

Ohio State Online – Overview Online Partnership Model

25 September 2023

The framework – To tangibly advance Ohio State’s Mission and Academic Plan.

The university’s Mission and Academic Plan call for inclusive opportunities to engage a wider array of learners via innovative, student-centered experiences. Ohio State Online is co-charged with academic units to partner and create post-traditional-student-centered programs in ways to expand access to high quality educational opportunities that fit into their busy, adult, working professional lives.

Ohio State Online’s vision and mission

Vision – To deliver exemplar online learning experiences for students seeking to learn from Ohio State’s world-class experts and require online flexibility to gain access.

Mission – During the lifelong learning cycle from inquiry to completion, use a student-centric approach and data-driven decision making. Support Ohio State students through the online student lifecycle of program discovery, program participation, and credential attainment. Ohio State’s online students will achieve their hope for a better future through real-life learning at a university with a top-tier legacy of education, research, innovation, and achievement.

Why Ohio State Online?

Ohio State has a history of innovation—online degree programs were offered nearly two decades ago. The university successfully demonstrated high quality learning and teaching happen in online environments. However, over time, other universities have eclipsed Ohio State’s online offerings. To counter this trend the university must develop the internal resources to create, grow, and support numerous online degree programs. With Ohio State Online, the university has decided to:

- Create a strategic asset for online learning and teaching innovation
- Build infrastructure capacity and revenues for future growth, innovation, and investment
- Create a nationally competitive advantage by being fast moving and highly responsive in the pursuit and support of the post-traditional students

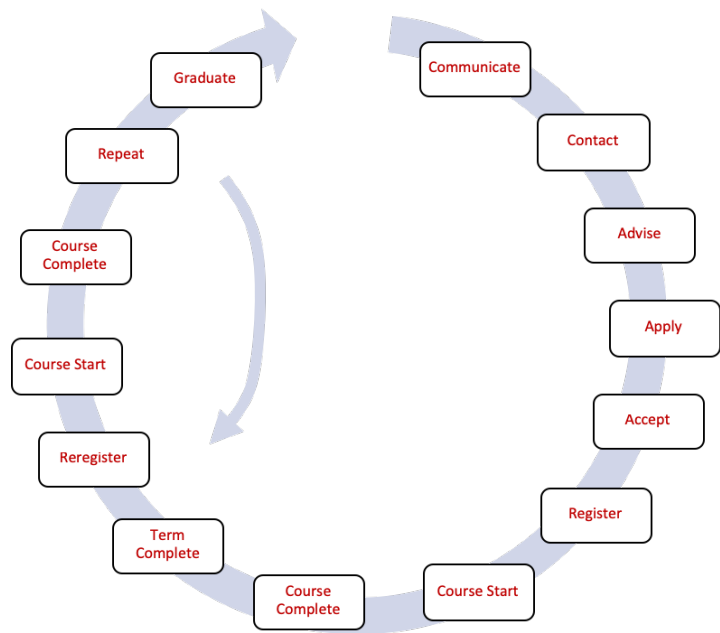
What will Ohio State Online do?

Provide and coordinate services like those offered by Online Program Management (OPM) organizations, but also do things OPMs are unable to do. Such as:

- Engage all aspects of the non-academic relationship with Ohio State’s online students, supporting their end-to-end student experience
- Develop a closer relationship with programs to provide internal reporting, information flow, and feedback
- Incorporate marketplace intelligence to guide program evolution and new program selection and development
- Learn the interests, preferences, and drivers of the intended audience to build enrollment and program growth

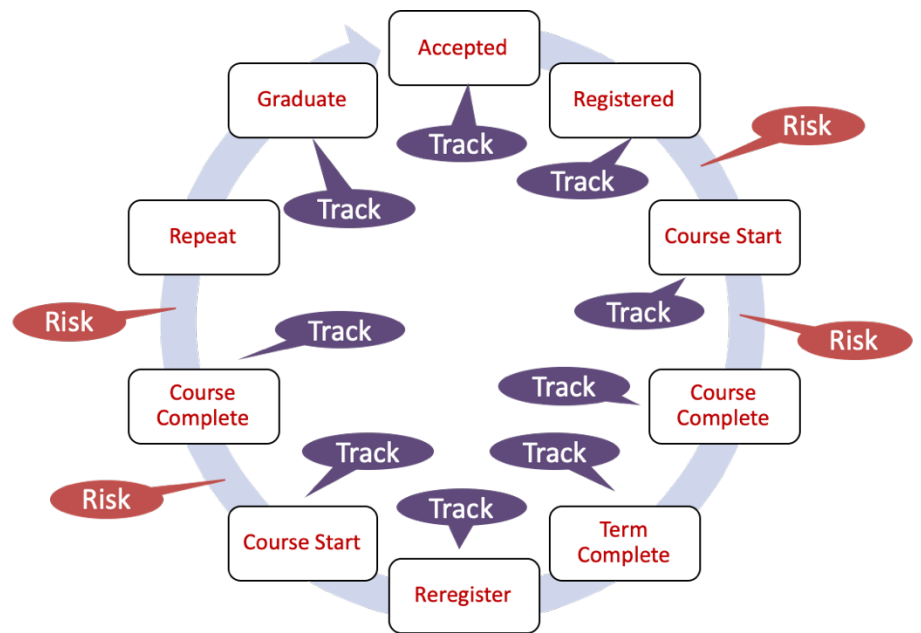
The online student lifecycle

The Student Lifecycle sets the priorities. Each milestone must be supported, managed, tracked, and reported. Systems, processes, responsibilities, and actions will be designed to attract and retain students who can graduate on time.

