Academic Partnerships

Helping universities grow and students succeed

November 2, 2017

Digital disruption is broad and accelerating

- World's largest taxi company owns no taxis — UBER
- Largest accommodation provider owns no real estate — airbnb
- Largest phone companies own no telco infrastructure — WeChat, skype
- World's most valuable retailer has no inventory — Alibaba Group
- Most popular media owner creates no content — facebook
- Fastest growing bank has no actual money — SocietyOne
- World's largest movie house owns no cinemas — NETFLIX
- Largest software vendors don't write the app — Google
- Largest travel agency has no branches — Expedia, travelocity

Source: BCG Digital Ventures: Digital Innovation

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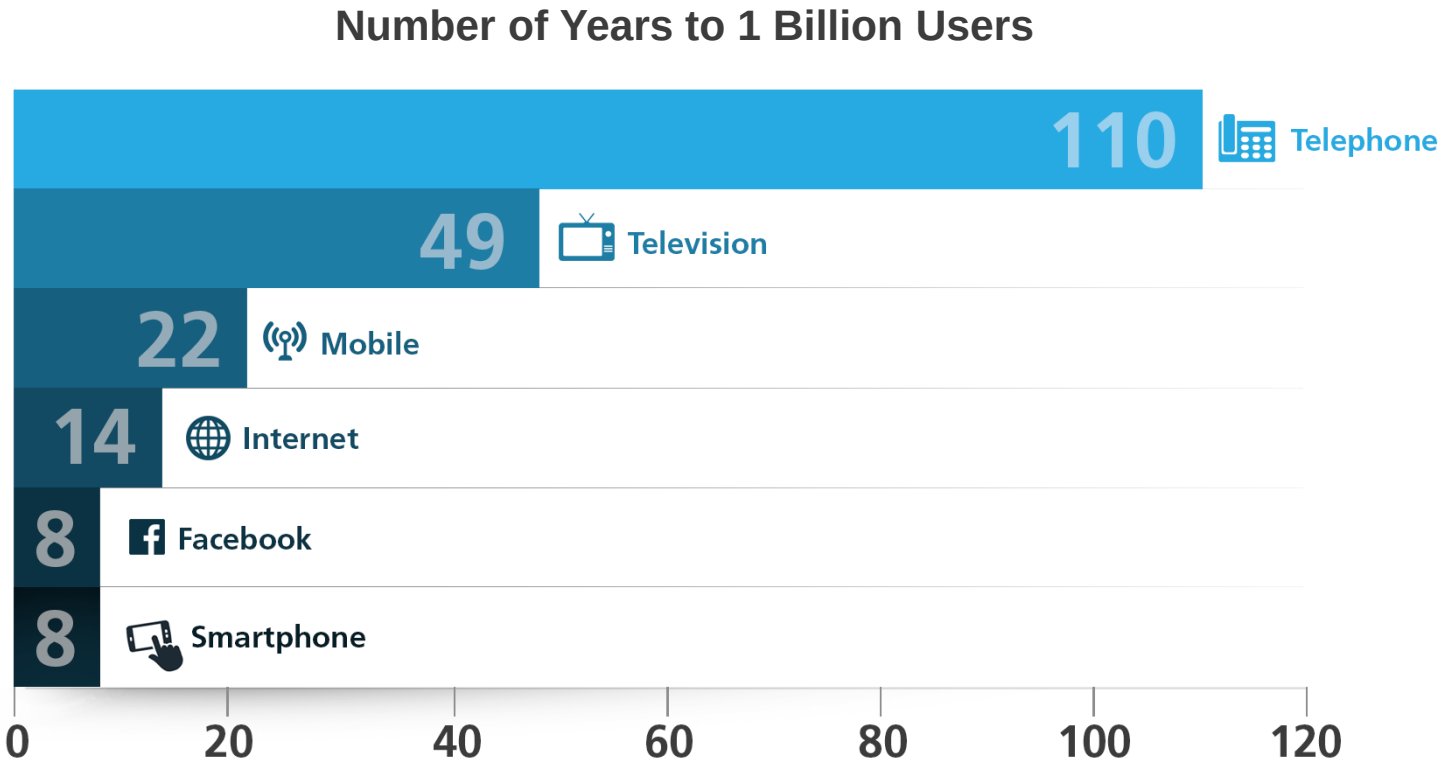
Disruption is accelerating



Source: BCG Digital Ventures

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Five Ways Disruption Can Occur

Source: BCG Digital Ventures: Digital Innovation

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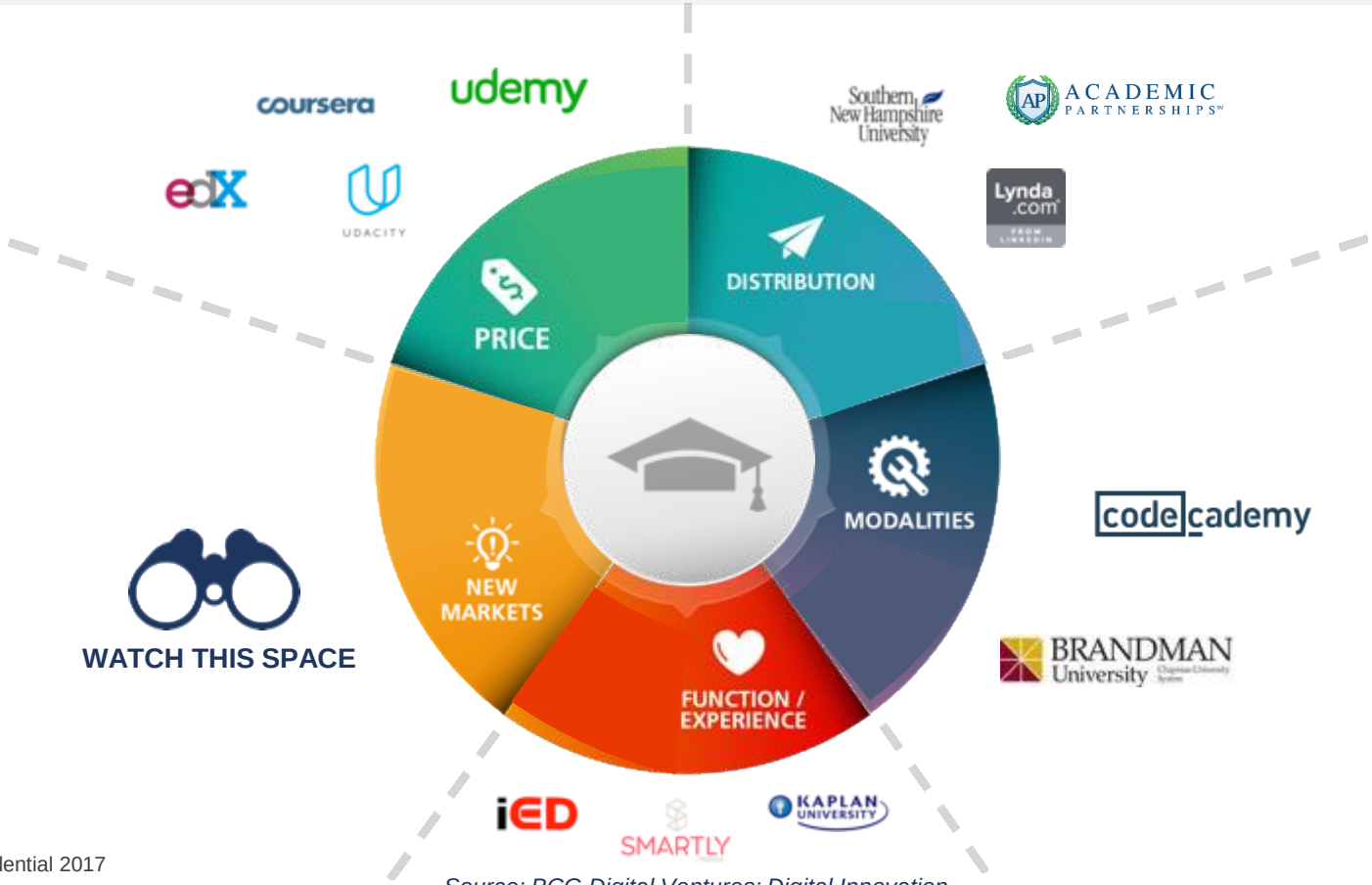
Implications for Higher Education



