

Online Learning 2.0: Strategies for a Maturing Market

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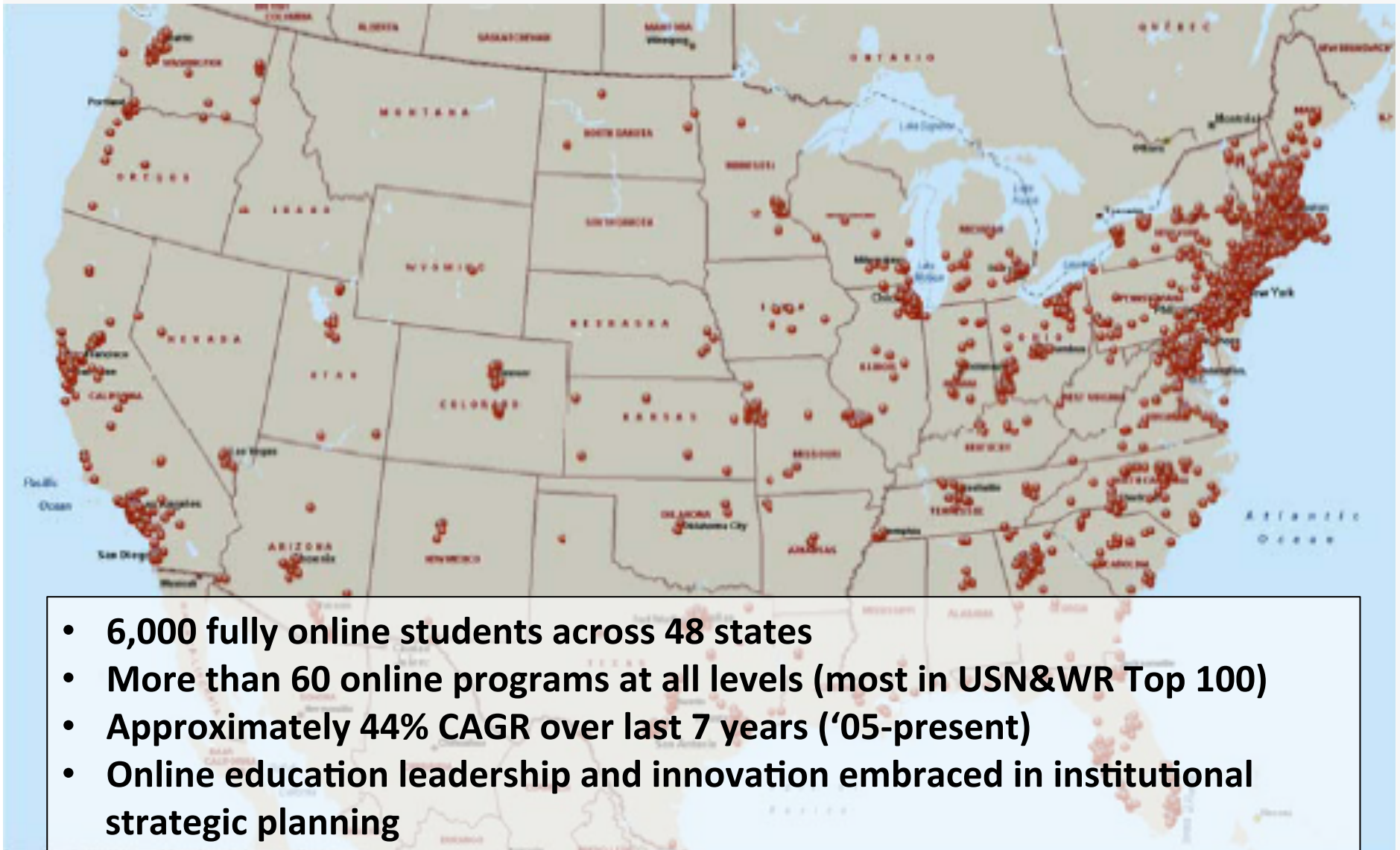
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UPCEA 97th Annual Conference
Portland, OR

About Northeastern

- Boston, MA - Private, urban
- Global, experiential Research University
 - Integration of study and practice
 - International growth
 - Rise in rankings
 - 45,000 freshman applications
- 30,000 students
 - 169 graduate and 94 undergraduate programs
- Commitment to professional and continuing education dates to 1898 founding
- Distance education innovator (1974)



A National Online Footprint and Market-Leading Growth



- 6,000 fully online students across 48 states
- More than 60 online programs at all levels (most in USN&WR Top 100)
- Approximately 44% CAGR over last 7 years ('05-present)
- Online education leadership and innovation embraced in institutional strategic planning

Today's Online Education Landscape Demands...



Strategic Use of
Analytics



Hybrid and Blended
Approaches



Strategic **Faculty**
Models



Enhanced **Quality**
Management



Development of
Incentives



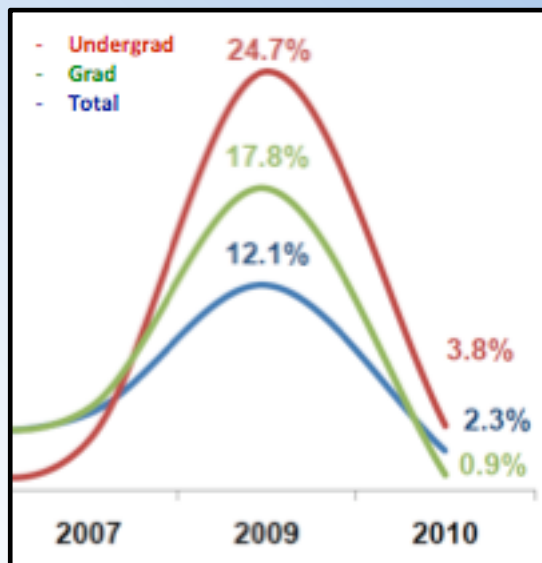
Investing in **Enrollment**
Management/Student
Experience

A More Competitive and Complex Marketplace

New Regulatory Dynamics

Federal, State, Accreditation

Mean Reversion: A Return to More Normal Growth Rates



A Mature Market: Large Numbers

(Eduventures)

- Thousands of Colleges Active
- +1 Million Net New Students Since 2008
- \$25 Billion in Tuition Revenue

Entrance and Growth of Branded/ Top-Ranked Competitors

- e.g., Stanford, UNC-Chapel Hill, Johns Hopkins, USC, Georgetown...

