From Side Stream to Mainstream
Learning from Innovative Structures
STRATEGIES

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STRATEGIES FOR START UP AND GROWTH

- **Silo**
  - Create a Walled Off Nurturing Environment

- **Pilot**
  - Empower a department or unit

- **Competition**
  - Centrally award start-up funding, expertise and support via an RFP

- **Champion**
  - Find a well respected senior faculty member to champion online program development across campus

- **Partnership**
  - Partner with an institution or corporate partner that has extensive experience developing and delivering online programs
Pros
- Allows innovation to flourish
- You can learn from mistakes (allows trial and error)
- Protect from political pressure and competing constituents
- Highest degree of central control
- Develop quality in a controlled environment
- Hire an expert to develop and lead the innovation

Cons
- Faculty resistance due to perceived threat to status quo
- Limits buy-in from other departments and constituents
- Under a microscope
Pros

- Creates legitimacy for an innovative program
- Centralizes support for a small solid first effort
- Protect from political pressure and competing constituents
- Tailored to the specific needs of a department, school, or academic unit

Cons

- Under a microscope
- Pilot has to be successful
- Other programs and innovators feel excluded
- Processes and design of pilot may not translate into broader programming
Pros
- For some campuses internal competition is beneficial
- Provides choices for innovation and growth
- Brings innovative programs and faculty forward

Cons
- For some campuses internal competition is harmful
- Might not be isolated enough to thrive in the midst of competing programs and political resistance
- At the mercy of your applicants
Pros
- Non-threatening organic approach
- Sensitive to faculty needs and the culture of the university
- More likely to get buy-in by faculty
- Good way to leverage faculty expertise to develop quality and vibrancy of course design and implementation

Cons
- Momentum may be slow to develop
- Possible personal agenda or lack of focused leadership
- Unable to communicate innovation and success to all colleagues
Pros

– Experience and developed strategies are in place at partner
– Faster creation of courses and programs
– Training and expertise to help faculty and administrators
– Might lower start up costs if partner provides assets and capital

Cons

– Loss of control to partner
– Getting the contract terms you want might be difficult
– Unwinding the deal might be challenging
– Resistance to partner by faculty and departments
Recommendation

Hybrid approach that blends the strategies to address your specific challenges and opportunities

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Strategies for Getting Started and Growth

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