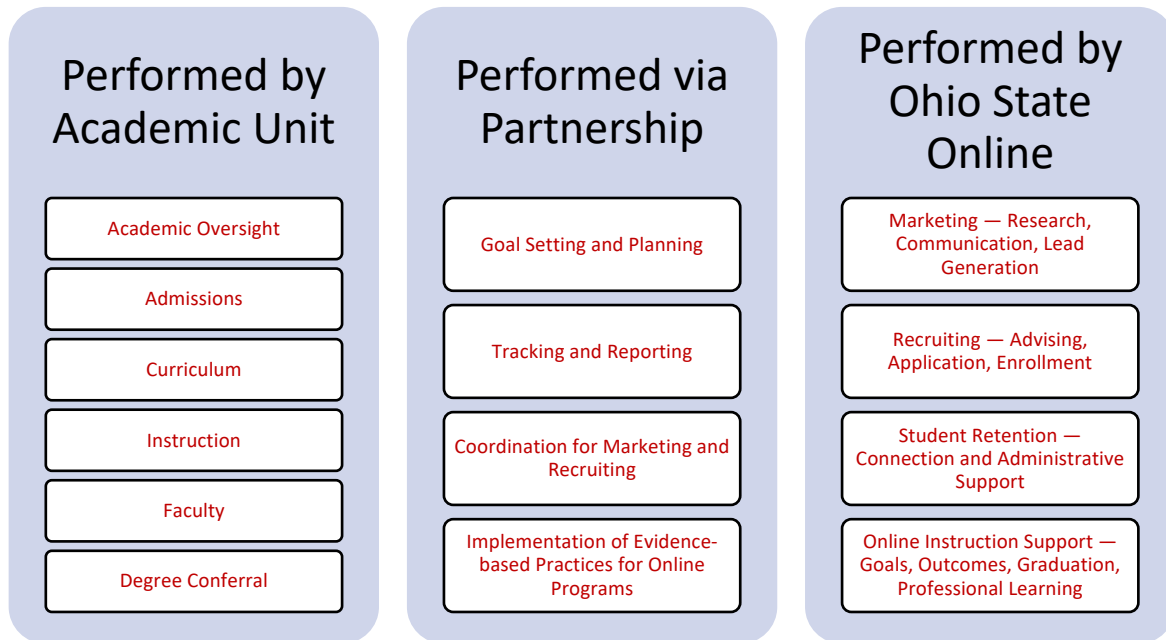


Tracking the online student lifecycle

Interventions will occur when risk levels predict an interruption to continued student progress.

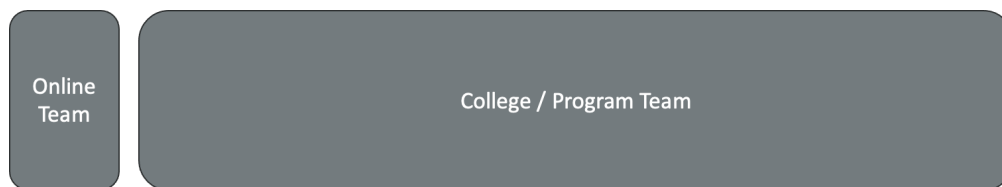


The online partnership – from program inception to program completion

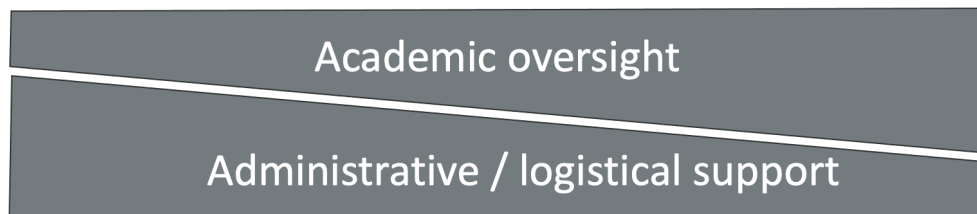


Working together

Previous experience with ODEE was limited as the online team provided program and course development services and handed ongoing support to the college. Gaps appeared, handoffs were rough, and accountability was difficult to track throughout the student life cycle.



In the new approach, a dedicated cross-functional team for each program, or program cluster, will have team members who perform marketing, recruiting, retention, and online instruction support. Collaboration with the college will happen throughout the students' entire degree experience.



