CSU & UABCS Partnership Details

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## Student Exchange (La Paz/Fort Collins)

- CSU Pueblo EcoTourism
- CSU/UABCS Student Leadership Exchange
- Veterinary Medicine Field Rotations

## Program collaboration

- Field Marine Biology
- One Health Workshops
- Computational Biology and Genomics
- Kids Do It All



# CSU-Pueblo & UABCS Partnership Details

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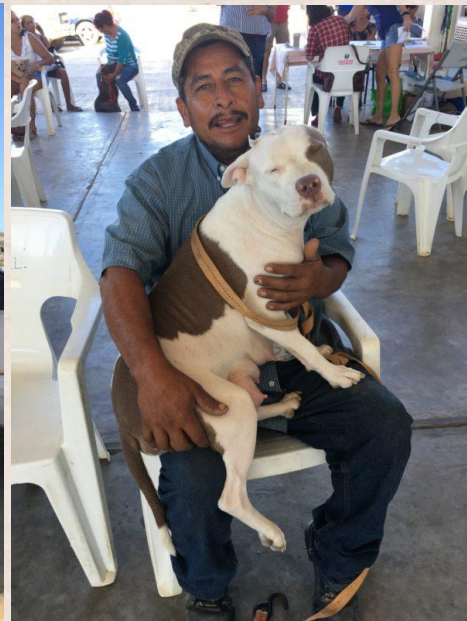


## Institute for EcoTourism Studies

- Awarded 100,000 Strong in the Americas grant
- Joint CSU-UABCS coursework in EcoTourism
  - March and May: CSU students complete courses in BCS
  - Summer and Fall: UABCS students complete courses in Colorado

# Additional Partnerships in BCS

CSU maintains relationships and partnerships with 20+ schools, nonprofits and government agencies in the Baja California Sur region, ranging from the Cabo Humane Society to the Comisión Nacional del Agua (CONAGUA).



DOMESTIC



# TOWARD A NEW DIGITAL LEARNING ECOSYSTEM



**PROVOST RICK MIRANDA  
BOG BRIEFING**



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# UNIZIN: BY INVITATION ONLY (~1 MILLION FTE STUDENTS)



## Institutions



## Systems



UNIZIN CONCEPT

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# PURPOSE

- ◆ **Collaborate with some of the best institutions in the country to deploy the best learning ecosystem available anywhere**
  - **Improved Learning**
    - Better overall products
    - Sharing of best practices
    - Leadership in educational practices
  - **Cost savings**
    - Leverage with vendors → Better pricing
    - Economies of scale and efficiencies → Cost avoidance



# Unizin Operated Service for Content, Platform(s), Analytics

Owned Content System(s)

- Rights management for free and *for-fee* sharing
- Repository for Lessons, videos, lectures, modules, quizzes, etc.
- Courses via (Common Cartridge)

