Online Initiative

January 18, 2019

Online Education: Background

- "Open SUNY" launched in 2014 as a system-level strategy for leveraging existing online learning to increase enrollments and improve completion

- SUNY offers 800+ online-enabled degree and certificate programs with approximately 22,000 course sections

- Despite these successes, our impact has been limited by a **lack of scale**

  - In 2017/18, SUNY enrolled approximately 183,000 (42% of its students) in one or more online classes

  - Only about 26,000 students (6%) are exclusively online learners

- **A true individualized learning agenda must aggressively address the small number of learners fully engaging us in the flexible manner online provides**
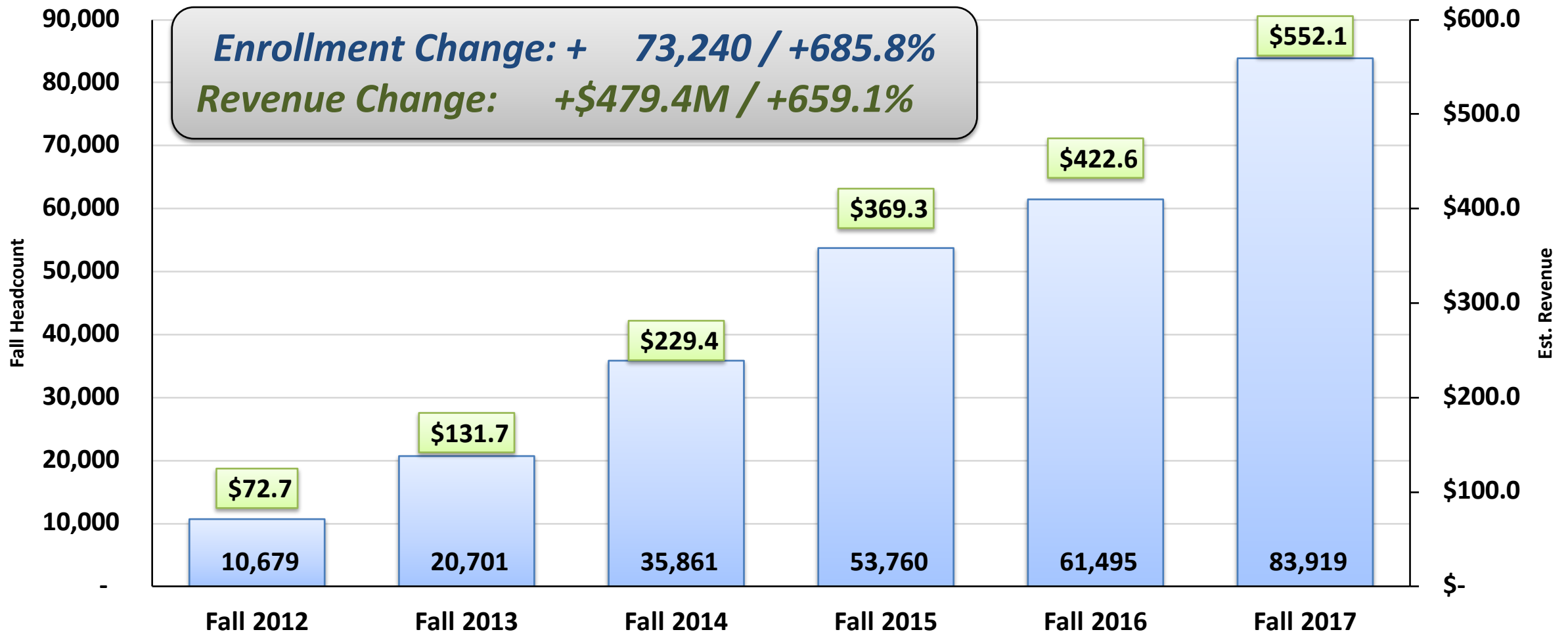
Online Education RFI and Review Process

- Established a working group with constituents across SUNY in Fall 2018

- Released an RFI: 25 vendor responses; 13 brought in for briefings

- All day working group workshop Dec 7 had three major themes:

  - Look at some benchmark data (summarized next)

  - Shared experiences from online across the system

  - Evaluation of three organizational approaches arising from vendor engagement:

    - ➢ Outsource the entire operation to an Online Project Manager (OPM)
    - ➢ Run the new online through one campus
    - ➢ Operate this expansion through SUNY Administration