Emergence of Turnkey Vendor Models

For-Profit Share in Decline: Non-Profits Rising

Fall 2005

Fall 2006

Fall 2007

Fall 2008

Fall 2009

Fall 2010

Fall 2011

Integration of Data, Analytics, and Multi-Faceted Market Evaluation Across a Range of Activities

Internal ↔ External
Academic ↔ Administrative



Sample Program Program Insight Sheet
Program Launch Date: Fall 2008

Program Summary	Avg Appl/Year	App Growth	Conversion Rate	Avg Inv/Year	Yield Rate	Retention Rate	Active Students	Avg Annual Revenue/Student	Annual Gross Revenue	Avg Annual Cost/Student	Contribution Percentage	Cost/QH
Sample Program	220	50%	13%	1,094	54%	86%	203	\$8,793	\$1,784,094	\$2,460	48%	\$188
All Masters Average	86	33%	27%	345	72%	80%	78	\$7,881	\$1,058,063	\$3,124	80%	\$108

Average Annual Application Growth

Retention Rate

U.S. News Ranking

New Students by Market

Gross Annual Revenue

Competitive Scan: Thumbnail Profiles/Comparisons

Institution	Degree and Notes	Positioning and Description	Cost
University of Cincinnati	M.A. Criminal Justice	Learn from leaders... in a top-ranked Criminal Justice School... your faculty is known for its publishing research... Graduate in just 2 years (or 1 year with FT track)...	\$41,000
Florida State University	M.A. Criminology - Criminal Justice Studies	Superior first-charge and privilege of FSU's nationally ranked criminology program with the convenience and flexibility of a distance learning program... Targeted, highly-motivated...	\$40,300
UMass Lowell	N/A	N/A	\$28,000

Primary Motivations for Enrolling

- Changing jobs or careers (23%, 24%, 25%, 14%, 25%)
- Advancing my career/getting ahead in my current field of work (53%, 58%, 53%, 64%, 58%)
- Required by my employer or state licensing requirements (1%, 1%, 2%, 1%, 0%)
- Personal interest/enrichment (24%, 17%, 20%, 21%, 16%)
- Other/none of the above (1%, 0%, 1%, 1%, 0%)

One Example: Use of Real-Time Labor Market Data (External)

Home > Academic Programs > Graduate Degrees > Master's Degrees >

Master of Science in Project Management

Campus Locations	Boston, Virtual, Charlotte
Also available 100% Online	Yes
Other Format(s)	Fast-Track Master of Science in Project Management
Credits Required for Graduation	45
Entry Terms	Fall Quarter, Winter Quarter, Spring Quarter, Summer Quarter (excl F1 visa applicants)
Meets International Visa Requirements	Yes

Overview Curriculum Admissions Requirements Tuition Student Profile Career Outlook Faculty Spotlight

Now offered in hybrid format at Northeastern's Charlotte campus.

Companies succeed or fail based on their ability to bring quality products and services to market in a timely manner. Without skilled project managers in place, companies are challenged to deliver projects on time, on budget, and according to specifications. From inception to completion, project managers are responsible for every step in the process: project definition, cost and risk estimation, schedule planning and monitoring, budget management, negotiation and conflict resolution, project leadership, and project presentation and evaluation.

The Master of Science in Project Management is designed to provide you the practical skills and theoretical concepts you need to lead complex projects. Featuring real-world case studies, this **project management degree presents techniques and tools for managing long- and short-term projects**, successfully and cost effectively. Augmenting the **core project management courses** are concentrations that provide you with content-specific expertise—enabling you to deepen your knowledge in your field of interest.

Program Objectives

- Effectively manage multiple, sometimes interrelated, complex projects
- Implement enterprise-level project portfolio management (PPM) based upon an organization's strategic business goals
- Avoid common project management pitfalls
- Develop metrics for determining and reporting project performance

In September of 2009, the **Master of Science in Project Management received accreditation by the Project Management Institute's Global Accreditation Center (GAC)**, the world's leading association for project management professionals. Accreditation is achieved by meeting the GAC's rigorous standards, which include an assessment of program objectives and outcomes, a review of onsite and online resources, evaluations of faculty and students, and proof of continuous improvements in the area of project management.

The GAC logo is a registered mark of the Project Management Institute, Inc.

Formats: The **Master of Science in Project Management** is also available in a 12-month, fast-track format. For more information, visit our [Fast-Track Master of Science in](#)