Integrated Software Platform  
*Blend of Open Source, Licensed, Developed*

Analytics Service

- Datasets
- Policies
- Models
- Assessment
- Expert Staff Consulting

LMS/Flipped, Distance Ed, Badges, MOOCs

**Capitalize, Own, Set Direction, and Buy Services**

**University Member Owners  
Unizin Community**

**Receive Integrated Content, Platform, and Analytics Services**

UNIZIN CONCEPT



**“If I had asked people what they wanted, they would have said faster horses.”**

**- Henry Ford**



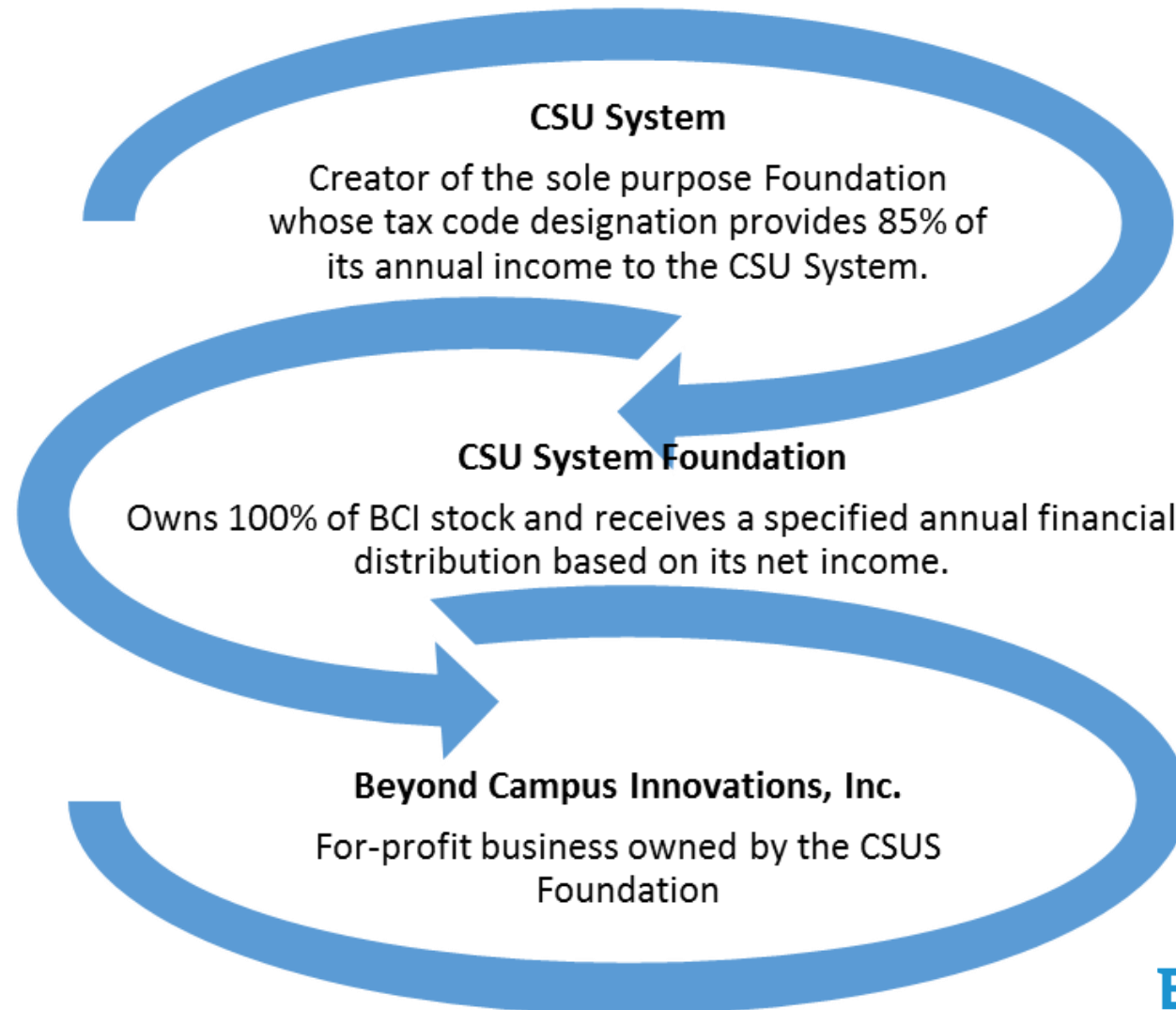
**BEYONDCAMPUS**  
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# Looking Back: Why BCI?



- BCI as a pathway for CSU-Global resource support
  - Funds via investors in BCI which BCI could use to support its work on behalf of CSU-Global for new student outreach (ie., avoid the 'death spiral' without having to use System reserves)
  - Supplemental departmental help through outsource services
- BCI helps keep CSU-Global monies in the System as it secures outsource support (NOT to Pearson, Wiley, Deltak, EMC etc.)
- BCI is a long term investment vehicle for future cash-out ability via a merger, sale, or public stock offering
  - Multiplier effect on net income – 10x NI is the going rate for ed outsource entities

