Association of Jesuit Colleges and Universities
Jesuit Distance Education Network

JesuitNET Business Plan

May 2004

ASSOCIATION *of*
JESUITCOLLEGES
& UNIVERSITIES
[AJCU]

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Executive Summary

The Jesuit Distance Education Network (JesuitNET) is a collaborative effort of 26 U.S. Jesuit colleges and universities to develop, share and deliver a broad range of online academic programs and services for a national and eventually international audience. Educational quality is paramount in JesuitNET-supported curriculum design and development. Through its contracts and grants projects, JesuitNET actively supports incorporating academic rigor, personalized instruction, faculty support, service learning and ethical concerns into the design and structure of Jesuit courses and programs.

JesuitNET will continue to devote its resources to enhancing Jesuit college and university leadership in the effective online and on-campus use of instructional technologies. New curricula will be created around the JesuitNET Competency Assessment in Distributed Education (CADE) course design model, and will incorporate the Jesuit educational commitment to quality and personalized learning in preparation for lives of leadership and service.

CADE is successfully doing what many in higher education are now calling for, and provides a proven, cost-effective process to develop competency-based curricula for both on-campus and online course delivery. A Middle States Commission on Higher Education report on the project stated that CADE "could produce outcomes of a profoundly important nature to the growth of distance learning." These CADE outcomes are applicable to all AJCU learning environments—residential, distributed and distance.

While created to support online courses and programs, JesuitNET will orient both its core CADE design-production service and its online course/program catalog to the more inclusive world of distributed learning. Some 95 percent of all AJCU courses are offered on-campus, although over half of them incorporate online resources in some fashion. JesuitNET will create and manage a central course design and production service, providing AJCU faculty development and multimedia centers with a well-defined set of course design/production capabilities, schedules and costs. The service will support AJCU campus design and production needs on both an annual contractual basis and an as-needed consultant basis.

Through its online catalog and CADE services, JesuitNET will support the complete universe of AJCU learning opportunities—*on-campus* at the 28 colleges and universities, *abroad* for the 95 study abroad programs, and *online* for the 250 distance education courses and programs. Using these venues, JesuitNET will promote Jesuit higher education as "Learning without Boundaries"—learning that takes place *Here* (AJCU campuses), *There* (study abroad programs) and *Everywhere* (online offerings).

JesuitNET core funding over the next four years will be a combination of CADE course design/production contracts with AJCU institutions and CADE dissemination projects with Federal/foundation grants. During this period, JesuitNET is projecting annual baseline budgets of $700,000 to support its service delivery to AJCU colleges and universities.

Organizational Overview

The Jesuit Distance Education Network (JesuitNET) was created in 1999 as a collaborative effort of the U.S. Jesuit colleges and universities to develop, share and deliver a broad range of online academic programs and services for a national and eventually international audience. Grounded in a 450-year scholastic tradition, the Jesuit attributes of higher education—academic rigor, personalized instruction, faculty support, service learning and ethical concerns—are *universal* attributes that provide JesuitNET with a powerful model for high quality learning. JesuitNET seeks to meet the diverse, growing needs of both traditional and non-traditional learners by providing a flexible and convenient way to learn, and by complementing classroom learning on Jesuit campuses.

JesuitNET is part of the Association of Jesuit Colleges and Universities (AJCU), a 501(c)(3) not-for-profit national voluntary service organization whose institutional members are the 28 regionally-accredited Jesuit colleges and universities in the United States. Although each institution is separately chartered by the state and is legally autonomous under its own board of trustees, the 28 institutions are bounded together by a common heritage, vision and purpose. The Association assists its member institutions in an ongoing effort to improve their educational effectiveness, and through workshops and conferences promotes and facilitates the professional development of faculty and staff.

Mission Statement
JesuitNET will seek contractual and grant funding to support high-quality curricula development at Jesuit colleges and universities, bringing together (both physically and electronically) the best full-time and adjunct faculty. These new curricula will be created around the JesuitNET Competency Assessment in Distributed Education (CADE) course design model, and will incorporate the Jesuit educational commitment to quality and personalized learning in preparation for lives of leadership and service.