1

Program and Curriculum Development

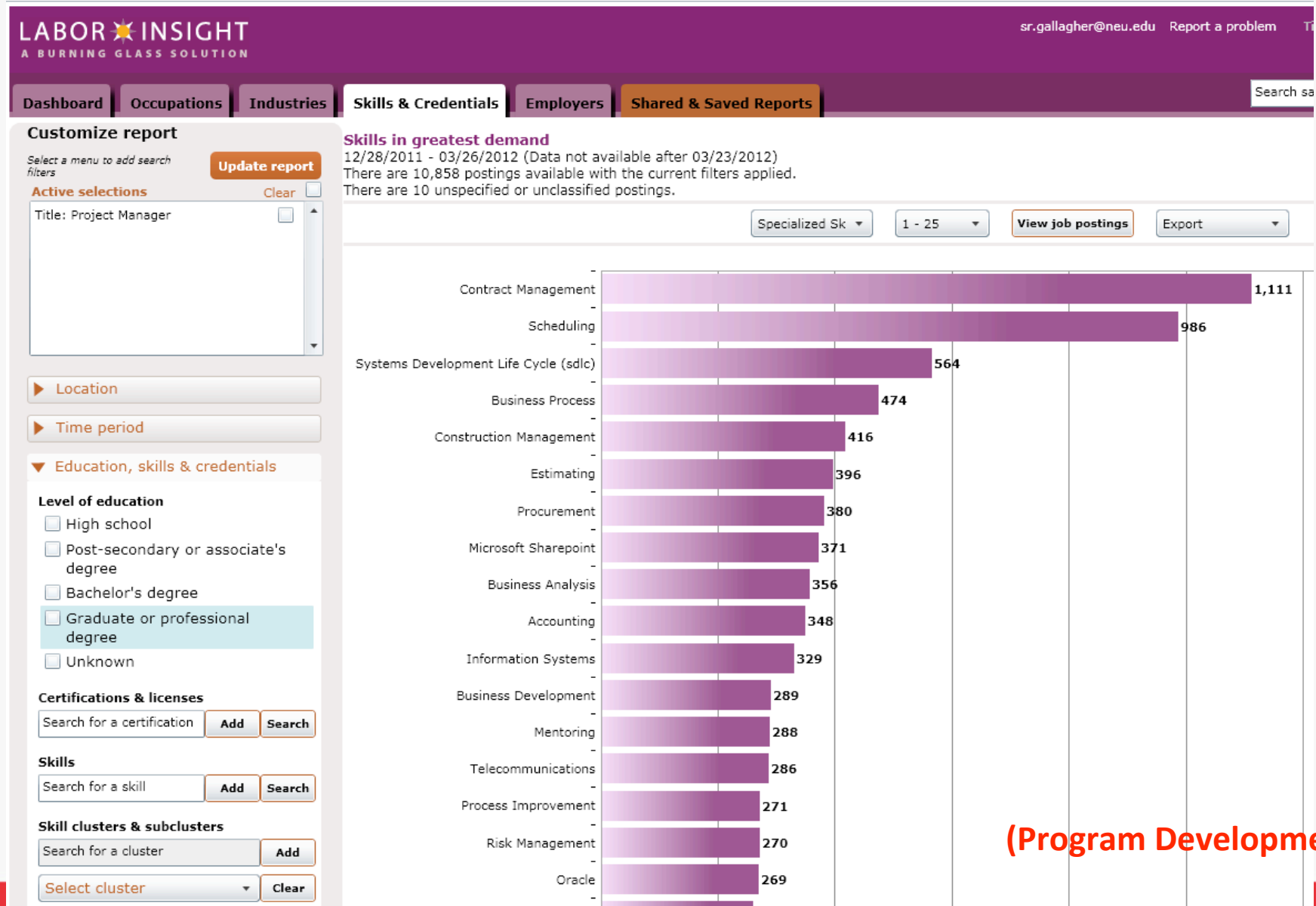
2

Market Selection / Geotargeting

3

Marketing and Partnership Development

M.S. in Project Management – *What Skills Are in Demand?*

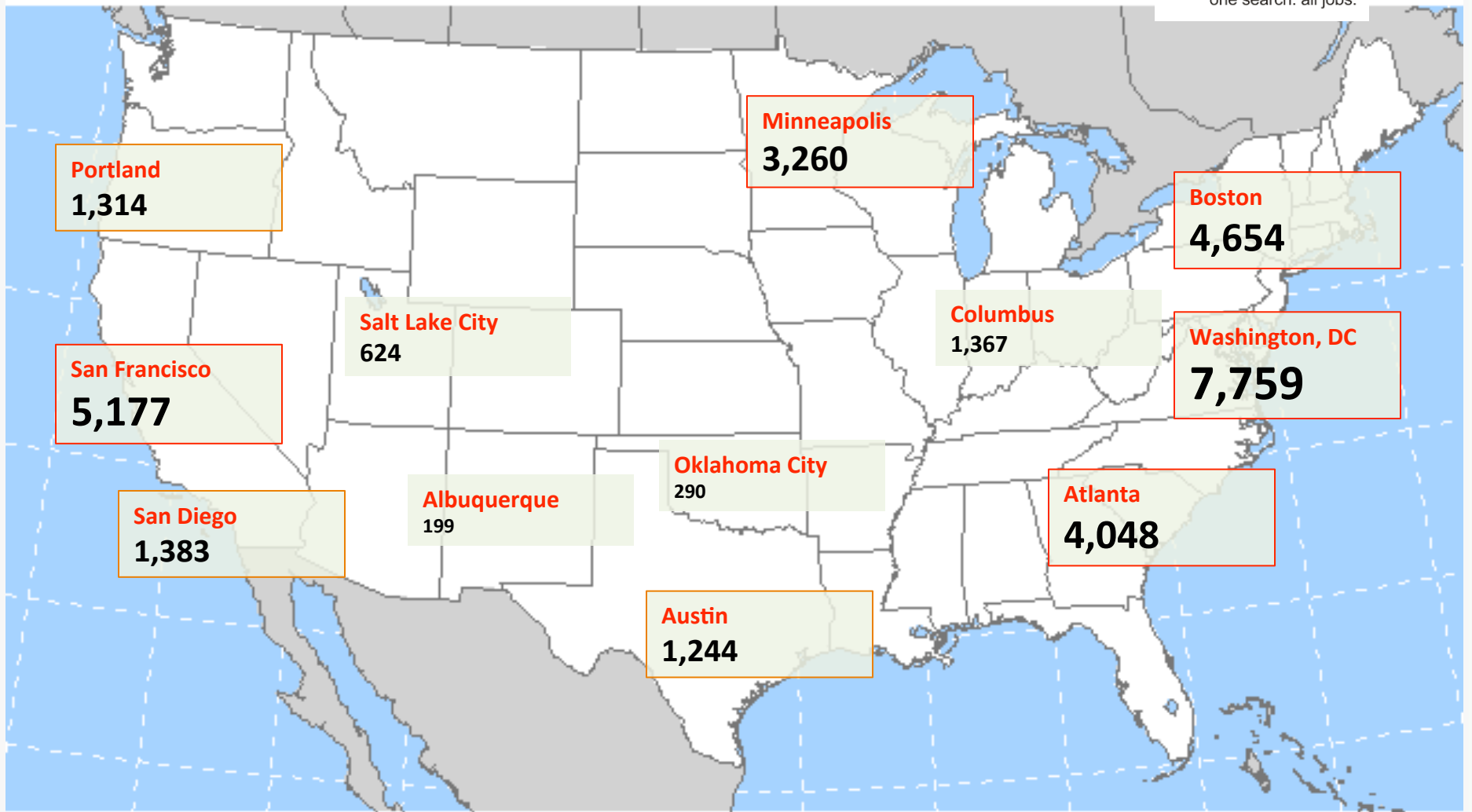


(Program Development)

M.S. in Project Management – *Where Are the Job Openings?*

(Market Selection/Geotargeting)

Data:  3/26/12
one search. all jobs.