Source: BCG Digital Ventures: Digital Innovation

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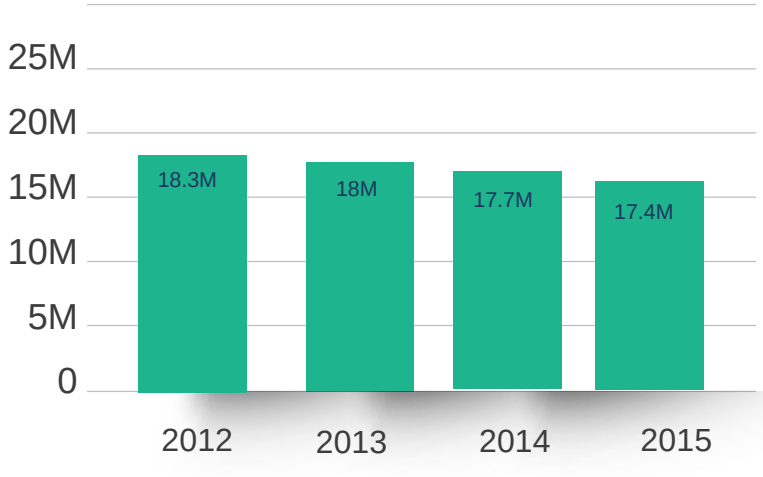
Online programs continue to grow

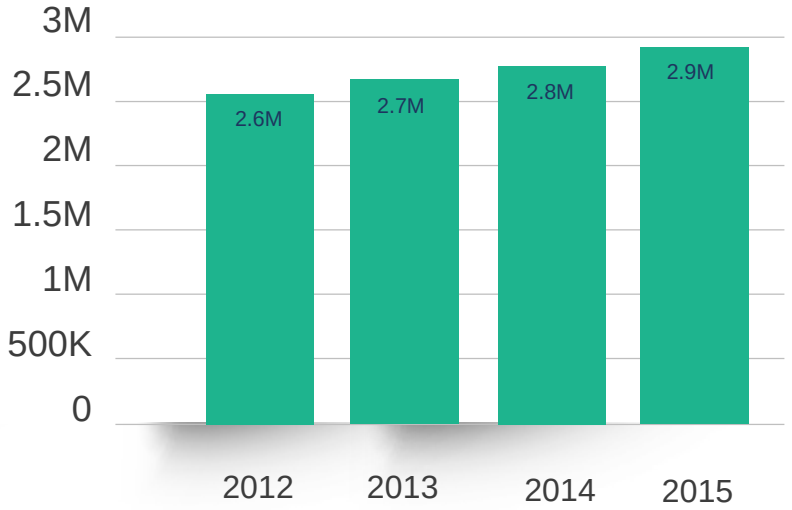
On Campus Enrollment declined -5.1%

Total on campus enrollment for all U.S. degree-granting institutions, 2 and 4-year including public, private not-for-profit, private for-profit, 2012-2015



Online Enrollment grew +10.2%

Total fully-online enrollment for all U.S. degree-granting institutions, 2 and 4-year including public, private not-for-profit, private for-profit, 2012-2015



Source: Learning Compass: Distance Education Enrollment Report 2017

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Addressable student population

Traditional Student Population
High School Graduates

6.3M
K12 Teachers and Administrators

3.3M
Registered Nurses

24.0M
Business, Finance, and Operations Managers

26.1M
Employed in Other Professional Occupations

Also another
31.0M
College Dropouts

Sources: Bureau of Labor Statistics, National Center for Education Statistics, National Student Clearinghouse, The Henry J. Kaiser Family Foundation

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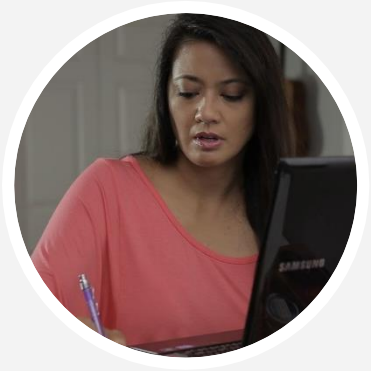
Who are today's online students?



Working adults in your community looking to advance their career

Building on previous education
- Have some college already
- Are familiar with online classes

Working
- 71% of online graduate students are employed full time
- Nearly 80% of online students cite a career-focused reason as their primary motivator for enrolling in their program

Supporting Families
- Half have kids at home
- Skew female, ages 25-49

Local
- 54% live less than 50 miles of campus
- 72% live within 100 miles of campus

Source: Clinefelter, D.L. & Aslanian, C.B. (2017): Comprehensive data on demands and preferences.

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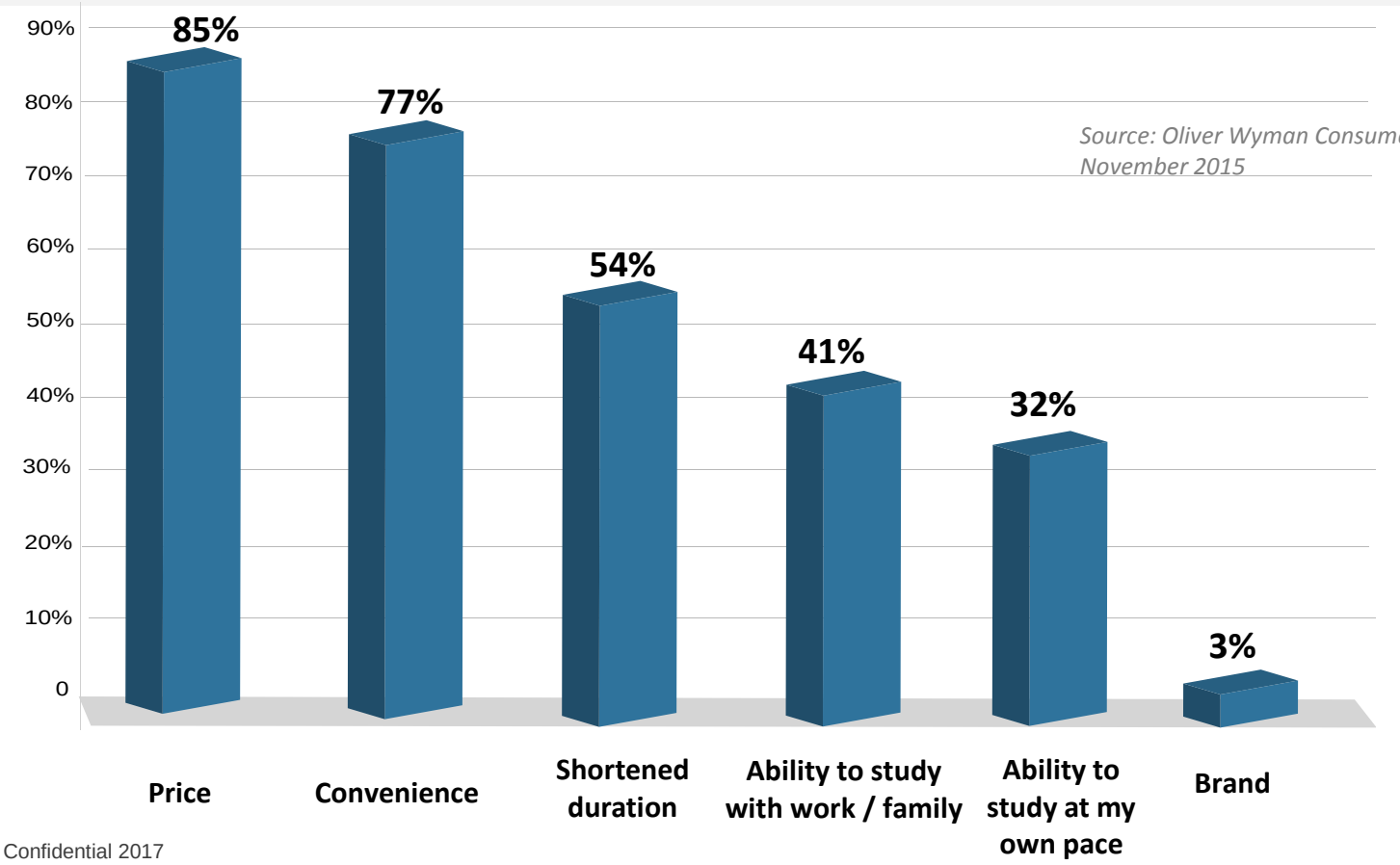
What's most important to Online Students