The State University of **New York**

Other Online Education Examples

- Southern New Hampshire University, with a total on-campus enrollment of 6,405 students, has 100,000+ exclusively online students generating over $1 billion annually

- The California Community College system received $100 million to create an entirely online community college, with an additional $20 million planned annually for 7 years

- The University of Massachusetts system made $104 million in 2017 from approximately 30,000 exclusively online students → projects revenue growing to $400 million, with most of the growth coming from out-of-state students

SUNY
The State University
of New York

Specific Institution "Case Study": Southern New Hampshire University

Change in Exclusively Online Fall Headcount Enrollment and Est. Revenue
Fall 2012 to Fall 2017

Enrollment Change: +   73,240 / +685.8%
Revenue Change: +$479.4M / +659.1%

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Fall Headcount	10,679	20,701	35,861	53,760	61,495	83,919
Est. Revenue	$72.7	$131.7	$229.4	$369.3	$422.6	$552.1

Framework for Success Included:
Focusing on Students, Exploring New Tools, and Revising the Administration

Ranking of States by Exclusively Online Students

Fall 2017 Headcount Enrollment in Exclusively Distance Learning Courses

Top 10 =
1,632,146 /
52.3% of All

NY state is ranked #11 in the nation

SUNY's Share = 26,244
Largest Single SUNY Institution Enrollment = 5,531
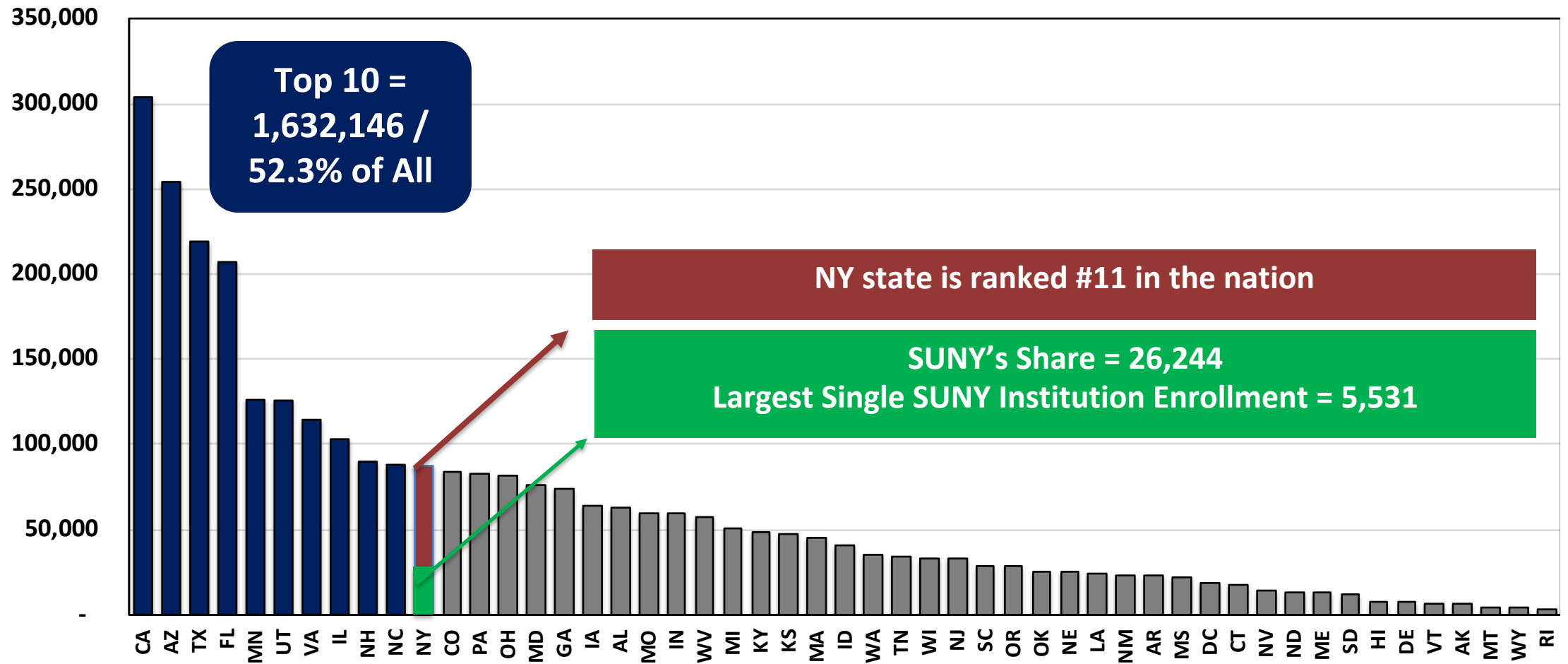
Source: IPEDS Data Center   Note: National data excludes protectorates. SUNY data excludes statutory colleges.