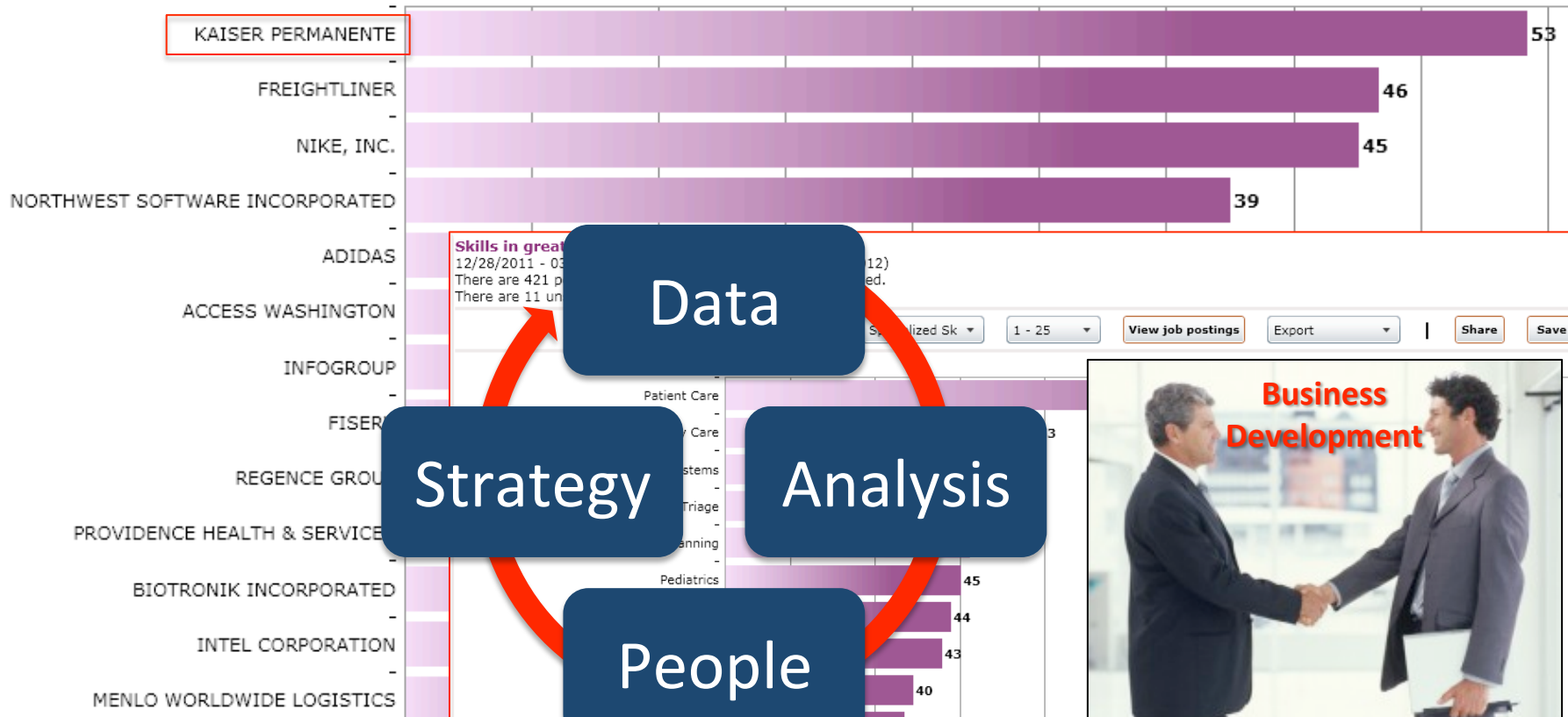
Who's Demanding Project Management Skills in Portland?

Employers with the most job openings

12/28/2011 - 03/26/2012 (Data not available after 03/23/2012)
 There are 1,901 postings available with the current filters applied.
 There are 629 unspecified or unclassified postings.

(Marketing & Partnership Development)