Source: Oliver Wyman Consumer Survey, November 2015

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Competitive Online MBA Landscape

MBA						
University	State	Credits	Published Tuition per Credit	Estimated Total Tuition	Estimated Total Fees	Estimated Total Cost
University of Cincinnati	OH	38	$890	$33,820		$33,820
University of Northwestern Ohio	OH	48	$550	$26,400	$2,450	$28,850
Thomas More College	KY	39	$520	$20,280	$3,300	$23,580
Western Kentucky University	KY	30	$679	$20,370	$3,200	$23,570
Indiana Wesleyan University	IN	42	$560	$23,520		$23,520
Youngstown State University	OH	39	$403	$15,718	$7,007	$22,725
Eastern Kentucky University	KY	30	$650	$19,500	$0	$19,500
Kent State University	OH	36	$431	$15,527	$3,895	$19,422
Morehead State University	KY	30	$579	$17,370	$300	$17,670
Murray State University	KY	30	$503	$15,090	$2,500	$17,590
Northwest Missouri State University	MO	33	$410	$13,530		$13,530
University of Southern Indiana	IN	30	$430	$12,900		$12,900
Fitchburg State University	MA	30	$417	$12,510		$12,510
Grantham University	KS	37	$423	$12,025		$12,025
Southeastern Oklahoma State University	OK	36	$330	$11,880		$11,880
Louisiana State University Shreveport	LA	30	$396	$11,874		$11,874
University of Central Arkansas	AR	30	$350	$10,500		$10,500
University of the Cumberlands	KY	30	$315	$9,450	$450	$9,900
Missouri State University	MO	33	$285	$9,405		$9,405
Eastern New Mexico University	NM	30	$286	$8,580		$8,580
University of Texas Permian Basin	TX	30	$261	$7,830		$7,830
Georgia Southwestern State University	GA	30	$257	$7,710		$7,710

- 470+ Online MBA's
  - 338 with Accreditation
    - 50+ priced below $17K (15%)

- Top performing AP MBA Programs have strong Out-of-state enrollments with competitive national tuition.

  - USI : 75% In-State/ 25% Out-of-State
  - School A : 50% In-State/ 50% Out-of-State
  - School B : 53% In-State / 47% Out-of-State
  - School C : 56% In-State / 44% Out-of-State

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Competitive Online RN-BSN Landscape

University	State	Credits	Published Tuition per Credit	Estimated Total Tuition	Estimated Total Fees	Estimated Total Cost
Indiana Wesleyan University	IN	31	$443	$13,733	$0	$13,733
Indiana University East	IN	33	$216	$7,125	$4,037	$11,162
Indiana University-Purdue University (Columbus)	IN	27	$271	$7,327	$2,864	$10,191
University of Indianapolis	IN	30	$330	$9,900	$225	$10,125
Capella University	MN	11 courses				$10,000
Purdue University Northwest	IN	34	$294	$9,996	$0	$9,996
Northern Kentucky University	IN	30	$330	$9,900	$0	$9,900
University of Southern Indiana	IN	30	$297	$8,910	$0	$8,910
University of Arkansas for Medical Sciences	AR	26	$300	$7,800	$1,015	$8,815
University of Central Arkansas	AR	30	$285	$8,550		$8,550
Arkansas State University	AR	36	$236	$8,496		$8,496
Eastern Illinois	IL	25	$285	$7,125	$1,344	$8,469
Ohio University	OH	31	$248	$7,688	$168	$7,856
Ball State University	IN	20	$296	$5,920	$726	$6,646

- **516+ Online RN-BSN's**
  - **All with Accreditation**
    - **75+ priced below $11K**

- **Top performing AP RN-BSN Programs have strong Out-of-state enrollments with competitive national tuition.**

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Top Ten Public RN-BSN Online Programs

Rank	University by Enrollment Volume	Program Cost
1	University of Texas Arlington	$8,995
2	Ohio University	$7,856
3	Purdue University - Northwest	$9,996
4	Thomas Edison State University	$12,320
5	California State University – San Marcos	$9,880
6	University of North Carolina - Wilmington	$4,779
7	Northern Arizona University	$9,562
8	University of Central Florida	$5,379
9	Pennsylvania State University	$25,410
10	University of Louisiana - Lafayette	$9,500

- **8 out of 10 are under $10,000**

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Unlocking the potential of the online student population

High-quality, affordable programs

Career-relevant portfolio of high demand programs including specializations

Remove barriers to admission

Fast response times for communications and admission, enrollment processes

Asynchronous, accelerated online programs with 6-8 starts per year

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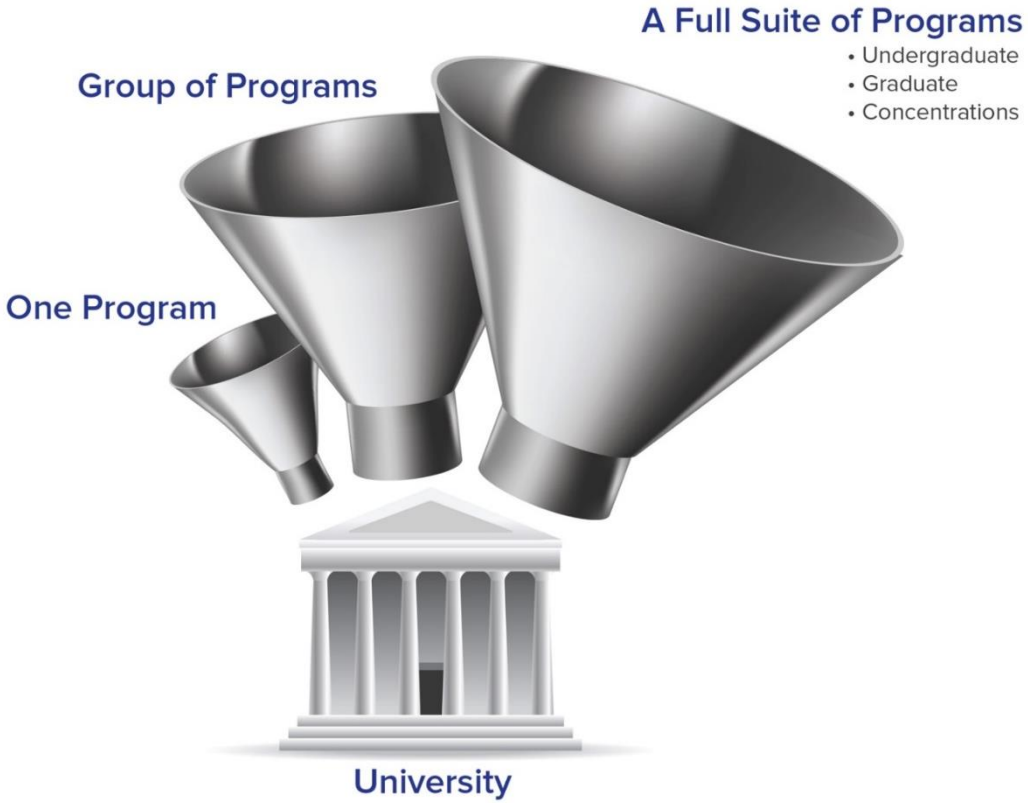
Portfolios build funnels

Online Enrollment Begins slowing then takes off as prospective students learn that a university is offering online programs for the first time. The subsequent scaling of enrollments is driven by the marketing spend, which is closely correlated to the number of programs offered.

The Number of programs and their collective marketing budget widens the enrollment funnel and ultimately grows all programs.