Objectives Statement
To carry out its educational mission, JesuitNET will pursue the following objectives:

- Implement a CADE course design and production service to provide AJCU faculty development and multimedia centers with a well-defined set of course design/production capabilities, schedules and costs
- Localize the CADE workshop by training AJCU campus instructional technology and faculty development staff to offer the workshop in face-to-face, hybrid, or online venues, as appropriate for campus needs.
- Expand course and program listings in the JesuitNET online catalog to include *all* AJCU online and study abroad offerings
- Implement a new library resource site for the JesuitNET portal that will provide such services to online and study abroad AJCU students as links to individual library catalogs, library liaison persons, online information literacy tutorials, and various policy statements.
- Encourage continued enrollment of AUSJAL faculty in online CADE course design workshops and develop a collaborative AJCU-AUSJAL course design workshop offered both online and on-site in English, Spanish and Portuguese.
- Add AUSJAL online course and program descriptions to the JesuitNET catalog, publicize these AUSJAL offerings to AJCU Latin American Studies, Spanish and Portuguese departments, and assist with any credit or other issues in order to facilitate enrollment by interested and language-fluent students.
- Implement recommendations of the AJCU Chief Academic Officers distance learning taskforce
- Seek Federal and foundation funding for JesuitNET and collaborative AJCU campus projects
- Maintain an active electronic community of online and on-campus CADE workshop participants and facilitators
- Prepare, in coordination with related efforts at USF and Georgetown, the JesuitNET online course module package "Footsteps of Saint Ignatius" to be offered to JesuitNET institutions royalty-free.
- Create and coordinate ad hoc working groups as needed, and provide expert consultation and analysis to JesuitNET institutions as they implement distributed learning initiatives.
- Present JesuitNET plans and services at AJCU conferences, campus workshops and related instructional technology events   Jesuit NET - Ed Tech. - thru Dick's been interest
- Maintain, moderate and encourage the increased use of the new JesuitNET and Instructional Technology/Faculty Development listservs.

Values Statement
Educational quality is paramount in JesuitNET online curriculum design and development. Through its contractual and grant projects, JesuitNET will actively support incorporating the following attributes into the design and structure of Jesuit courses and programs:

- **Academic Rigor** by providing the online student with the same level of dynamic, hands-on instruction that characterizes the best on-campus lectures, seminars and laboratories

- **Personalized Instruction** by designing extensive student-faculty and student-student discussions and projects into online courses
- **Faculty Advisement and Support** by requiring online faculty time for program advisement and discipline discussions *outside* of course-related communications
- **Service to Others** by requiring learning service option assignments within courses, and encouraging possible service to and through electronic communities (to such groups as the elderly, disabled, and disadvantaged)
- **Ethical Concerns** by ensuring that ethics topics are built into online course content, and that online students are treated in an ethical manner regarding marketing, instruction, support and career services

Vision Statement

JesuitNET will be recognized by U.S. Jesuit colleges and universities as a valued resource for the development, assessment and promotion of quality curricula in all learning environments—residential, distributed and distance.

Learning Environment

Technology is having a dramatic effect on higher education, supporting alternative means for the delivery of courses and services and providing students with a wide range of learning options. Technology has also given rise to such labels as "distance education," "e-learning," and "distributed learning".

Distributed learning can occur either on or off campus, providing students with greater flexibility and eliminating time as a barrier to learning. Distance learning is a subset of distributed learning, focusing on students who may be separated in time and space from their peers and the instructor. A common feature of both distance and distributed learning is technology. Distance education and on-campus instruction are converging, with online delivery systems and approaches being employed for distant, commuting and residential students.

Distributed learning occurs in the following instructional venues:

- On-campus courses with online components—content, discussions, readings
- Entirely online courses with all instruction occurring at a distance
- On-campus degrees and certificates with online courses
- Entirely online degrees and certificates

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- Study Abroad and other off-campus programs

The U.S. Jesuit colleges and universities are at the forefront in embracing these new learning technologies. In the national 2002 Campus Computing Survey, 37 percent of the courses offered by all AJCU institutions had online course resources supported by campus course management systems such as Blackboard and WebCT. As shown in Table 1, this is almost 10 percent higher than the national average for *all* U.S. colleges and universities.

JesuitNET has and will continue to devote its resources to enhancing Jesuit college and university leadership in the effective online and on-campus use of instructional technologies.