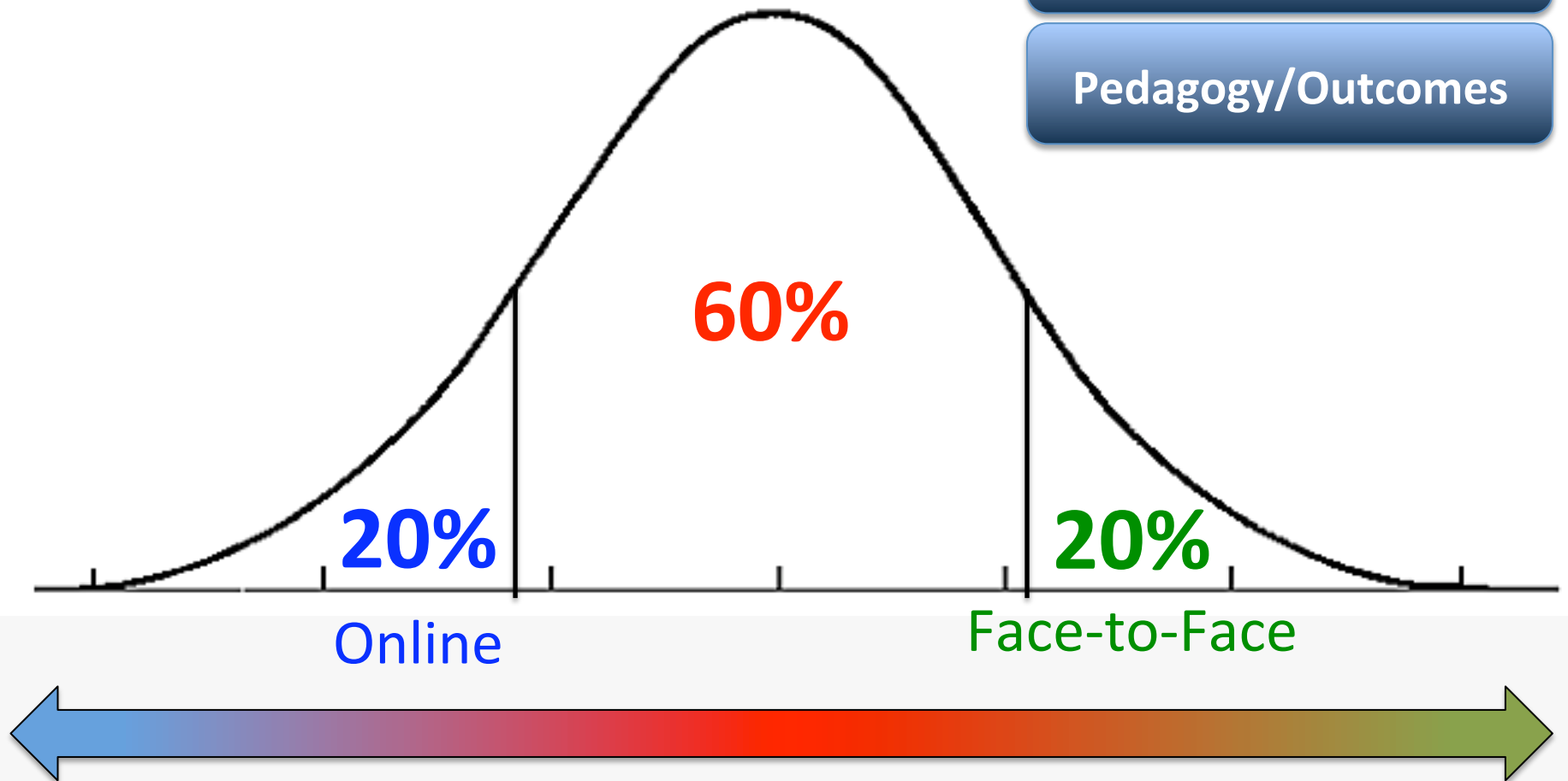
1 - 25 View job postings Export Share



Hybrid and Blended Approaches

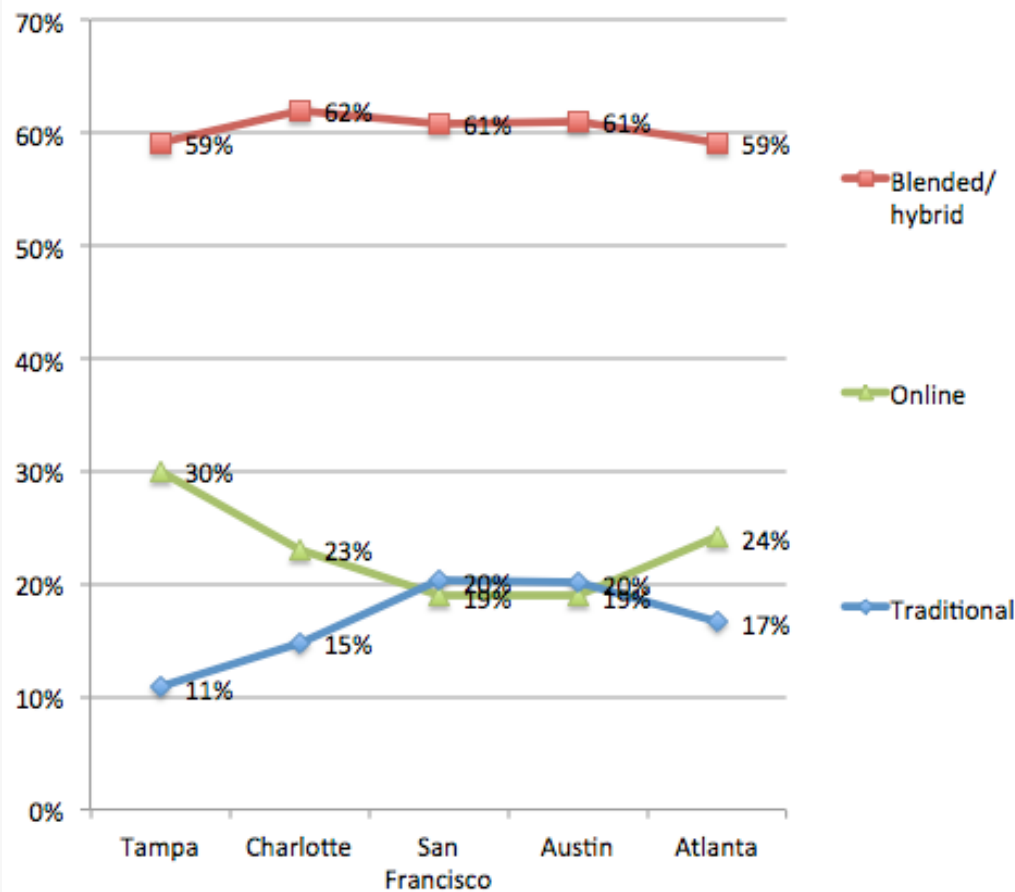
Prospective Student Preferences
As Indicated in National Surveys

- Students
- Employers
- Pedagogy/Outcomes



Hybrid and Blended Approaches: Regional Variation – Geotargeted Strategies

Survey Data: Theoretical



Google Data: Actual Proxy



"online mba"

Search Trends

Tip: Use commas to compare multiple search terms.