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High Demand & Emerging Programs

Education Portfolio

MEd

- C&I
- Ed Leadership
- Special Ed
- School Counseling
- Masters in Clinical Mental Health Counseling

EdD or EdS

- Administration / Leadership
- C&I

Healthcare Portfolio

- BSN
- RN-BSN
- RN-MSN
- MSN-Educator
- MSN-Administrator
- MSN-FNP
- DNP
- Masters in Social Work
- Masters of Public Health
- Masters in Health Admin
- Masters in Occupational Therapy
- Bachelors in Respiratory Therapy

Business Portfolio

- General MBA
- MBA - Accounting
- MBA - Healthcare Admin.
- MBA - Finance
- MBA – Human Resources
- MBA – Marketing
- MBA – Data Analytics
- MBA – Cyber Security
- Masters of Pubic Admin
- MS Sports Management

Degree Completion Portfolio

- BBA - General
- BBA - Accounting
- BBA - Finance
- BBA - Marketing
- Psychology
- Interdisciplinary/General Studies
- Communications

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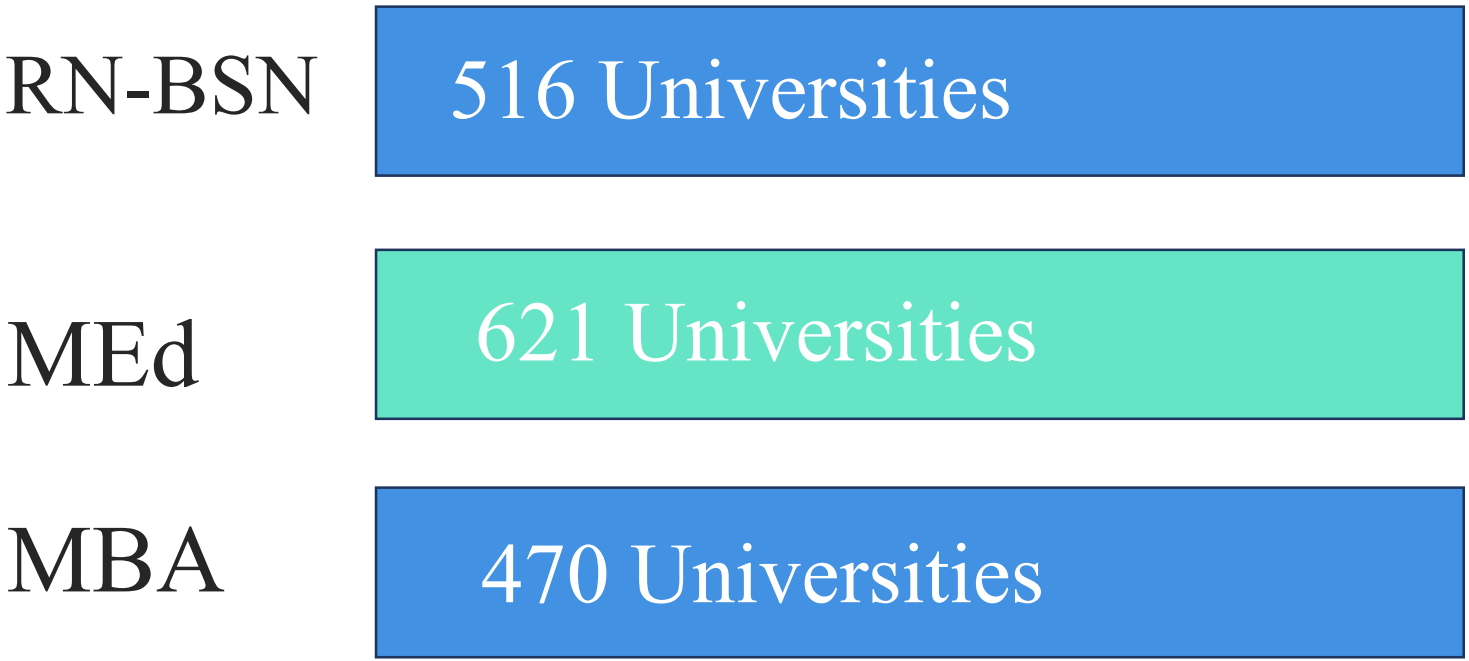
1,200 U.S. Universities Offer Fully Online Degrees



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Source: AACN, NCES-IPEDS, AP Research

ACADEMIC PARTNERSHIPS

Retention Services

New Student Onboarding

- Prepare for online success
- 3 contacts prior to 1st course
- Registration, payment, and course start reminders (via phone and text)
- Weekly check for first 90 days

Continuing Student Success

- Focus on continuous engagement – following first 90 days
- Registration, payment, and course reminders (via phone and text)
- Weekly phone check for high risk students
- 1x per term phone check-ins for all other students

Re-Entry

- Continuous phone outreach to minimize outs
- Continuous phone out reach to help students return to class
- High energy online learning specialists seek understand detractors and encourage student to reengage
- Capture reasons for stepping out to identify opportunities

On-Going Reminders Outreach: • Payment steps & reminders. • Registration steps & reminders. • Contact students 2 weeks prior to registration deadline

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2017 / 2018 Marketing Strategy

UNIVERSITY OF SOUTHERN INDIANA

Objective: Increase applications and enrollments

Focus on Three Goals

1. Optimize Existing Levers and Expand for Growth
2. Expand Content - Articles to Increase Organic Leads and Apps
3. Engage Students Utilizing Video and Other Tools to Increase Conversion

Channels

- Digital Search
- SEO/Organic
- Emails
- Partner Site
- Social Media
- Portals

Tactics & Campaigns

- Paid Search Keyword Optimization, Geo-targeting and Ad Copy Enhancements
- SEO Articles and Video Content on Relevant MBA Topics, Student and Faculty Profile
- Linking Strategy
- Continued Testing and Optimization of Landing Pages
- Healthcare Portal

ACADEMIC PARTNERSHIPS

Paid Search

- Landing pages and ad copy are continuously tested and optimized
- Keyword and geo-targeting optimization

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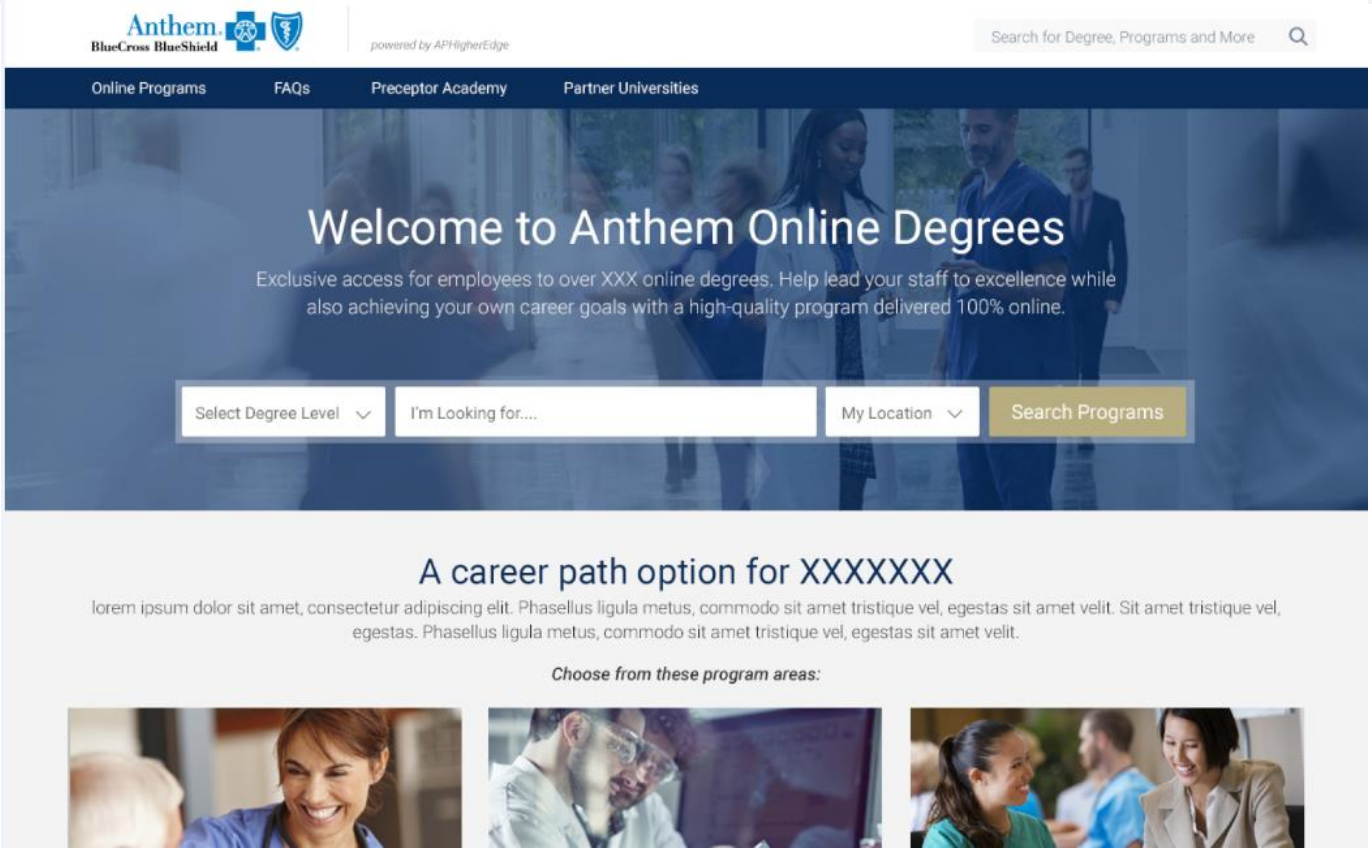
Healthcare Portal