# Structure of BCI



# The Mission and Values

**Beyond Campus Innovations is a provider of educational services and infrastructure with highly competitive pricing and service levels with unsurpassed integrity, transparency, and care.**

## Core Values

- **Synergy** – The result of supporting one another and working together as a team, enabling us to achieve much greater results than any single individual can achieve separately
- **Passion** – Enthusiastic, devoted commitment to achieving defined goals
- **Innovation** – Creative solutions inspired by “outside-the-box” thinking
- **Professionalism** – Exhibiting the expertise and competence required to adhere to the highest industry standards
- **Vision** – The guiding principle directing company-wide efforts to embrace diversity and inspire the pursuit of greater good in each team member
- **Respect** – Admiration for, recognition and honor of the value of individuality
- **Integrity** – Honesty, transparency, and adherence to established standards
- **Accountability** – Ownership of commitments and actions
- **Inquisitiveness** – Positive curiosity and thoughtful risk-taking with a view to achieving greater success



# BCI's Unique Market Positioning

- An outsource services provider you can trust, backed by the CSU System Foundation
- Specialists in customized learning experiences, not 'boxed' solutions
- Expertise developed through CSU-Global, the pioneer in adult, online education for workplace success.
- BCI Staff & Leadership— committed and passionate about being a 'different kind of outsource provider' with affordable, high-quality, and customized education solutions .



# Progress in FY17: Staff Readiness for Scale

- Fully staffed to manage \$3M+ in annual business
  - Accountability and processes defined for replication
- Leadership is trained and able to accommodate new business opportunities
  - Each account and overall area e.g., curriculum have individual P&Ls for accountability, contribution, and organization viability.
- Org structure designed for agility and adaptability to meet the needs of diverse and demanding clients, and a dynamic marketplace



## FY17 Ended on Aug. 31,2017

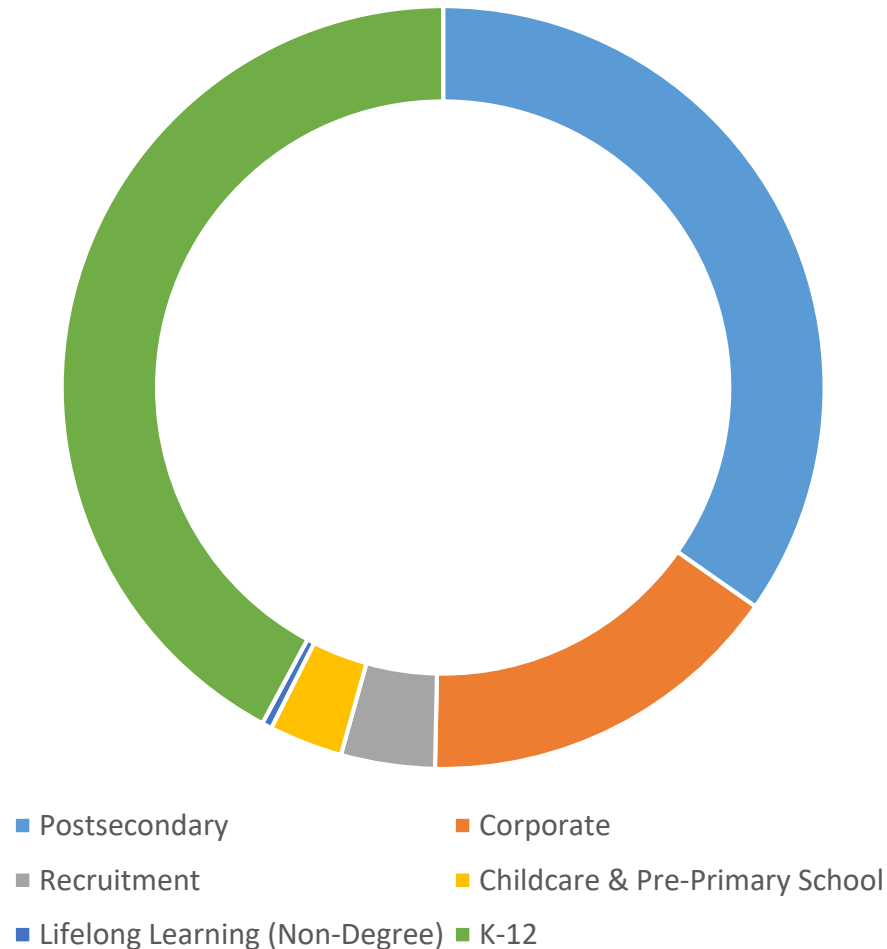
- FY17 Gross Revenue: \$2.92M / \$1.83M FY16
- FY17 NIAT: \$ 474,438 / \$502,555 FY16
  - FY16 NIAT was \$502,555 so per the License Agreement \$50,255 provided to CSUS Foundation (of which 85% is required by the Federal Tax code to be delivered to the CSUS)