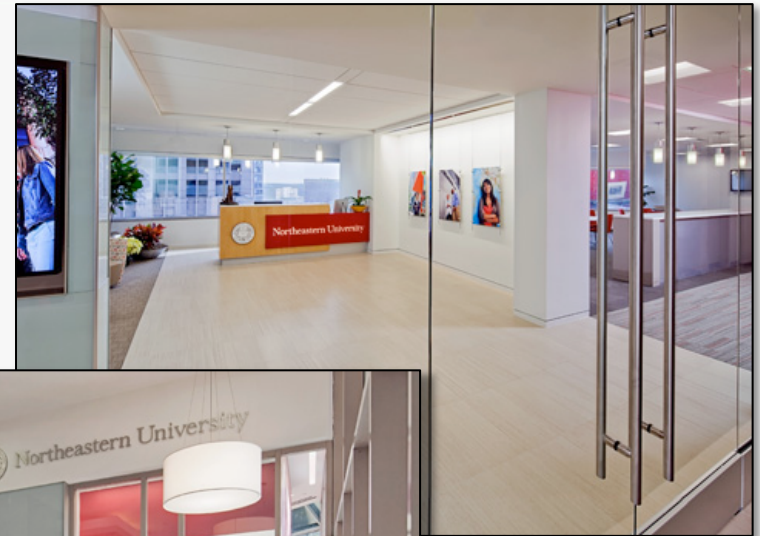
Cities

1. Raleigh, NC, USA
2. Charlotte, NC, USA
3. Orlando, FL, USA
4. Tampa, FL, USA
5. Phoenix, AZ, USA
6. Houston, TX, USA
7. San Diego, CA, USA
8. Columbus, OH, USA
9. Atlanta, GA, USA
10. St Louis, MO, USA

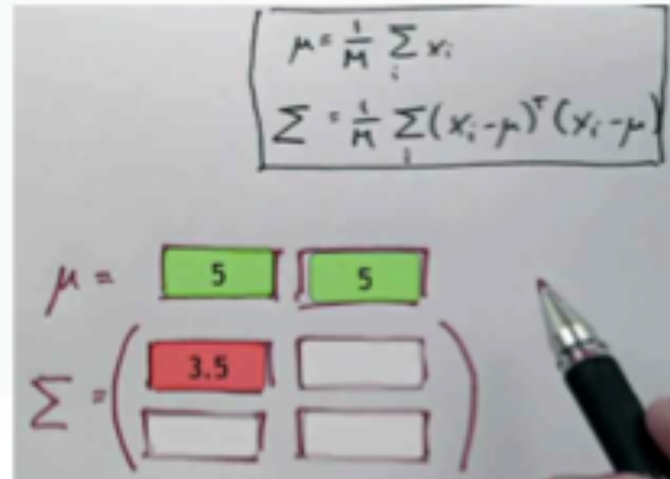
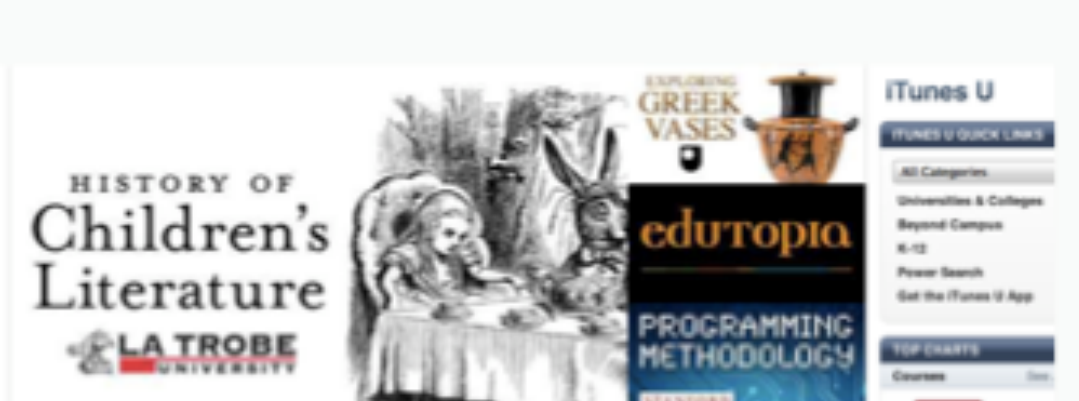


Implementation of Hybrid

- **Boston Portfolio**
- **Regional Campuses**
 - Local service and instructional point, local brand
 - Charlotte & Seattle
- **Other Models**
 - Employer partnerships
 - Summer residencies
- **Future Efforts**
 - Tuning the curriculum (flipped classroom)
 - Application of Cognitive Science approach
- **From National Online (“broadcast”) to Locally tailored**