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What do students think?

Video Link

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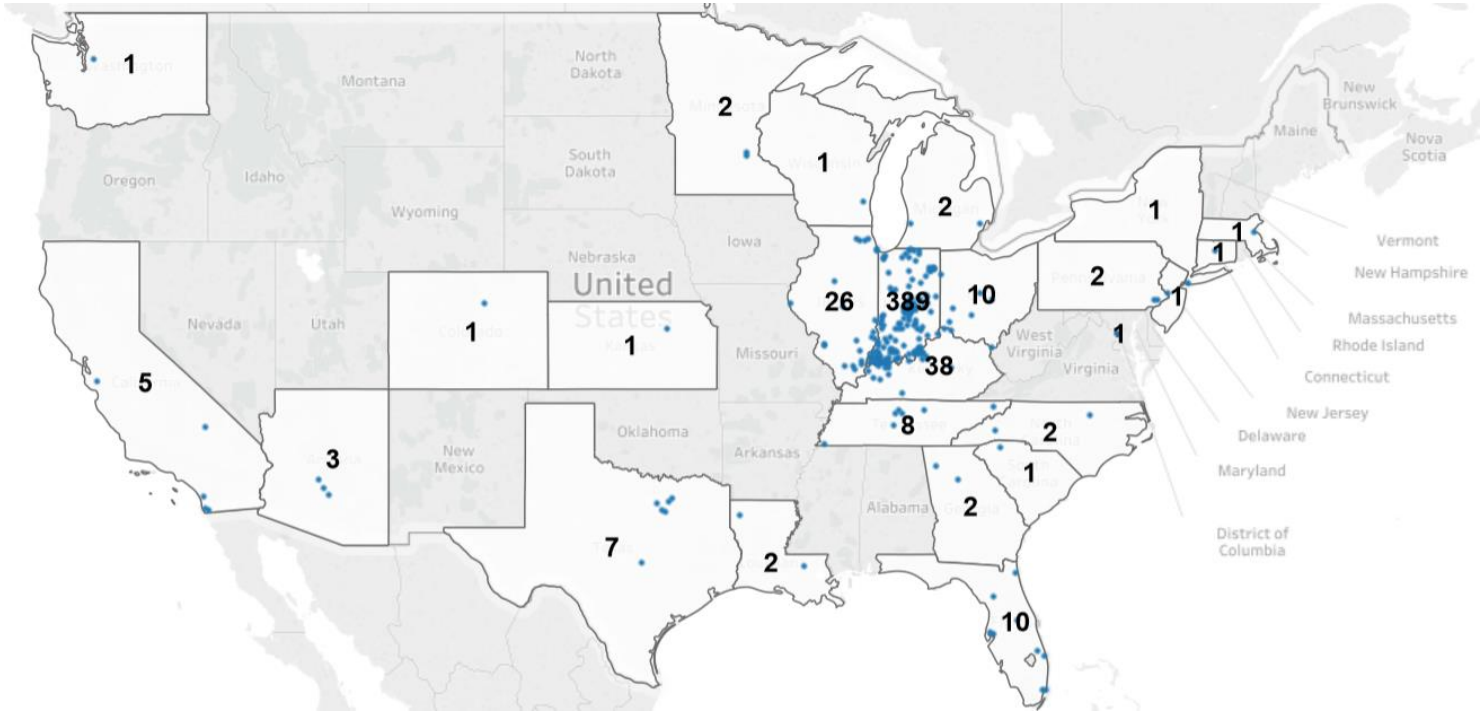
Enrollments



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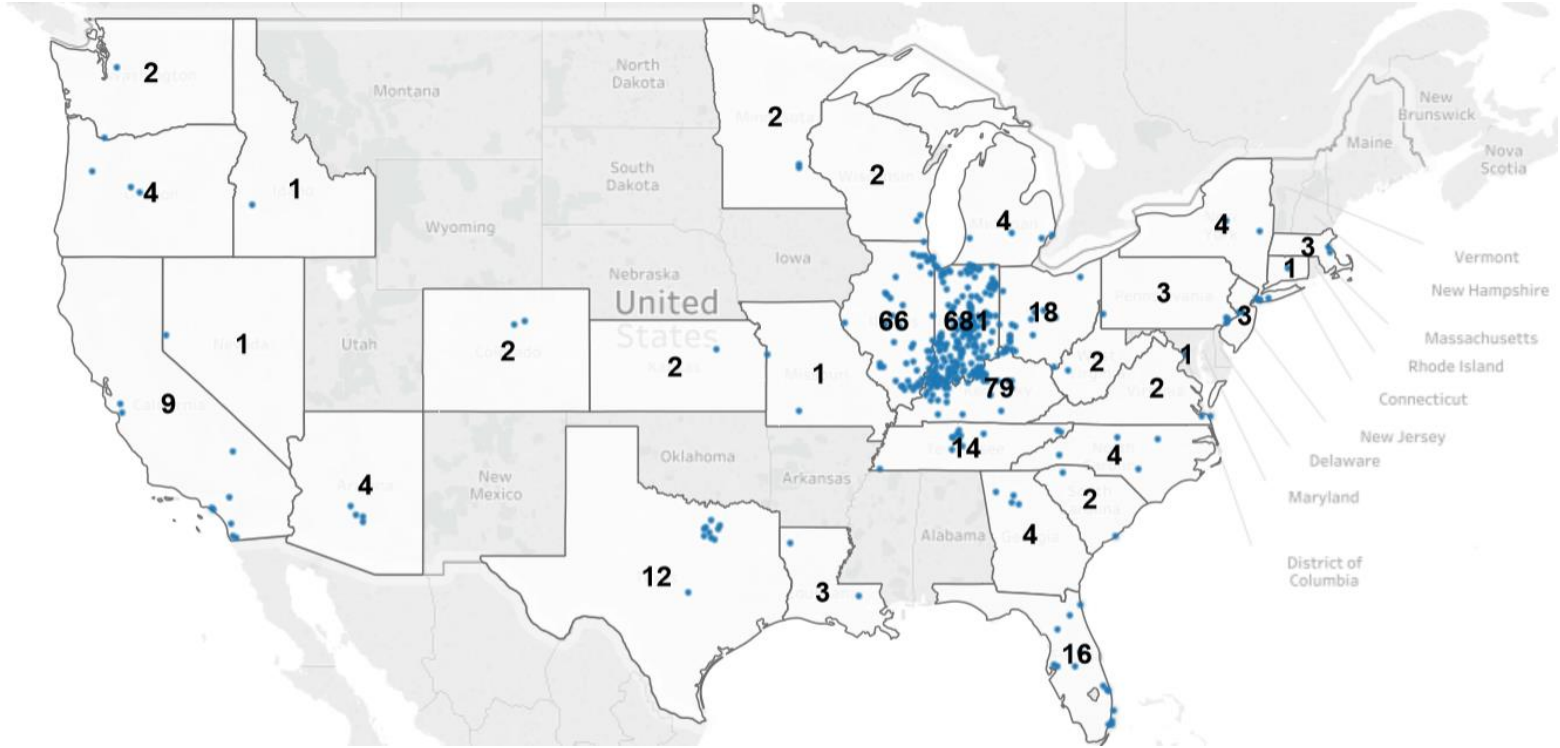
Applications