Scenario: SUNY Increases Enrollment for NYS to Match Median Top Ten

**Median Top Ten Exclusively Online Enrollment = 126,052
This is 38,536 more than Fall 2017 NYS Levels ... less than
10% of total SUNY Enrollment.**

**38,536 Additional Students Across SUNY Generates
Approximately *$166.9M* in Additional Revenue**

**With 20% of revenue reinvested, This creates *$133.6M* in
additional revenue, or *117.5 percent more***

	Enrollment		Revenue	
	Base	*Change*	**Base**	*Change*
State-operated	14,289	**+20,982**	$82.8M	**+$97.3M**
Community Colleges	11,955	**+17,554**	30.9M	**+36.1M**
Total	**26,244**	**+38,536**	**$113.7M**	**+$133.6M**

SUNY The State University of New York

Opportunities for Reaching Scale

- ➤ **Guild - 10k students next year**
- ➤ **Corporate Partners from SEFCU to Amazon**
- ➤ **NY Fortune 500 Companies**
- ➤ **Military Education Agreements**
- ➤ **NYS Employee Training**
- ➤ **International Markets**

SUNY The State University of New York

All of the elements of the path to 100K can have a meaningful contribution

		What it will take	**Potential contribution**
1	**New program creation**	Create comprehensive Associate through Master's online ladders and online options for SUNY's most popular programs with up to 22 Associate, 73 Bachelor's & 43 Master's[1]	22
2	**Enhanced marketing & enrollment**	Grow the market for online learning and capture more of it by increasing the marketing & enrollment management budget by $30-50 million and getting campuses into the game[2]	53
3	**External partnerships**	Apply a strategic focus and dedicated resources to partnering with organizations with preferential access to large numbers of students[3]	15
4	**Enhanced student retention**	Scale Open SUNY+ student supports to increase retention – online courses will also benefit traditional student completion as Open SUNY scales[4]	11

1 Launching new programs at current penetration levels (assumes status quo marketing)
2 Assumes $50 million annual marketing spend increase across system & a $3000 – $1500 / student acquisition cost; 53K acquired by 2020
3 Starbucks – ASU partnership estimate
4 Assume 5.2% retention improvement for Open SUNY+ students – based on InsideTrack pilot; 3% based on improved outcomes from online or blended learning as found at UCF for 18% of SUNY students – Sloan projected percentage of college students taking online courses by 2020

Path to 100: New program creation

Element of growth	Question to address	How Open SUNY will address it
New program creation	**How do we complete degree ladders?**	• Foster complete online degree ladders where they also exist offline
	What are the large "greenfield" program opportunities?	• Foster online programs in areas of study in the top 20% of offline enrollments at SUNY
	• **Which campuses should power growth?**	Encourage campuses with the online capabilities, interest, and program knowledge to move more programs online

A true marketing transformation is required to attract the scale of students we are seeking

FROM…

- Relative to growth aspirations, marketing and enrollment operations are severely **under-staffed, under-skilled and under-resourced**

- **Traditional undergrads are the near exclusive focus** at System and campuses

- **Digital marketing and low/no cost media is highly underutilized** at System and campuses

- **Proactive lead cultivation is minimal** by email, nearly non-existent by phone

- **Data integration challenges** thwart efforts to measure and maximize efficiency and effectiveness of investments

- **Campuses go it alone**, with little support to more effectively get up to speed on most marketing and lead cultivation efforts

…TO

- **System and campus internal staffing levels and skills, outsourced services and marketing spend are aligned with 100K goal**

- Embrace **online students as a strategic priority**

- Execute a **strategic marketing plan** that maximizes earned media, offline channels, digital and SUNY's competitive advantages

- **Get in the lead cultivation game** in a big way, with email, phone, and social