Maturing Markets Demand Differentiation

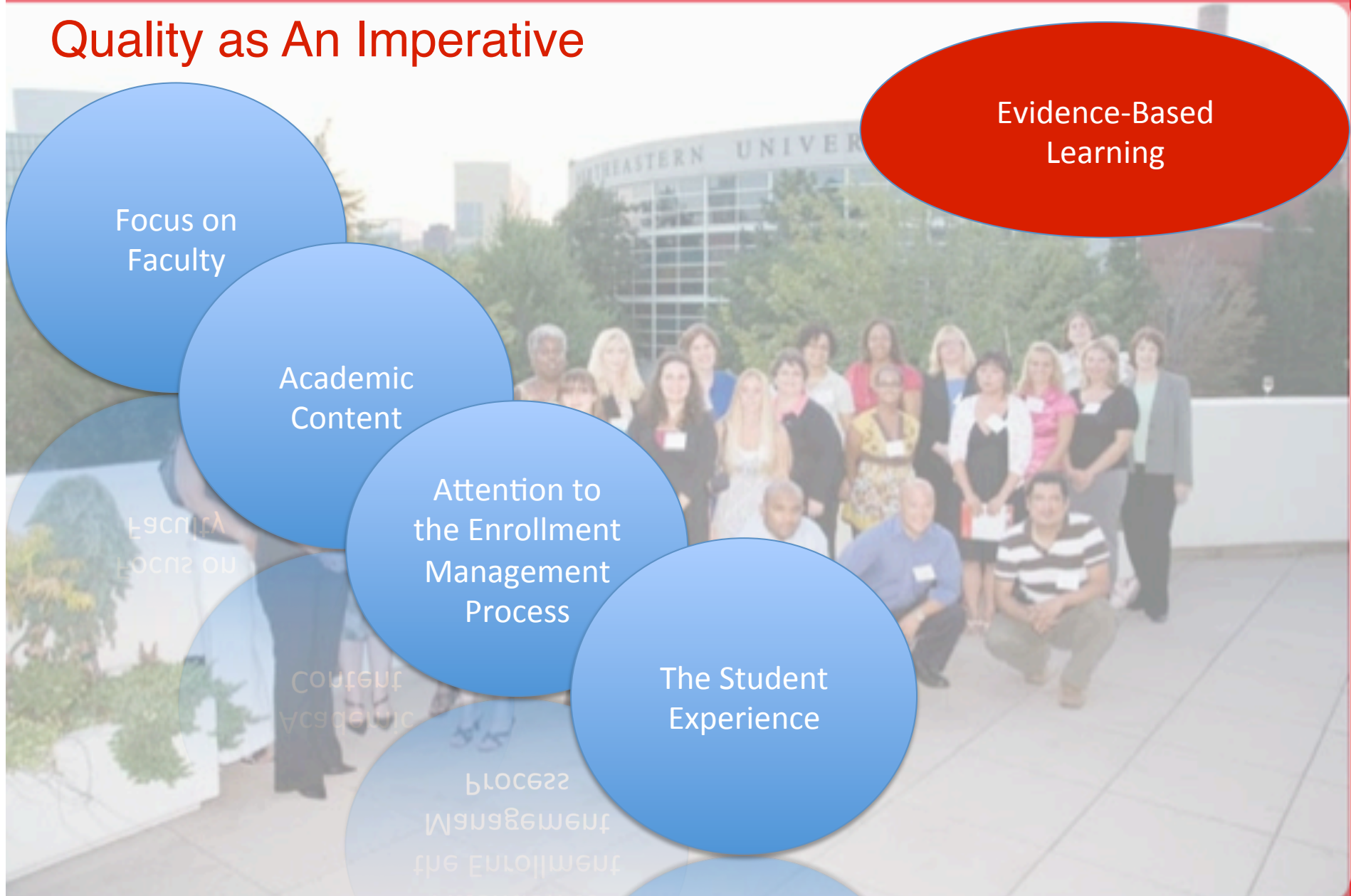


Massive Open Online Course

Breakdown of Maxims
Low cost = Low quality?
High cost = High quality?

MITx MIT's new online learning initiative

Quality as An Imperative



Focus on
Faculty

Academic
Content

Attention to
the Enrollment
Management
Process

The Student
Experience

Evidence-Based
Learning

Focus on Faculty – Master Faculty Model

Master Faculty Model

- Content Specialists
- Group Collaboration with other Master Faculty
- Take time to work closely with Master Faculty
- Develop strategy for concrete outcomes based instruction

**Quality Drivers
Scale
Cohesive Curriculum**

Faculty Incentives

- Financial
- Buy-outs
- Prestige
- Senior Leadership Support
- Incorporate evaluation in the merit and promotion process

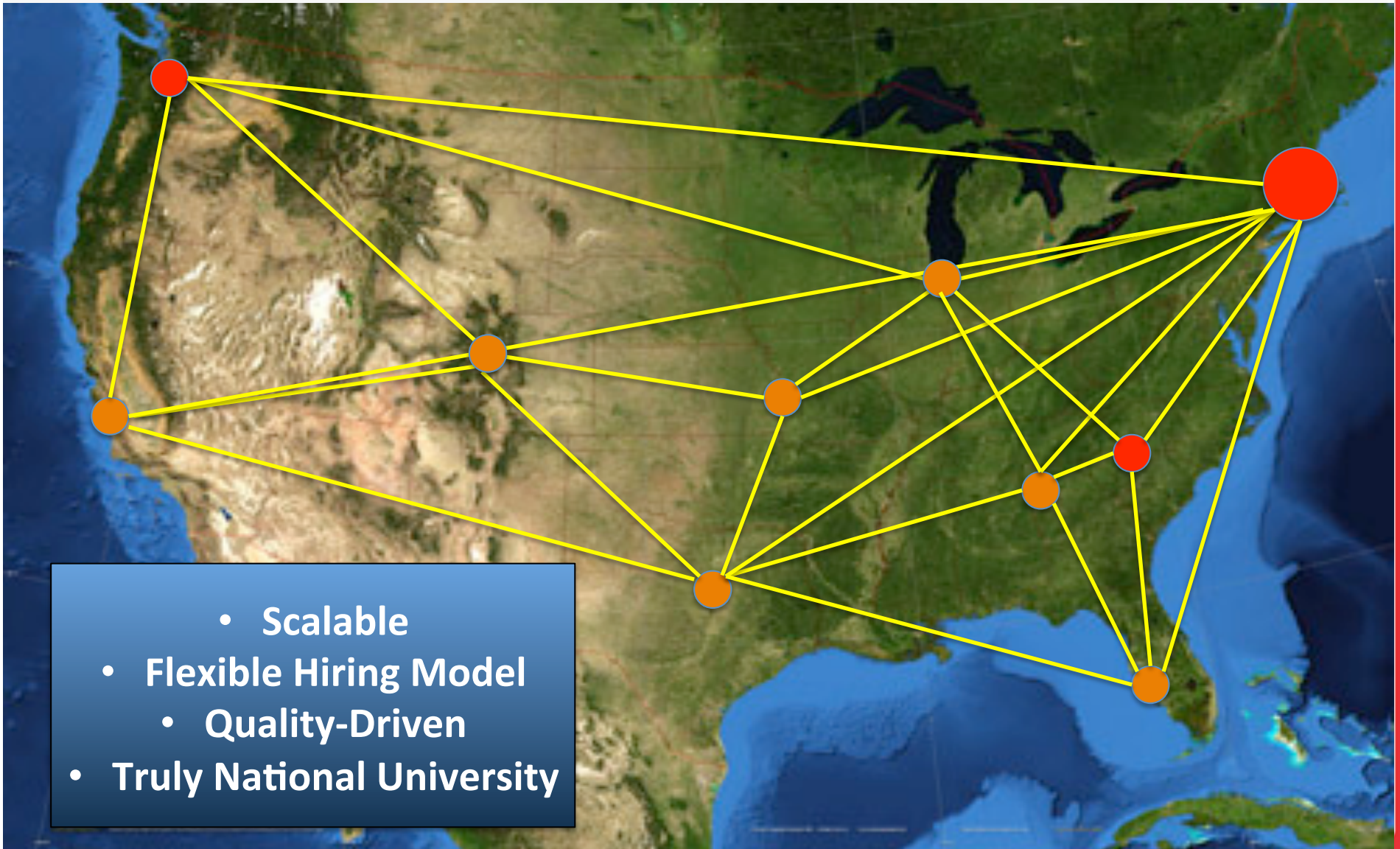
**Creates Momentum
Faculty as Innovators
Regularizes Teaching**