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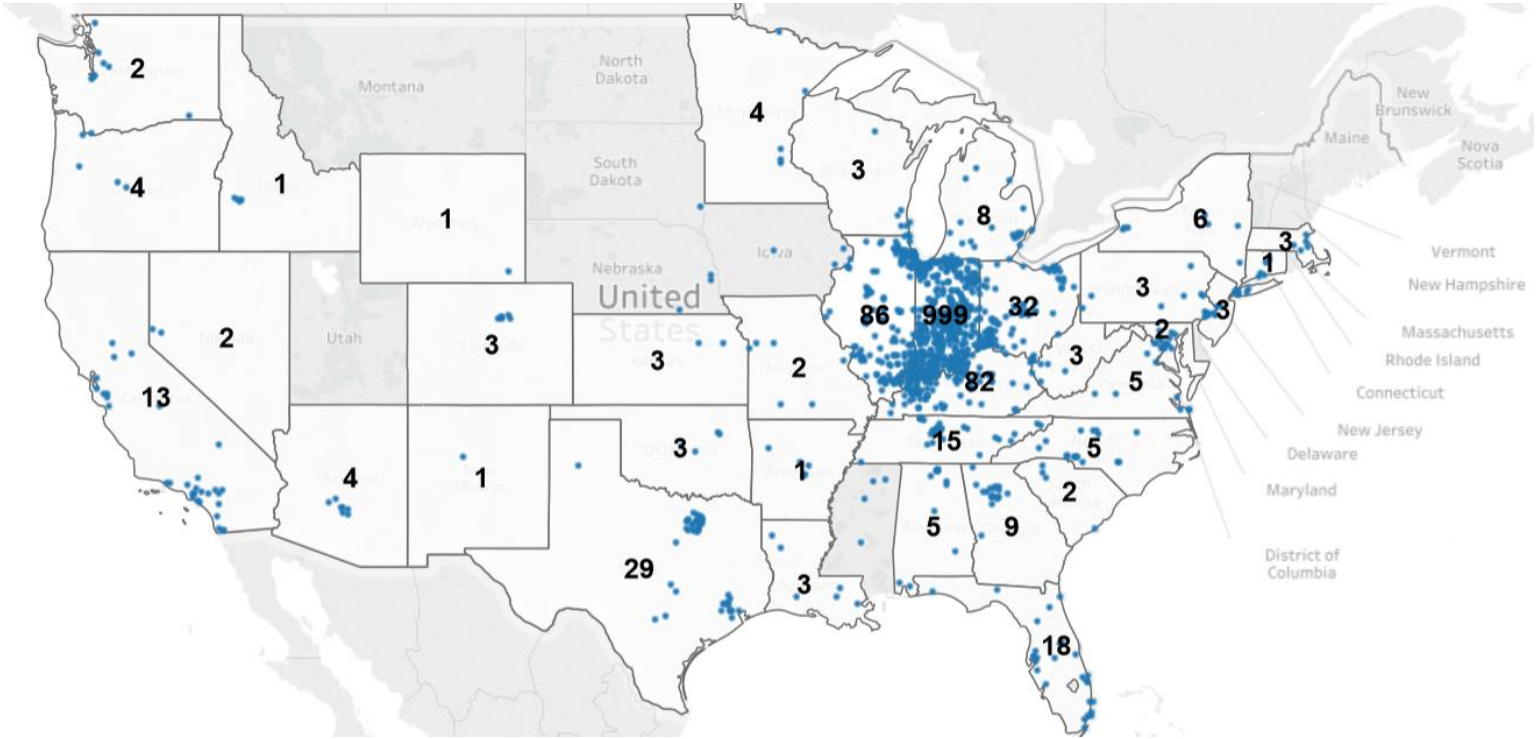
Inquiries



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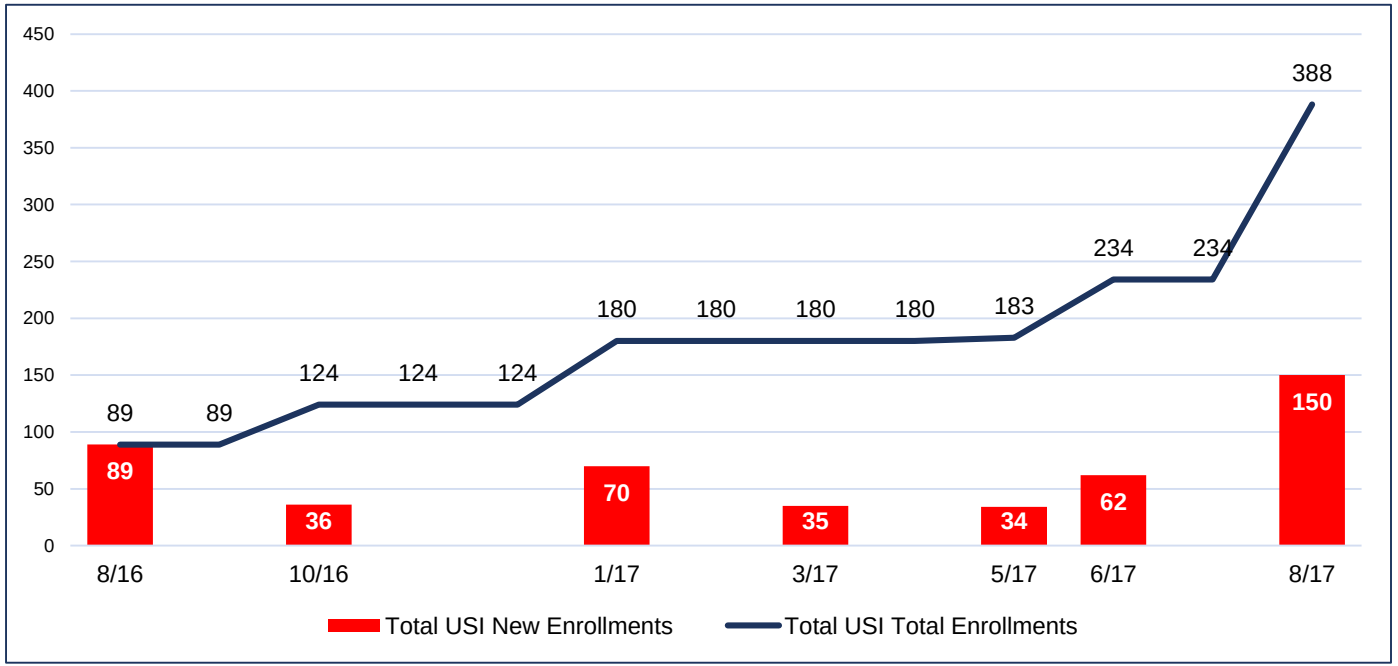
Enrollment Summary: Total USI