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Business Development

# eLearning Industry Statistics

Sales



- **K-12 – \$837 Billion**
- **Postsecondary - \$690 Billion**
- **Corporate - \$310 Billion**
- **Recruitment - \$79 Billion**
- **Childcare & Pre-Primary School – \$ 62 Billion**
- **Lifelong Learning (Non-Degree) - \$838 Million**

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Educational Services

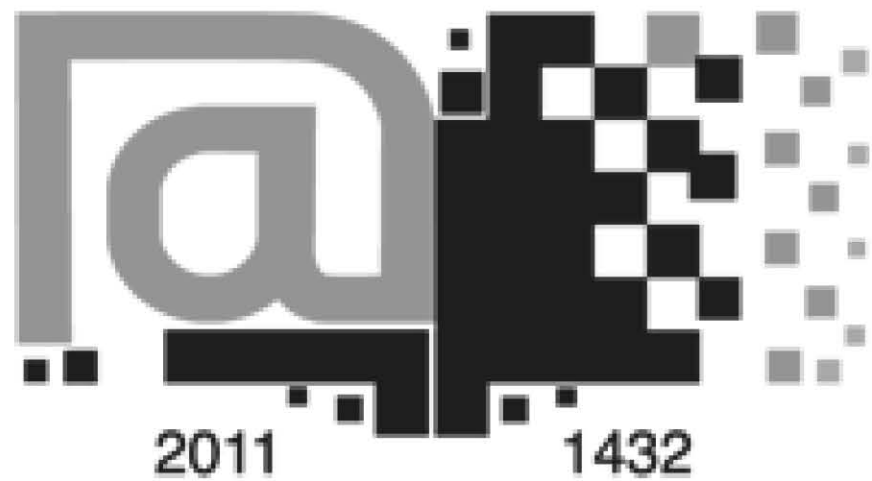
# FY17 Accomplishments

- **Hired and Trained 55 New Contractors for Work Teams**
  - Instructional Designers
  - Content Experts
  - Multimedia Designers
  - Quality Assurance Reviewers
  - Project Managers
- **Completed Course Development Projects**
  - CSU-Global
  - Saudi Electronic University (as contracted by CSU-Global)
  - MindSpark Learning
  - New Jersey Center for Teaching and Learning
  - EARCOS

# Educational Services Process







الجامعة السعودية الإلكترونية  
Saudi Electronic University

# SEU Master's Program (contracted by CSU-Global)

- Curriculum for Programs- MBA, MHA, MSIS
  - Proposals for learning outcomes & course outlines
  - New course development
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- Faculty Management
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CSU-Global Applicant Advisor Team