Faculty Support and Training

- Focus on teaching outcomes
- Instructional designers
- People focused not technology focused
- Assessment

**Sustainable
Adaptability
Improvement**

Strategic Faculty Sourcing



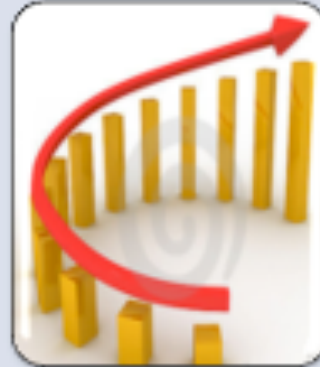
Academic Content

- **Clear and measurable outcomes**
 - Industry or sector aligned
- **Learning threads throughout the curriculum**
- **Cognitive Task Analysis**
- **Assessment protocols built in to the course design**

Considering the Student Experience



Enrollment Management Operations



**Data
Collection:
Focus on
students**

**Granular
Presentation
of Data**

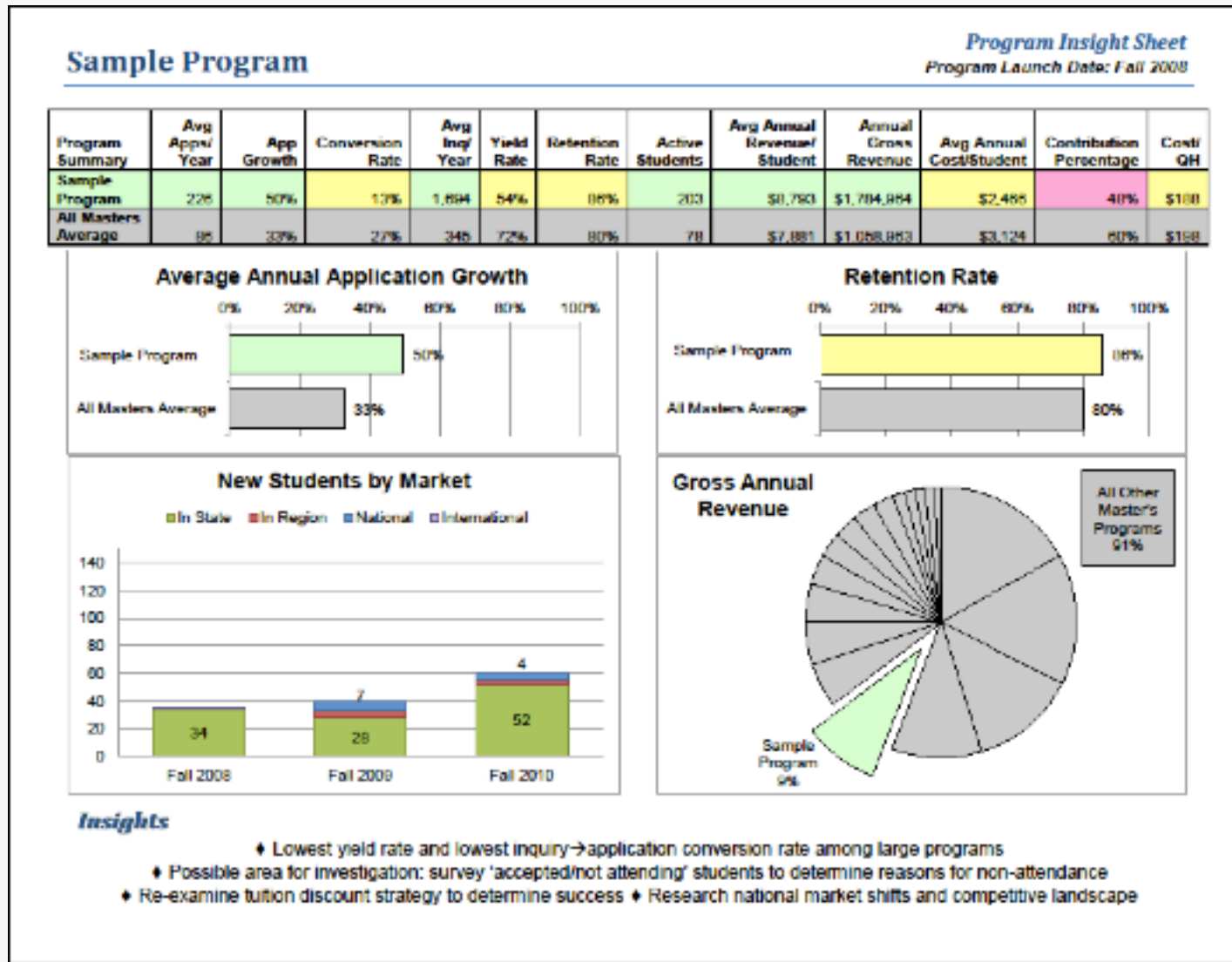
**Student
progression
is key**

**Target
specific
student
populations**

- Couple this with market analysis to drive recruitment

**Data
Dashboards
to drive
queries**

Dashboards Bridging Academic & Administrative Leadership



Discussion

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