Table 1. Course Utilization of Web-based Content

Percentage of courses that use:	Total AJCU	AJCU University	AJCU Masters	AJCU Bachelors	All University	All Masters	All Bachelors
Course management tools for online course resources	37.3	23.3	42.5	10.0	32.7	28.9	27.3
Web pages for course materials and resources	30.5	25.0	28.3	10.0	48.4	35.2	33.4
Internet resources	52.0	52.5	53.3	10.0	54.8	54.0	52.9

Source: *2002 Campus Computing Report*

Description and Strategy

The Jesuit Distance Education Network (JesuitNET) is a collaborative effort of 26 Jesuit colleges and universities to develop, share and deliver a broad range of online academic programs and services to a national and eventually international audience. Following three years of AJCU and Federally-funded developmental work, JesuitNET projects are now providing Jesuit institutions with a set of new products and services to support and promote both online and on-campus programs. Some of the highlights of these JesuitNET initiatives are:

- Twenty-seven AJCU and eight AUSJAL institutions have received JesuitNET services in the form of LAAP Grant Courses and Contracts, Earmark Grant Contracts, CADE Course Design Workshops, JesuitNET Catalog Listings, and MERLOT Project Management

- Eleven AJCU schools (Fairfield, Gonzaga, Loyola Chicago, Loyola Marymount, Loyola New Orleans, Marquette, Regis, Saint Louis, Detroit Mercy, and Wheeling Jesuit) are maintaining 190 course descriptions and 40 degree and certificate descriptions in the JesuitNET online catalog

- Ninety-two professors from 29 AJCU and AUSJAL universities have taken the free and entirely online CADE course design workshop offered during the fall 2002, and spring/summer/fall 2003 semesters

- Three AJCU universities have partnered with JesuitNET to develop CADE-based online and on-campus programs—Loyola University New Orleans (Health Care Systems Management), University of San Francisco (Financial Analysis) and Gonzaga University (Servant Leadership)

- Sixty representatives from 21 AJCU and 11 AUSJAL colleges and universities attended the inaugural AUSJAL-AJCU Adult and Distance Learning Conference at ITESO last March, and subsequently implemented three collaborative projects in faculty development, course promotion and library services

- Over one hundred AJCU instructional technology and faculty development managers and professionals work together in a JesuitNET-sponsored listserv, and share their work in a new session track at the annual AJCU Conference for Information Technology Management (CITM) meeting.

Table 2 presents a summary of JesuitNET revenues and expenditures during the four-year period.

Table 2. JesuitNET Revenues and Expenditures: 1999-00 through 2002-03

	1999-00	2000-01	2001-02	2002-03
Revenues				
AJCU School Assessments and Gifts	$577,500	$350,000	$0	$0
AJCU School Contracts	0	0	0	59,000
LAAP Grant	0	603,288	446,365	0
CADE Earmark Grant	0	1,225,000	0	0
Total Revenues	**$577,500**	**$2,178,288**	**$446,365**	**$59,000**
Expenditures				
JesuitNET Direct Costs	$121,855	$637,697	$1,019,946	$857,158
AJCU Indirect Costs (10% of AJCU Funds)	12,186	31,357	24,467	13,127
AJCU Indirect Costs (8% of Grant Funds)	0	26,139	61,813	58,070
Total Expenditures	**$134,041**	**$695,193**	**$1,106,226**	**$928,355**
End-of-Year Net Balance	**$443,459**	**$1,926,554**	**$1,266,693**	**$397,338**

During the past four years, JesuitNET has been funded by the $927,500 JesuitNET assessment and gift budget (funded by the 25 original JesuitNET-member colleges and universities), a $1.05 million Learning Anytime Anywhere Partnerships (LAAP) Grant, and a $1.225 million Congressional Earmark Grant.

CADE Course Design Model
In its new report *Student Learning as Academic Currency*, the American Council on Education states that making student learning the basis of a new academic currency—moving from time-based to achievement-based descriptions of learning—will require identification of specific amounts of what students should know and be able to do (competencies) and specific ways to determine levels of student knowledge and achievement (assessments). In addressing these learning outcome needs, U.S. colleges and universities must offer appropriate instructional design training because, while faculty members are subject matter experts in particular fields, they are generally not well-versed in teaching and pedagogy.

Most of the $2.3 million in Federal funds supported the development and delivery of JesuitNET's innovative Competency Assessment in Distributed Education (CADE) course design model that uses an evidence-centered approach to identify and assess student competencies, and cognitive apprenticeship to promote student mastery of higher-level thinking skills. The CADE design approach from competencies to evidence to tasks makes the assessment of student competency mastery within instructional tasks an explicit requirement of course development.