- Integrate data to accurately calculate cost per student acquisition and **double down on most efficient marketing investments**

- Campuses are part of **formal and informal communities** that benefit from shared best practices and economies of scale

Going forward, SUNY needs a centralized effort to push the partnership process

From: Distributed effort

- No connection between partnership efforts for Open SUNY, SUNY works, or other projects

- Lacks ownership: Not at the top of anyone's to-do list

- Represents Open SUNY to possible partners as opportunities arise

- Lacks process to look for and pursue prospects – cold calls currently surfacing some prospects, but no one's "day job"

To: Centralized effort

- Looks for partnerships with the full suite of SUNY programs: Open SUNY, SUNY Works, and others

- Dedicates to this effort as top priority – at least one FTE against this

- Drives strategy and conversations with possible external partners

- Leads conversations with potential partners and brings in Open SUNY leaders as needed

- Looks for relevant ongoing partnerships or programs throughout system to build upon and brings "best of SUNY" to all conversations

The Open SUNY suite of offerings will evolve in several ways to scale

1 **Operating models will shift away from System doing to System enabling and coordinating** (e.g., from System staff performing course refreshes for Wave 1 campuses to System providing campuses with a rigorous set of tools for evaluation and refresh)

2 **Open SUNY leadership will coordinate with initiatives related to Open SUNY driven outside of the core Open SUNY team** (e.g., Skill remediation)

3 **Open SUNY will need to be explicitly incorporated into existing SUNY system processes**

4 **We will improve our capabilities in two areas to ensure success for students and campuses**
- Communication with SUNY stakeholders
- Monitoring, evaluation, and continuous improvement

Opportunities for SUNY Online

- **Increase exclusively online learners;**

- **Target non-traditional students, potentially out of state and international;**

- **Work with partners to respond efficiently as a system to market opportunities**

Preliminary estimate: increase of exclusively online learners by 40,000 over current level→ revenue increase of $130M per year

SUNY The State University of New York

Opportunities for Reaching Scale

Strategic Program Development

- More fully online programs in high demand areas
- Pathways from associate to advanced degrees
- Micro-credentials stackable to degrees

Enhanced Marketing & Recruitment

- New investment
- Targeted outreach demand areas
- Strategies to capture market share

Partnerships

- Corporate partners
- NYS Fortune 500
- Military partnerships
- Employee training
- International markets
- Cross-campus programming

Retention Student & Faculty Supports

- Cross-campus support with on-demand courses
- Instructional design support for faculty
- Student supports and access to wraparound services

Online Education: Status and Next Steps

- **Cross-System Working Group completed its analysis in December 2018**

  - Current thinking is for an "Online SUNY," operated within System, that would:

    ➢ Provide enhanced platform services and marketing portals in a shared service model

    ➢ Centrally facilitate new graduate degrees and cross campus partnerships;

    ➢ Work with industry to identify gaps in offering to serve workforce development

    ➢ Engage consultancies as needed

- **Current and very near future activities:**

  - Budget development, corresponding timeline, financial modeling

  - Focus groups: faculty council/senate, students, student service units

  - Working with ESD to identify partnerships

SUNY The State University of New York

Questions?

Appendix: Fall 2018 enrollment and completion data

SUNY Fall Enrollment Trend - Official F08-F18
(includes FT and PT, Undergraduate and Graduate)

SUNY Total
- Fall 2008: 439,523
- Fall 2009: 461,447
- Fall 2010: 471,184
- Fall 2011: 468,006
- Fall 2012: 461,816
- Fall 2013: 459,550
- Fall 2014: 454,839
- Fall 2015: 442,940
- Fall 2016: 436,138
- Fall 2017: 431,855
- Fall 2018: 424,051

Community Colleges
- Fall 2008: 220,995
- Fall 2009: 239,243
- Fall 2010: 249,343
- Fall 2011: 247,667
- Fall 2012: 243,007
- Fall 2013: 239,791
- Fall 2014: 233,812
- Fall 2015: 222,998
- Fall 2016: 216,277
- Fall 2017: 209,418
- Fall 2018: 199,873

State-Operated
- Fall 2008: 218,528
- Fall 2009: 222,204
- Fall 2010: 221,841
- Fall 2011: 220,339
- Fall 2012: 218,809
- Fall 2013: 219,759
- Fall 2014: 221,027
- Fall 2015: 219,942
- Fall 2016: 219,861
- Fall 2017: 222,437
- Fall 2018: 224,178