Outpacing last fall's new enrollments by nearly 70%



2016: 125 new enrollments

2017 to date: 351 new enrollments

Source: AP data for enrollments, as of August 2017

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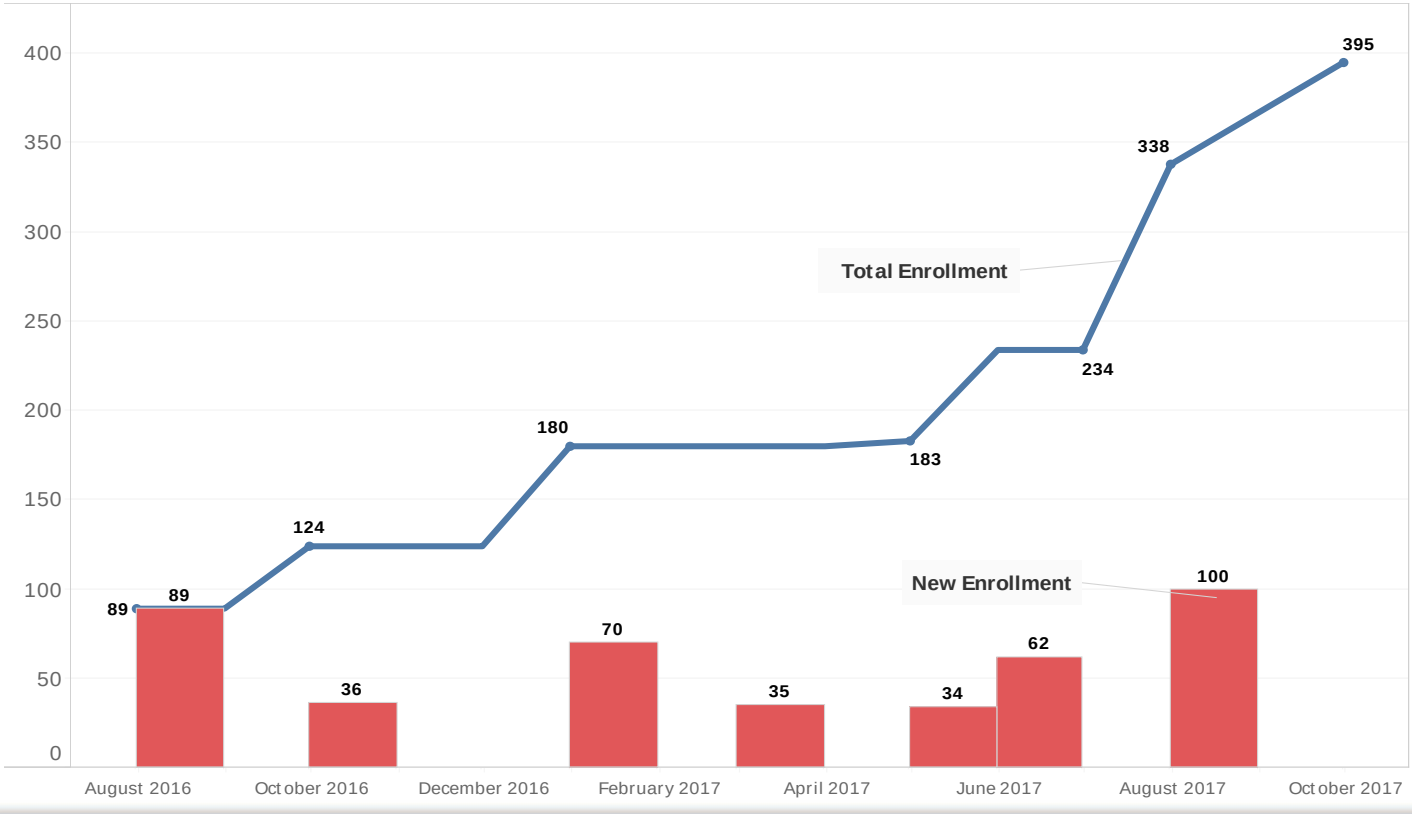
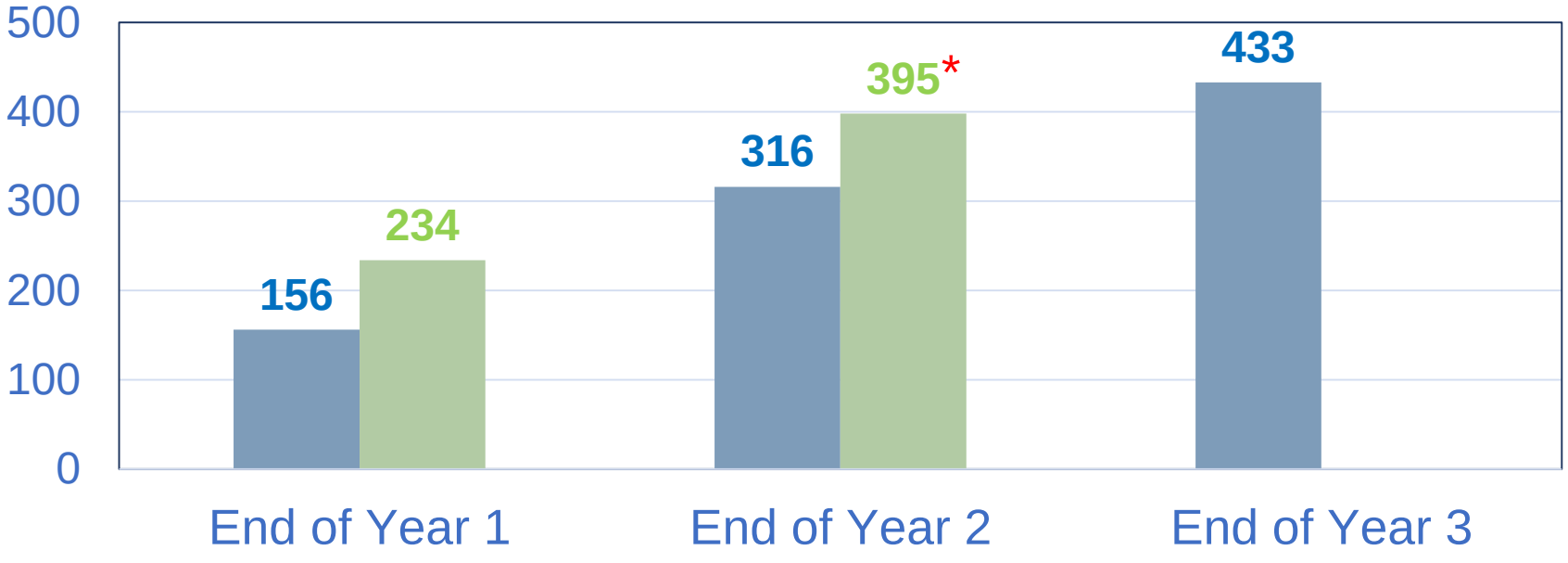
Enrollment Summary: MBA