Following an 18-month development and evaluation period, JesuitNET began offering an entirely online CADE course design workshop to 92 professors from 29 Jesuit universities during the fall 2002 and spring/summer/fall

2003 semesters. The workshops required ninety hours of participant time over 8- to 12-week periods, and each participant produced a 15+ page competency-based course design portfolio. Formative and summative evaluations conducted by the Center for Educational Technologies at Wheeling Jesuit University found the quality of the workshops' faculty engagement and portfolio deliverables to be consistently high and to have increased over time due to continuous JesuitNET improvements incorporated based on participant feedback.

Management Team

JesuitNET is lead by a highly experienced and dedicated team of educational managers, who--in practicing what they preach--work at a distance from New York, Wheeling and San Francisco.

Richard Vigilante

Richard Vigilante is JesuitNET's Executive Director. Prior to joining JesuitNET in September 1999, he was director of New York University's Information Technologies Institute and founder of NYU's Virtual College (1988-1999), professor of management systems at Columbia University (1980-88), and director of educational statistics for the New York City Board of Education (1975-80). Dick has a B.A. degree in political science and M.P.A. and Ph.D. degrees in public administration, all from New York University.

Cindy Bonfini-Hotlosz

Cindy Bonfini-Hotlosz is JesuitNET's Chief Information Officer. Prior to joining JesuitNET in December 2001, she was the Director of Distance Learning for Wheeling Jesuit University and the NASA National Technology Transfer Center, while teaching computer science for twelve years. Cindy holds a B.S. in Computer Science from Ohio University, an M.A. in Instructional Communications from West Virginia University, and is currently completing her doctorate in Technology Education at West Virginia University.

Kathleen Snyder

Kathleen Snyder is JesuitNET's Director of Curriculum Development. Prior to joining JesuitNET in February 2002, she was a program manager in the Applied Learning Sciences department at the IBM T. J. Watson Research Center, and has been designing technology-based education and teaching online since 1995. Her career spans twenty years during which time she held positions in administration, research, teaching and consulting. Kathleen has an M.A. in Experimental Psychology from New Mexico State University and a Ph.D. in Educational Communication and Technology from New York University.

Action Plan

While created to support online courses and programs, JesuitNET will orient both its core CADE design-production service and its online course/program catalog to the more inclusive world of distributed learning. Some 95 percent of all AJCU courses are offered on-campus, although over half of them incorporate online resources in some fashion.

Through its online catalog and CADE initiative, JesuitNET will support the complete universe of AJCU learning opportunities—*on-campus* at the 28 colleges and universities, *abroad* for the 95 (and probably more) study abroad programs, and *online* for the 250 distance education courses and programs. Using these venues, JesuitNET will promote Jesuit higher education as "Learning without Boundaries"—learning that takes place *Here* (AJCU campuses), *There* (study abroad programs) and *Everywhere* (online offerings).

CADE Course Design and Production Service

JesuitNET will create and manage a central course design and production service, working in cooperation with faculty development and multimedia centers at participating AJCU campuses. The service will be built around JesuitNET's core design/production staff, and would offer AJCU colleges and universities a well-defined set of course design/production capabilities, schedules and costs. The service will support AJCU design and production needs on both an annual contractual basis and an as-needed consultant basis.

Course Design Service

JesuitNET will provide comprehensive train-the-trainer preparation of the campus instructional technology and faculty development personnel to ensure subsequent CADE workshop delivery by school staff. JesuitNET will also implement a longitudinal evaluation process to track and analyze the success of CADE course implementation from course design through production, delivery, and final student competencies mastery.

Each training workshop format will consist of on-campus staff and faculty training to lead participants through the CADE methodologies and begin their preparation of the design portfolio's initial worksheets and narratives. During a subsequent multi-week period, JesuitNET will continue the CADE workshop in its proven online environment, working with campus trainers and workshop faculty in asynchronous discussion spaces, and assisting their completion of the remaining portfolio worksheets and narratives for their courses. Following completion of the design portfolios during the online workshop sessions, a second on-campus JesuitNET-led session will be held for trainers and faculty to present their course designs, and to prepare for subsequent production of their courses.