10 Year Change

State-Ops: + 5,650

CCs: - 21,122

SUNY State-Operated <u>First-time Undergraduate</u> Fall Enrollment by Sector – Fall 2008 to Fall 2018

(includes FT and PT)

Doctoral Institutions
Comprehensive Colleges
Technology Colleges

First-time Undergraduate Enrollment

	Doctoral Institutions	Comprehensive Colleges	Technology Colleges
Fall 2008	13,075	13,646	7,281
Fall 2009	12,509	13,218	7,151
Fall 2010	12,505	12,855	6,726
Fall 2011	12,541	13,133	6,353
Fall 2012	13,373	12,738	6,289
Fall 2013	13,417	13,257	5,911
Fall 2014	13,501	13,681	5,787
Fall 2015	13,714	13,818	5,501
Fall 2016	14,384	13,462	6,131
Fall 2017	15,027	14,696	6,205
Fall 2018	15,476	14,882	6,182

Percent Change in First-Time Undergraduate Enrollment at SUNY State-Operated Institutions, Fall 2017 to Fall 2018

ESF, 17.7%
Purchase, 16.2%
Old Westbury, 12.2%
Potsdam, 11.2%
Alfred State, 8.7%
Binghamton, 7.7%
Stony Brook, 6.8%
Farmingdale, 5.9%
Alfred-Ceramics, 5.6%
Canton, 5.3%
New Paltz, 4.8%
Fredonia, 4.8%
Plattsburgh, 3.0%
SUNY Poly, 2.2%
Oswego, 1.4%
Maritime, 0.9%
Brockport, 0.8%
Buffalo Univ, 0.7%
Geneseo, 0.2%
Cobleskill, -1.3%
Albany, -2.0%
Cornell Stat, -2.3%
Buffalo State, -3.1%
Oneonta, -4.4%
Morrisville, -4.8%
Cortland, -5.3%
Delhi, -18.8%
Empire State, -22.9%
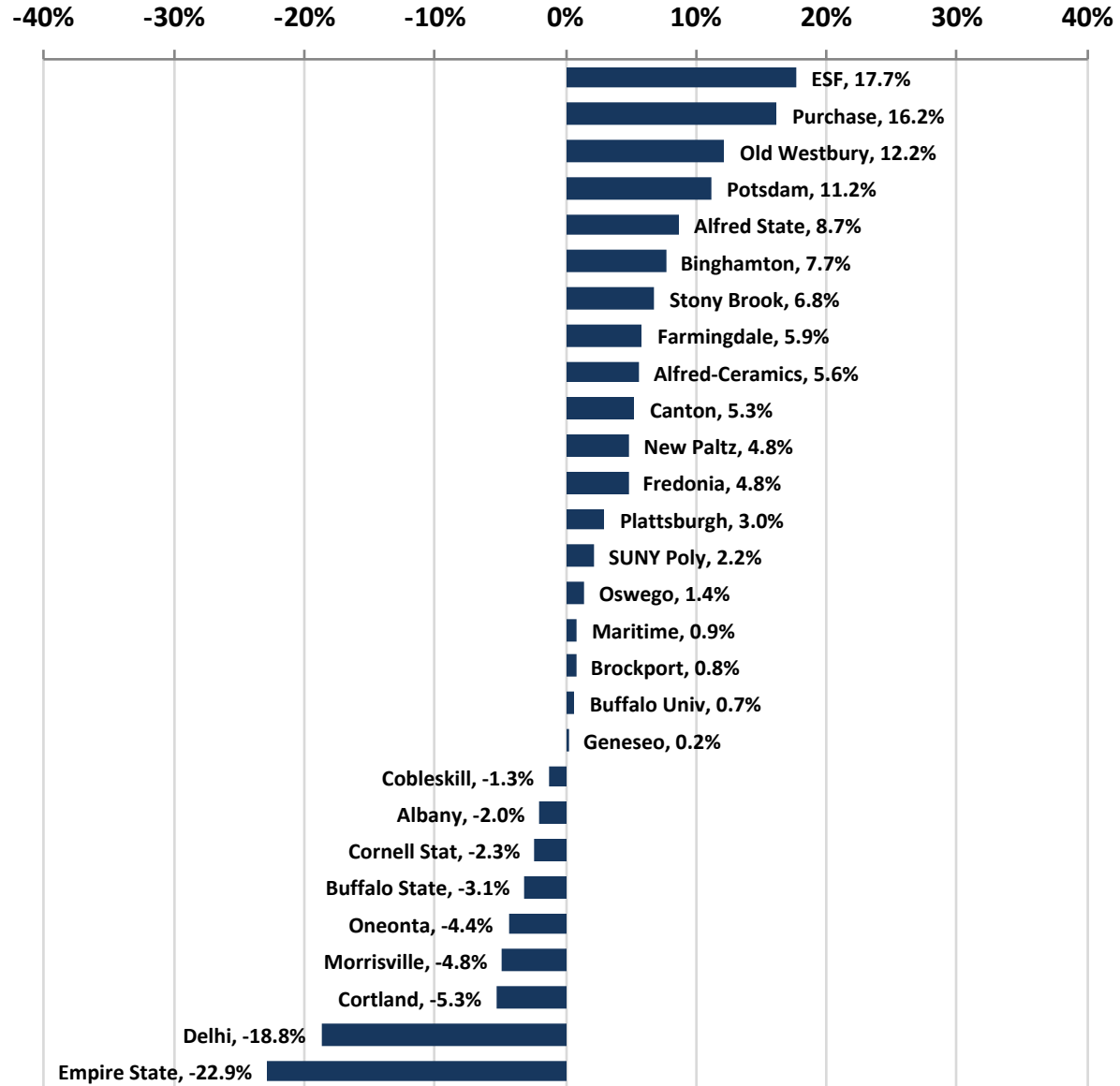
Percent Change in First-Time Undergraduate Enrollment at SUNY Community Colleges, Fall 2017 to Fall 2018