# BEYONDCAMPUS

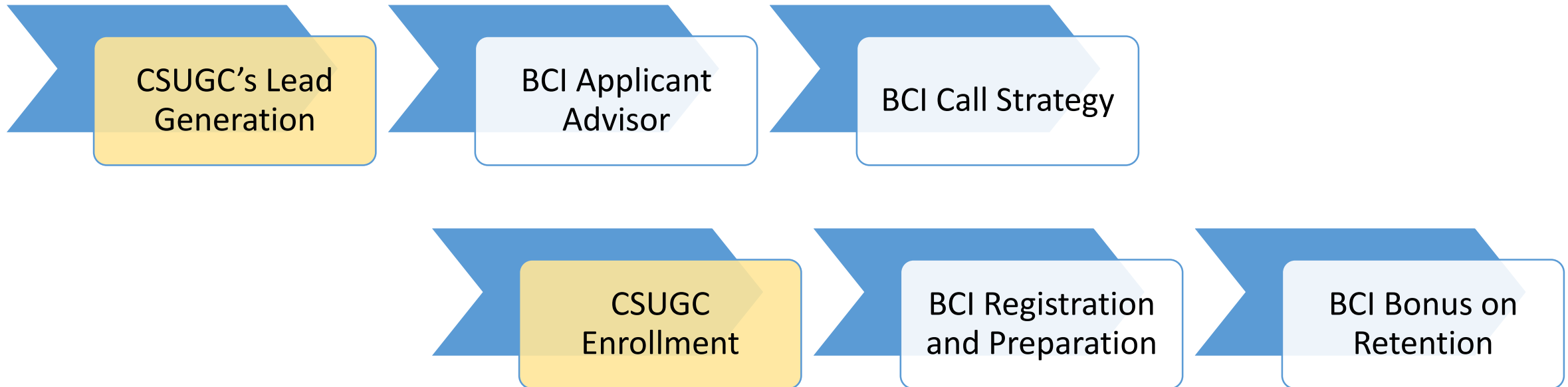
## INNOVATIONS

### Applicant Advising

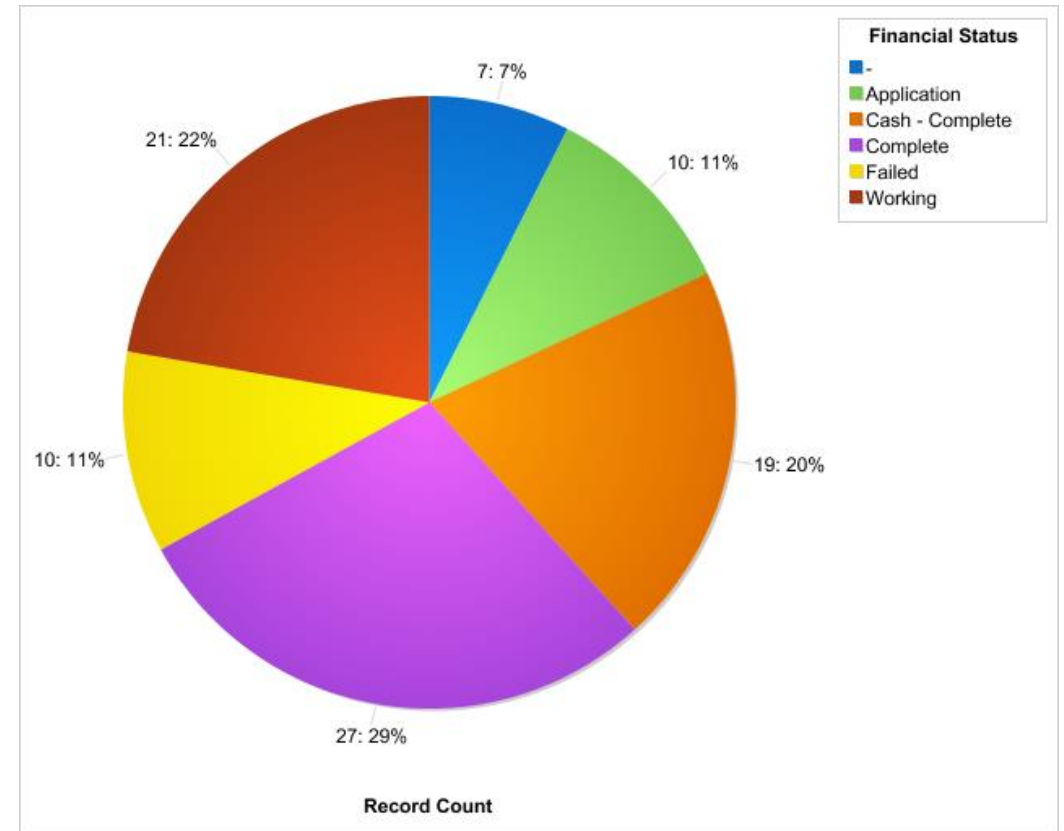
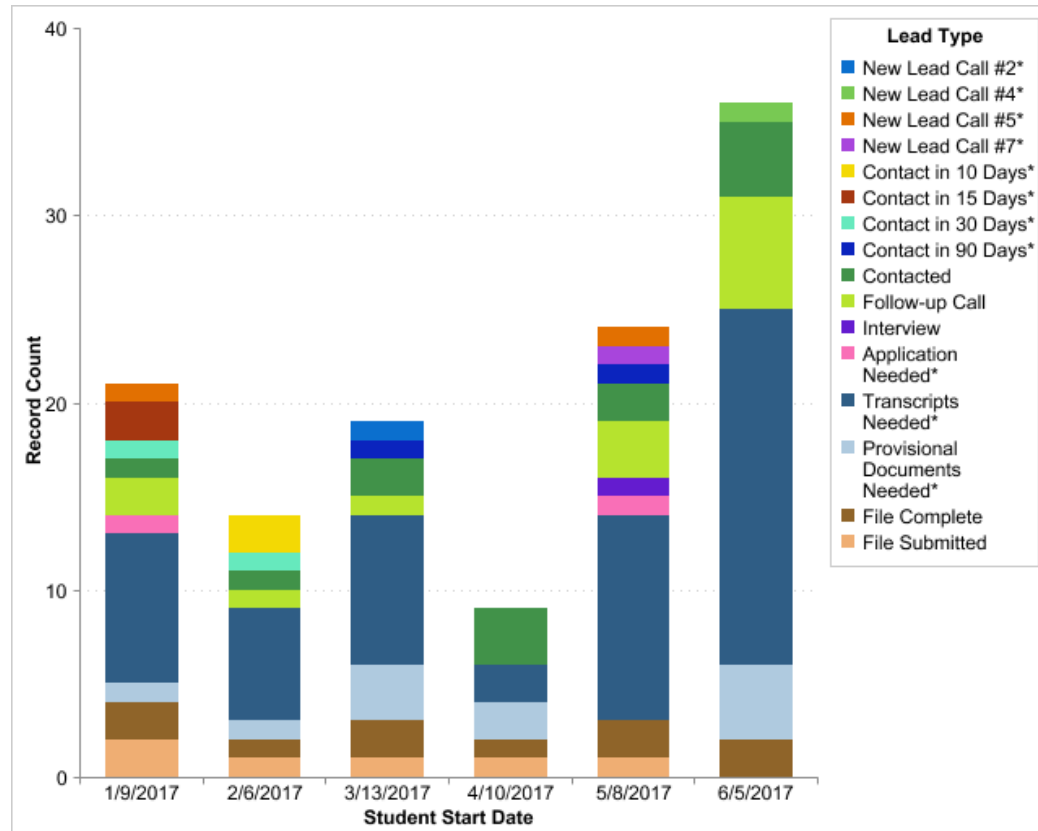
Process to engage potential students for:

1. Completion of application
2. Institution acceptance
3. Readiness for classes

# Applicant-to-Student Application Process



# Data Driven Results



# Technology

« Back to List: Activities

[Documents \[2\]](#) | [Previous Colleges \[2\]](#) | [Open Activities \[3\]](#) | [Activity History \[5+\]](#) | [HTML Email Status \[5+\]](#) | [Person Account History \[5+\]](#)

## Open Activities

[New Task](#) [New Event](#) [Mass Close](#)

[Open Activities Help](#)