Course Production Service
JesuitNET will provide AJCU institutions with key course production services, including planning course production, producing course content in appropriate multimedia formats, and managing these production projects from inception through completion. JesuitNET production service will enable participating schools to receive better value and assume less risk than if they provided the services themselves. They will be relieved of the responsibility for hiring and supervising production specialists, and of the need to purchase specialized hardware and software. On each participating campus, the local and JesuitNET staffs will work as an integral unit.

JesuitNET Online Catalog
The JesuitNET course/program catalog provides detailed and searchable descriptions of over 200 online courses and 39 online programs offered by AJCU (and soon AUSJAL) schools. The catalog is built as a NuRelm content management system application, and permits relatively easy course/program content creation and modification via Web access. Rita Sage, an experienced data administrator, works with designated campus contacts in creating their course and program entries for the catalog. Catalog copy is entered and updated from such campus sources as the registration system and print catalogs.

The annual operating cost for the catalog is $51,000. The catalog's development and operation has been supported by the Earmark grant, but future support will not come from grant sources. Hence, a decision needs to be made soon regarding the catalog's support as an explicit JesuitNET-provided and -funded service. Some considerations for making this decision follow.

Present Catalog Benefits
In addition to marketing AJCU online offerings to current and new student audiences, the catalog's curriculum details increase opportunities for inter-campus course sharing and joint programs, resulting in higher course enrollments, fewer course redundancies and richer curricular offerings. For the first time, AJCU colleges and universities have detailed descriptions of the courses and programs offered by sister AJCU institutions. This enables academic administrators and faculty to identify existing online courses that may satisfy their own curricular needs, precluding the need for and expense of creating and offering redundant courses. Schools can enter into inter-campus registration or course license agreements.

Adding Study Abroad Programs to Catalog
In February 2003, an AJCU Globalization Task Force composed of four chief academic officers was formed to study issues facing the marketing and operations of Study Abroad programs at Jesuit colleges and universities. Among the issues investigated by the Task Force was the need for a comprehensive and interactive database of study abroad programs. The Task Force analyzed the current AJCU Website section that catalogs "Study Abroad Programs at U.S. Jesuit Colleges and Universities". The Task Force concluded that the catalog listings were not current and the static listings (arranged alphabetically by country) could not be interactively accessed by appropriate criteria. The AJCU catalog did not provide the opportunity for students to register through the Website.

The JesuitNET online catalog system could be extended to support Study Abroad programs and courses in the same detailed and searchable way as it supports online programs and courses. Inclusion of Study Abroad offerings would require a new search field or two (such as country) and some likely changes in the description fields. JesuitNET will provide an estimate for supporting Study Abroad offerings in the catalog.

Online Library Services

The AJCU Library Deans agreed in 2002 that each AJCU library would support the information needs of distance learners at Jesuit institutions, with the method of support being a local library decision. A Library Deans taskforce is exploring ways in which library services should be established at the local level, and enhanced beyond the local level, to provide appropriate support to online AJCU learners. The taskforce recommended that the JesuitNET web portal provide the following types of library information and access:

* Links to the web pages of libraries whose institutions participate in JesuitNET
* Statement of library policies that cover the importance of access to information, importance of skills in research, appropriate student/faculty access to various levels of library service, and a commitment to providing an equal level of access for all students
* Statement of step-by-step procedures on how one obtains access to various library resources
* Directory of the library liaison persons (and their functions) at each JesuitNET institution, with complete contact information
* Access to an online information literacy tutorial
* Online communications venue (such as a newsletter or listserv) for JesuitNET and participating libraries (especially the library liaisons) that could address ongoing issues and consider future developments.

Financial Plan

JesuitNET core funding over the next four years will be a combination of CADE course design/production contracts with AJCU institutions and CADE dissemination projects with Federal/foundation grants. During this period, JesuitNET is projecting annual baseline budgets of $700,000 to support its service delivery to AJCU colleges and universities. A summary of projected JesuitNET revenues and expenditures through 2006-07 is provided in Table 3.