Columbia-Greene, 11.5%
Fashion Institute, 3.9%
Hudson Valley, 2.3%
Orange , 2.2%
Rockland, 1.0%
Monroe, -2.0%
Broome, -3.9%
Tompkins Cortland, -4.5%
Sullivan , -4.8%
Suffolk , -4.9%
Dutchess, -5.2%
Jefferson, -5.3%
Onondaga, -5.4%
Finger Lakes, -6.0%
Jamestown, -6.1%
Nassau, -6.3%
Erie, -7.6%
Niagara , -8.7%
Westchester, -10.4%
Adirondack, -10.9%
North Country, -11.1%
Corning, -11.5%
Ulster , -11.6%
Mohawk Valley, -12.0%
FMCC, -16.3%
Clinton, -17.0%
Genesee, -21.1%
Herkimer , -22.4%
Schenectady , -23.1%
Cayuga , 4.1%

**SUNY State-Operated <u>Graduate</u> Fall Enrollment by Sector –
Fall 2008 to Fall 2018**
(includes FT and PT)

Graduate Enrollment

	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
State Operated Total	40,681	41,317	41,908	40,264	39,694	40,204	40,052	39,897	40,117	40,225	41,351
Doctoral Institutions	30,885	31,534	31,729	30,997	31,267	32,268	32,224	32,385	32,744	32,657	33,549
Comprehensive Colleges	9,612	9,601	9,986	9,105	8,280	7,782	7,670	7,308	7,141	7,351	7,547
Technology Colleges	184	182	193	162	147	154	158	204	232	217	255

Legend:
- State Operated Total
- Doctoral Institutions
- Comprehensive Colleges
- Technology Colleges

Long Term Trends of Degrees Granted at SUNY by Award Level, 1975-76 to 2017-18*

Legend:
- Associate's
- Bachelor's
- Master's
- Undergraduate Certificates
- Doctoral
- First Professional
- Graduate Certificates