Action	Subject	Name	Related To	Task	Due Date	Status	Priority	Assigned To
<input type="checkbox"/>   <a href="#">Edit</a>   <a href="#">Cls</a>	<a href="#">Follow-up: Provisional Documents Needed</a>			✓	7/2/2017	Not Started	Normal	<a href="#">Kayla Arndt</a>
<input type="checkbox"/>   <a href="#">Edit</a>   <a href="#">Cls</a>	<a href="#">Follow up Call</a>			✓	7/3/2017	Not Started	Normal	<a href="#">Kayla Arndt</a>
<input type="checkbox"/>   <a href="#">Edit</a>   <a href="#">Cls</a>	<a href="#">Submit File</a>			✓	7/5/2017	Not Started	Normal	<a href="#">Kayla Arndt</a>

▼ Account Information

### Add Email to Salesforce [Customize Fields](#) ? ×

**Subject**  
Email Sent:

**Type**

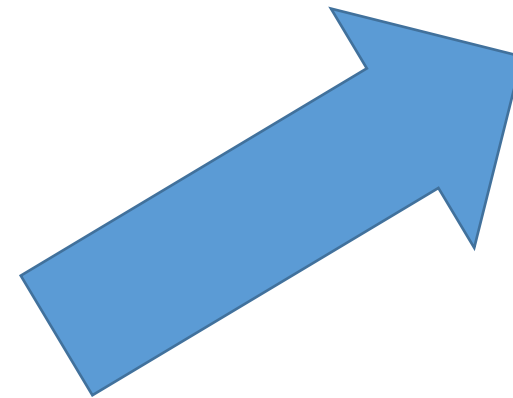
**Name**  **Related To**

SEND EMAIL WITH  
Program: EBSTA  
CONFIGURATION  
Powered by Google



# 2016-2017 Applicant Statistics for CSU-Global

- Total Leads: 19,446
- Total Apps: 2,383
- Total MAPS: 3,393
- Total Starts: 877 (For Feb. 2017-Jan. 2018= 1300)



# 2016-2017 BCI Applicant Statistics

- Lead to Application Conversion Rate: 12.25% (Goal: 13.1%)
- Application to File Submit: 70% (Goal: 60%)
- File Submit to Enrollment in a Class: 54.2% (Goal 65%)



# Process and Strategy

Congratulations!

You have been  
accepted!

Prepare for successful start week

- ✓ Walk to class video and emails
- ✓ First day of class information
- ✓ Encourage and motivate
- ✓ Tips for online environment  
and resources

**BEYONDCAMPUS**  
I N N O V A T I O N S

**Strategic Plan FY17-19**

# FY18-19 Strategic Plan Goals



- Build a database of potential clients for a 1% conversion-to-client target
  - **A minimum of 5 clients in from different industries in a minimum of 3 new business areas**
    - Proposals out to nonprofit organizations & businesses seeking online ed courses
    - Working with a Higher Ed consulting org to build a \$1M pipeline between 1/15-5/15
- Create BCI-provided education focused on market-demand areas
  - Currently in review by CSU-Global for transfer credit value
- Build a sustainable marketing infrastructure for brand exposure, client leads and market credibility
- Increase BCI capacity for scalability
- Hire a President/CEO
  - 3 candidates ready for Board review at the end of February

BCI's future is unlimited!

Thank you for joining us on the journey.



**BEYOND**CAMPUS  
INNOVATIONS  
**BEYOND**CAMPUS  
INNOVATIONS

# COLORADO

A scenic landscape of a mountain lake in Colorado during autumn. The lake is calm, reflecting the surrounding forest and the snow-capped mountains in the distance. The foreground is framed by trees with yellowing leaves.

# IF WE WERE APPROACHED BY SOMEONE EVALUATING WHETHER OR NOT TO JOIN OUR SYSTEM, WHAT WOULD WE BE THINKING ABOUT?

- Role & Mission Alignment
- Financial Considerations
- Mutual Benefits of Scale
  - Cultural Fit
- System v. Consortia



COLORADO STATE UNIVERSITY SYSTEM

COLORADO STATE UNIVERSITY

COLORADO STATE UNIVERSITY - PUEBLO

CSU - GLOBAL CAMPUS