August 2016 to October 2017

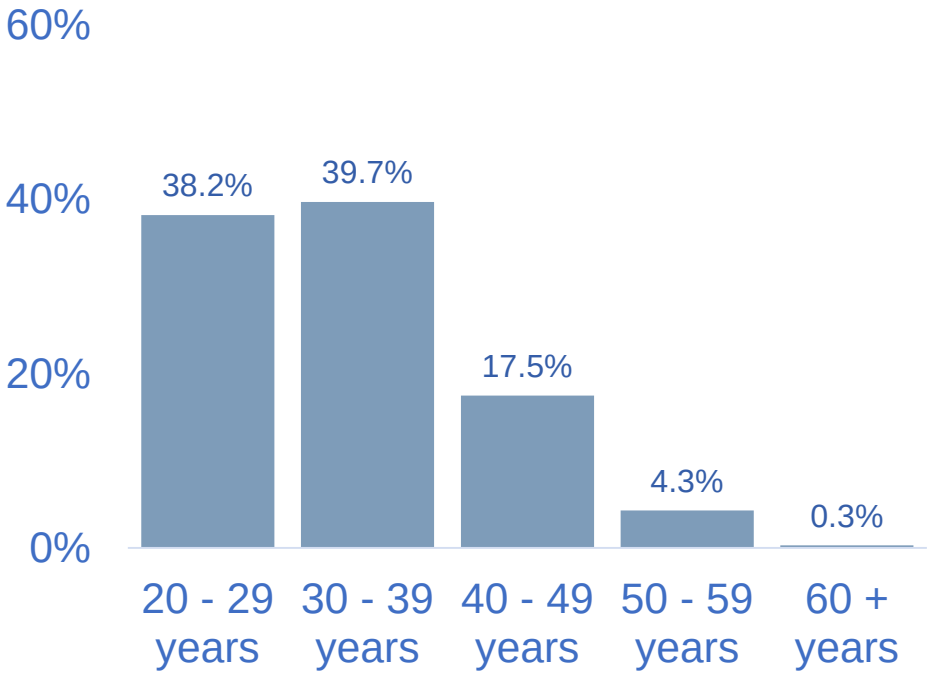


Comparison of Projected and Actual Total Enrollments

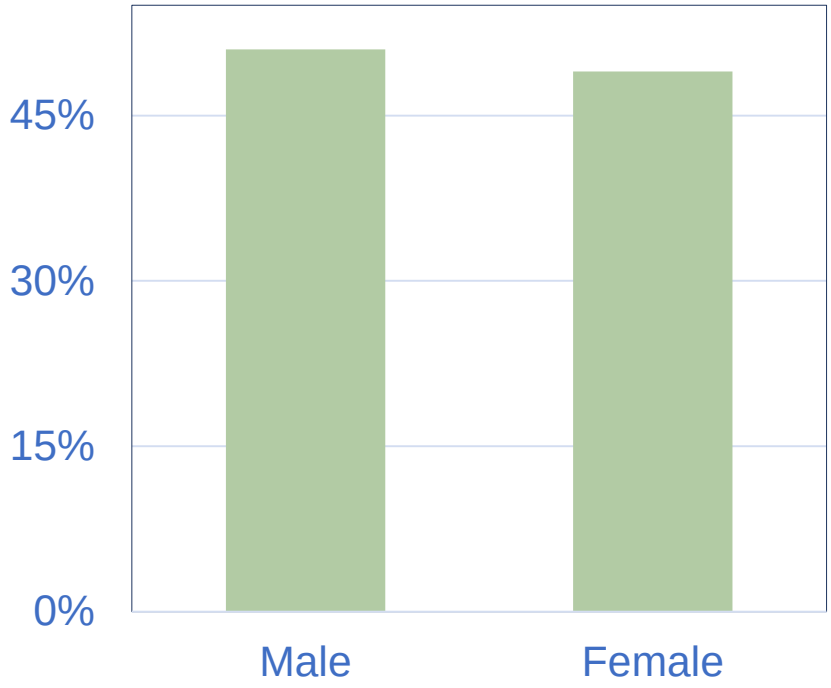


Student Profile

Age Distribution

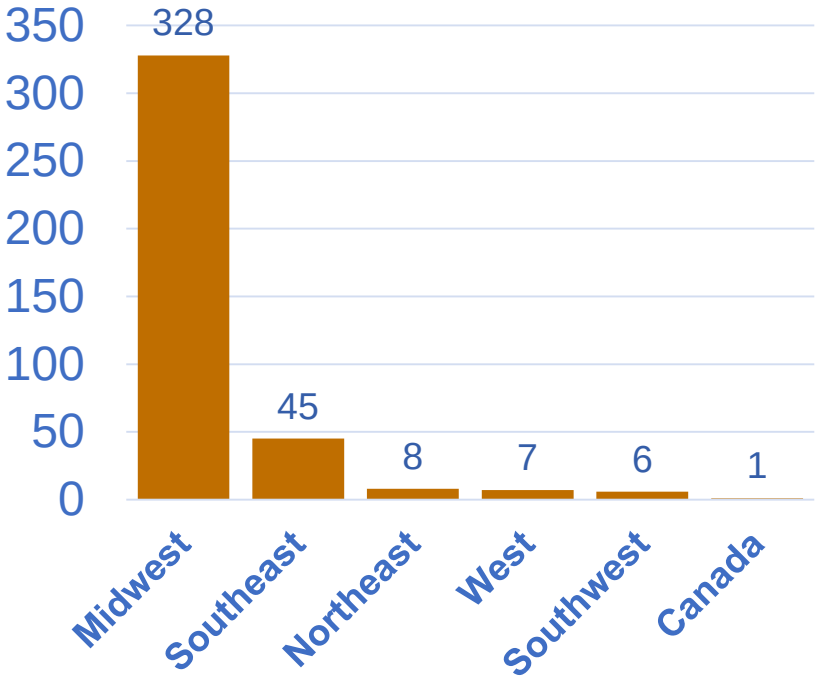


Gender Composition

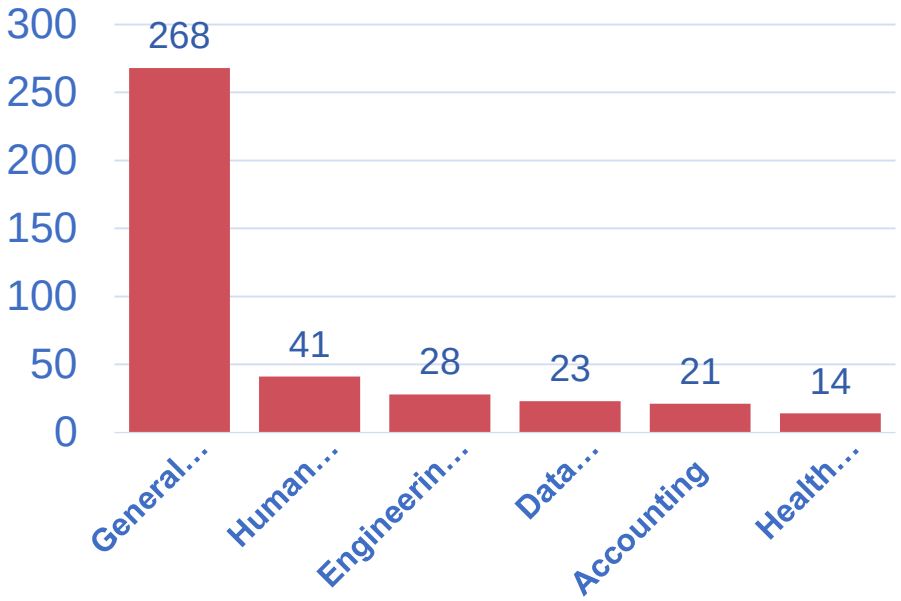


Student Profile

Geographic Location of Students

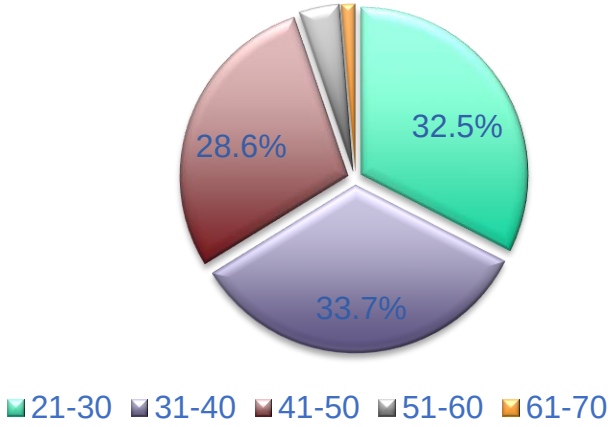


Concentrations

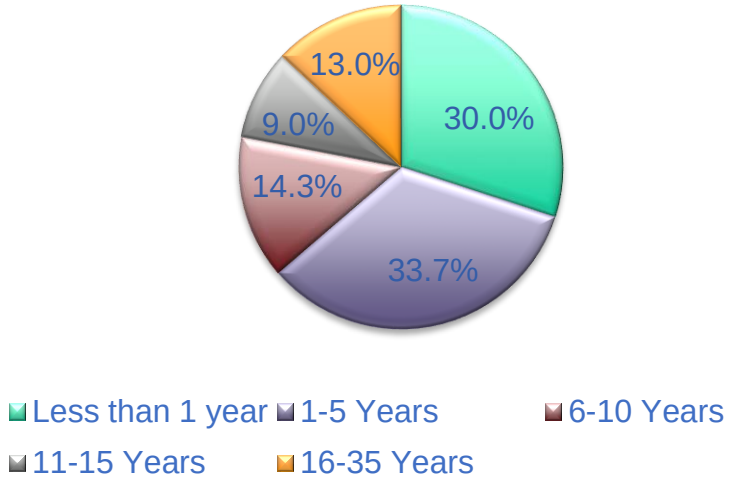


RN – BSN Program

Current Age



Length of RN Licensure



CNHP Future Opportunities

Respiratory Therapy

Potential students

Indiana	3890
Illinois	2510
Kentucky	5010

Numbers provided by 2016 Department of US Labor Statistics

Master of Science in Nursing

Potential of 49,000 students

NED 13% (6370)
NML 14% (6860)

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Thank You!

ACADEMIC PARTNERSHIPS™