Y-axis: Degrees Granted (0 to 45,000)
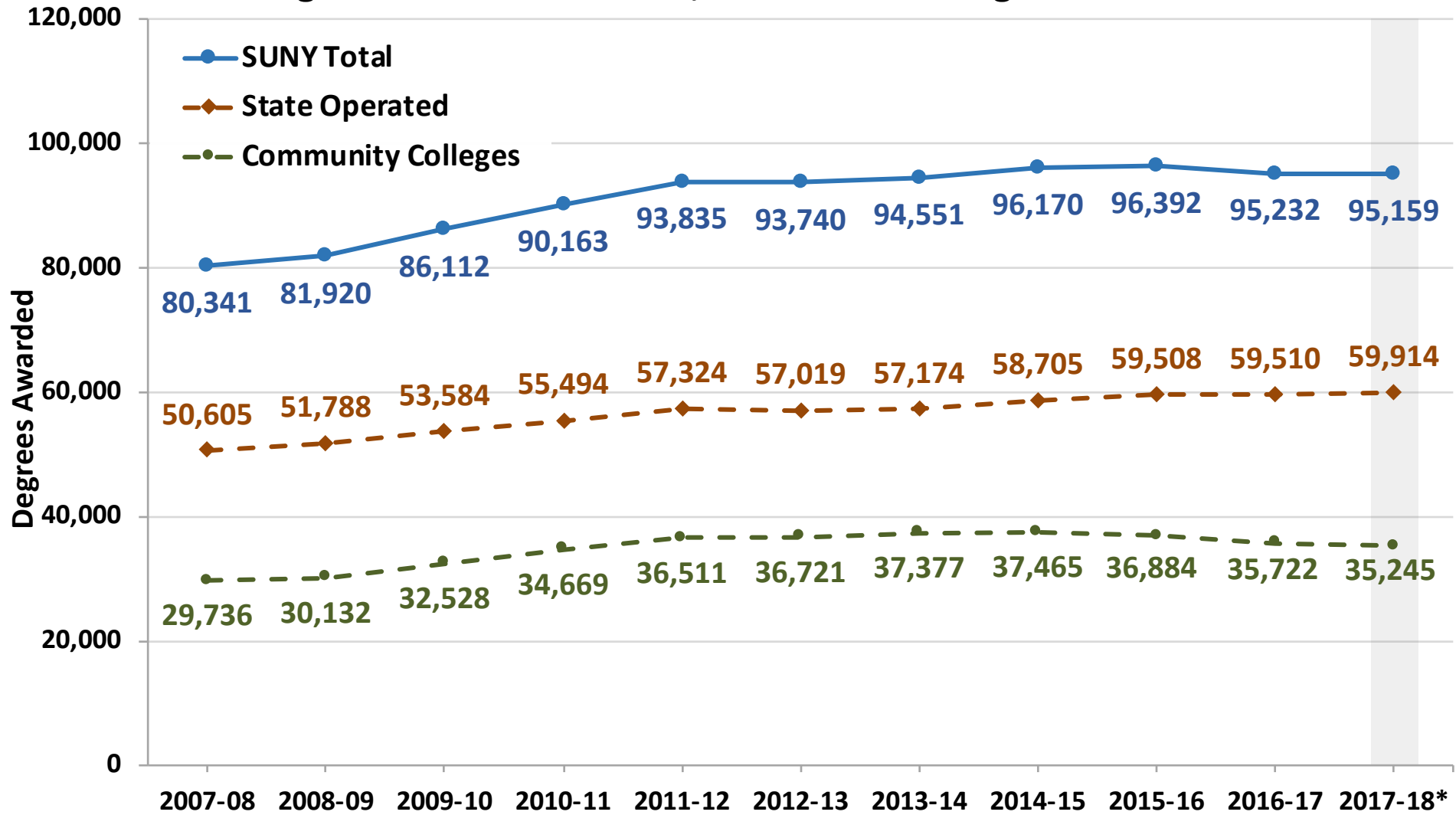X-axis: Academic Year (1975-76 to 2017-18*)

*Degrees awarded in 2017-2018 are projected totals after late clearances have been added.

SUNY System Administration Office of Institutional Research and Data Analytics :: December 21, 2018   Sources: SUNY historical tables and SUNY Data Warehouse

Degrees Awarded at SUNY, 2007-2008 through 2017-2018*

SUNY Total: 80,341 | 81,920 | 86,112 | 90,163 | 93,835 | 93,740 | 94,551 | 96,170 | 96,392 | 95,232 | 95,159

State Operated: 50,605 | 51,788 | 53,584 | 55,494 | 57,324 | 57,019 | 57,174 | 58,705 | 59,508 | 59,510 | 59,914

Community Colleges: 29,736 | 30,132 | 32,528 | 34,669 | 36,511 | 36,721 | 37,377 | 37,465 | 36,884 | 35,722 | 35,245

Years: 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18*

*Degrees awarded in 2017-2018 are projected totals after late clearances have been added.