Table 3. Projected JesuitNET Revenues and Expenditures: 2003-04 through 2006-07

	2003-04	2004-05	2005-06	2006-07
Revenues				
AJCU School Assessment (Canisius)	$35,000	$0	$0	$0
AJCU School Contracts	185,000	250,000	260,000	400,000
CADE Earmark Grant	397,338	0	0	0
Bioethics Earmark Grant	100,000	150,000	0	0
FIPSE Grant (pending)	0	300,000	240,000	0
New Grants	0	0	200,000	300,000
Total Revenues	**$717,338**	**$700,000**	**$700,000**	**$700,000**
Expenditures				
JesuitNET Direct Costs	$655,550	$644,000	$638,800	$636,000
AJCU Indirect Costs (10% of AJCU Funds)	22,000	20,000	26,000	40,000
AJCU Indirect Costs (8% of Grant Funds)	39,788	36,000	35,200	24,000
Total Expenditures	**$717,338**	**$700,000**	**$700,000**	**$700,000**

CADE Course/Design Production Contracts

With the end of developmental funding, JesuitNET has begun offering CADE course design and production services under contract to AJCU colleges and universities. In 2003, JesuitNET secured $209,000 in initial CADE contracts from the University of San Francisco and Loyola University New Orleans. JesuitNET also submitted a $540,000 FIPSE proposal for regional and national CADE dissemination. By 2005, JesuitNET intends to establish a stable, multi-year $700,000 annual operating budget from CADE contract and grant sources.

Following the initial Jan.-June 2003 $59,000 in CADE contracts for various schools at the University of San Francisco, $78,000 in continuing CADE design support by JesuitNET has been approved by USF for the current academic year. In August 2003, JesuitNET signed a one-year $72,000 contract with Loyola University New Orleans' City College to perform CADE design and production work for an online Master's degree in Health Care Systems Management (HCSM). JesuitNET anticipates a 2004-05 continuation contract with Loyola New Orleans and a new course production contract with Gonzaga University. On-campus CADE workshops have been scheduled with Santa Clara University, Loyola University Chicago and John Carroll University.

To sustain its core staff and functions, JesuitNET will need to secure design/production contracts totaling $250,000 in 2004-05, $260,000 in 2005-06 and $400,000 in 2006-07.

CADE Dissemination Grants

In addition to securing contracts, JesuitNET will seek grants from the Federal Government and private foundations to support CADE workshop dissemination at both Jesuit and non-Jesuit institutions in the U.S. In January 2004, the U.S. Dept. of Education approved a JesuitNET preliminary proposal for a two-year $540,000 FIPSE Comprehensive Program grant to create regional CADE dissemination centers at six Jesuit campuses and a Web-based CADE training and evaluation service Website hosted on a national broadband network. The final proposal was submitted in March 2004, with award announcements to be made in July.

To sustain its core staff and functions, JesuitNET will need to be awarded the new FIPSE grant, and to secure an additional $500,000 in total new grant funding for 2005-06 and 2006-07

Bioethics Earmark Grant

Thanks to the tireless efforts of AJCU President Fr. Charles Currie and AJCU Director of Federal Relations Cyndi Littlefield, JesuitNET received a $250,000 Congressional Earmark grant to create a Center for Online Bioethics Education.

The Center will collaborate with the numerous bioethics centers and faculty at AJCU institutions to identify and develop CADE-based credit and noncredit offerings in bioethics for practitioners and students across the country. These online programs will provide participants with enhanced awareness, conceptual tools and innovative approaches for addressing the real life ethical challenges that health professionals and managers face every day. The Center will also seek new foundation grant support for its activities.

The participating Jesuit university bioethics centers and faculty will provide an unparalleled reservoir of faculty expertise, academic resources and learning opportunities. Among the online offerings that may be developed and offered are the following:

*   Noncredit courses and workshops for health care practitioners throughout the Nation
*   Graduate courses for existing and new AJCU degree and certificate programs
*   Undergraduate courses as electives or minors for students at AJCU colleges and universities
*   Special courses and offerings for Jesuit university alumni

Online Program Support Group

Beyond CADE contract and grant funding, JesuitNET is working with a new AJCU Online Program Support Group (OPSG) committee to develop an online degree hosting/help desk/marketing service as a turnkey operation for AJCU institutions. The proposed service—possibly funded by corporate partnerships and/or venture capital--would be more cost-effective than commercial services currently offered by for-profit companies such as Bisk, Embanet and Collegis, but would provide AJCU online degree programs with a national marketing reach and redundant computer/network support. The committee will issue its recommended business plan to AJCU President Currie in spring 2004.