Reporting against Key Performance Indicators (KPIs) allows everyone to stay current through cross-functional reports shared frequently (weekly, bi-weekly, monthly—as the college program team requests). The reports will track everything from lead flow to graduation rates. The accountability is possible through a central Customer Relationship Management (CRM) System (Salesforce—locally named *Buckeye360*) for marketing/recruiting/retention tracking.

What will the Ohio State Online functional teams do?

Marketing:

- *Research* – Understand program potential, develop student profiles, marketing and communication strategies and program points of difference (PODs) or what is uniquely Ohio State.
- *Planning* – Develop marketing strategy and tactics for lead generation – including media mix, placement, and messaging.
- *Implementation* – Deliver campaigns that *may* include Pay-Per-Click (PPC), Search Engine Optimization (SEO), social media, email, landing pages, direct mail, print, referrals, and public events.
- *Communication Management* – Develop, maintain, and optimize all website content, digital marketing, and offline communication vehicles and collateral.
- *Reporting* – Update all internal stakeholder partners between Academic and University Marketing and Communication staff.

Recruiting:

- *Outreach* – Nurture, encourage, and support prospects to become students by building trusted, professional relationships.
- *Application Advising* – Support the application process from initial application submission through census day. Advise prospects as they gather and submit test scores, recommendation letters, transcripts, etc. Maintain prospect communication by notifying them of application status and admission decisions. Facilitate the transition to the Retention Team.
- *Reporting* – Share recruitment data and trends to build collaborations and connections with the Academic Program Teams.

Retention:

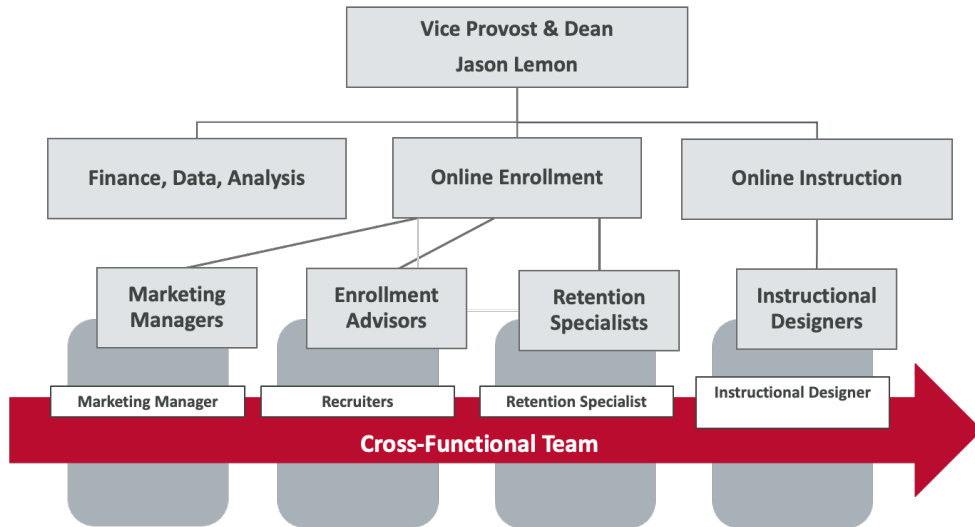
- *Orientation* – Conduct *Learning Preparedness Assessments* (LPAs) with all new students.
- *Monitoring* – Conduct mid-term check-ins with all new students to track progress and resolve issues. Improve retention benchmarks and graduation rates by supporting students at risk for not completing.
- *Reengagement* – Reactivate students who have dropped out or stopped out. Encourage and track reenrollment and registration, proactively connect with not yet reenrolled.
- *Reporting* – Provide stakeholder partners with accurate data about student engagement and retention insights.

Online learning design:

- *Student Experience* – Implement quality standards for course planning that directly align with course objectives. Implement instructional evidence-based, effective practices for online programs. In alignment with the digital accessibility policy, establish basic accessibility standards for online courses.
- *Faculty Development* – Engage faculty in professional learning for planning, designing, and teaching quality online courses.

- *Learning Community* – Create collaboratives with instructors and academic support staff to share evidence-based, effective practices for online instruction. Share design standards and academic administration frameworks that create a consistent experience for all online students.

Ohio State Online organizational structure



What's happening now?

We are in the process of filling the leadership roles for online enrollment, online instruction, and finance, data, and analysis.

Existing team members will be incorporated into the functional areas; new expertise will be recruited where gaps exist. Program connections and relationships with the colleges will be preserved wherever possible.

Salesforce will continue development to allow us the ability to track the entire online program student lifecycle from first contact through graduation.

Website will be structured to optimize lead generation.

What's coming in the next ≈12 months?

A competitive analysis will be completed for each online program offered.

Meetings and discussions with faculty program leaders and staff to define the collaboration, meeting rhythms, planning, and reporting cycles.

Review plans and/or timelines for any existing or new online programs to participate in the new structure.

Continue discussions about enrollment growth opportunities to achieve Excellence to Eminence goals via 100% online degree programs' evidence-based practices.