Project Distance Education (DE)+

The Renewed Wisconsin Idea & The Distance Education Opportunity

April 9, 2021

UW Board of Regents

Presented By:

Tommy G. Thompson, Interim President

Anny Morrobel-Sosa, Vice President for Academic and Student Affairs

UW UNIVERSITY OF WISCONSIN SYSTEM

Wisconsin's Demographic Realities

Wisconsin's Population 5.8 Million[1]
⬤ = 5000 residents

Aging Population:
Residents > 65yr will double within next 15 years

Bye-Bye Baby(s):
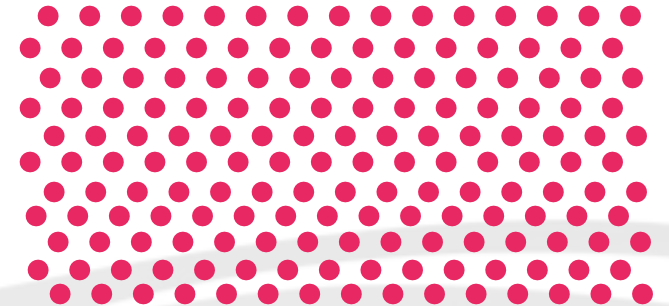birthrate 22.3% ↓
↓ # HS graduates
↓ college market

30% have BS or Higher (1.7M)
(36% of USA have BS degree)

5% Veterans/Active (331K)

TRIBAL: 50K

Prison Population: 20K
2/3rds have less than 5 years to serve

815K
with some College Credits

[1] US Census Bureau Est 7/19
https://www.census.gov/quickfacts/WI

The Renewed Wisconsin Idea for the 21st Century:
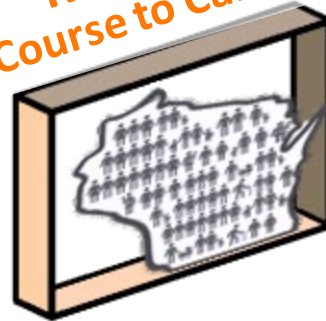## An Opportunity for All

Accessible

Flexible

Relevant (Course to Career)

Lifelong Engagement

UW System's Initiatives Connected

Financial
- Tuition Promise
- Creative Financing

Academic
- Summer Programs
- Pre-Summer
- Lifelong Learners

Academic
- 2yr/4yr/certifications
- Graduate/Professional
- UCTA Credit Transfer
- Calendar Friendly
  - 24/7/365
- Unbundled

Multimodal
- Residential/Hybrid/Virtual

Academic
- Knowledge-Driven (degree/certification)
- Industry Insights- Workforce Ready
- Industry Integrated- (Internships/Co-ops)
- Creative Workforce Solutions: e.g. teachers, nurses

Lifelong Engagement
- PK-5 through +60
- Socio-Eco Sensitive
- Pre-Skill/Up-Skill

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UW System Online Enrollments[1]

Rank	2018-19	WI Residents Enrollments	Total Enrollments	% WI Residents
1	UW-MKE	1,973	2,457	80%
2	UW-GB	1,417	1,667	85%
3	UW-ST	1,344	1,793	75%
4	UW-W	1,032	1,211	85%
5	UW-O	908	1,075	84%
6	UW-PLT	799	1,292	62%
7	UW-SP	637	683	93%
8	UW-Sup	562	818	69%
9-13	UW-Lax/EC/RF/PK/Mad	1,220	2,353	52%
	UW System Total	9,892	13,349	74%

Of the 9,892 50%+ online, UWEX-managed programs are responsible for 49% (4,834)

[1]NC-SARA, 2018-19 Reporting year (last year pre-covid—using Federal Definition of Student Enrolling in at least 50% of Courses Online)

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UW System's 9,892 Online – 37% of the Top 25

2018-2019 NC-SARA REPORTING		
Rank:	**Institution**	**WI Total**
1	Kettle Moraine Tech	2,030
2	**UW-MKE**	**1,973**
3	Northcentral Tech	1,628
4	**UW-GB**	**1,417**
5	**UW-ST**	**1,344**
6	*Western Gov Univ*	*1,263*
7	Northeast WI Tech	1,239
8	*Southern New Hampshire Univ*	*1,161*
9	Concordia Univ	1,091
10	**UW-W**	**1,032**
Total	**Top Ten in WI**	**14,178**

Top Ten Breakdown:

UW-System (4)	**5,766 Enrollees/41%**
Tech Colleges (3)	4,867 Enrollees/35%
Out-of-State (2)	*2,424 Enrollees/17%*
In-state/other (1)	1,091 Enrollees/8%

11-25 Breakdown:

Out-of-State (2)	*4,964 Enrollees/47%*
UW-System (4)	**2,906 Enrollees/27%**
Tech Colleges (3)	2,725 Enrollees/26%

Total Top 25:

UW-System (8)	**8,672 Enrollees/37%**
Tech Colleges (7)	7,622 Enrollees/32%
Out-of-State (9)	*7,388 Enrollees/31%*
ALL	**24,773**

Total WI Residents 40,423

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In-State Online Growth: 2016-17 vs. 2018-19[1]

In 2016-17:
- There Were 11K WI Enrollees in Online Degree Programs

  - Two Programs Enrolled +1000

In 2018-19:
- ***There Were 24K WI Enrollees in Online Degree Programs (+123%)***

  - ***All Top Ten Programs Enroll +1,000***
    - *Near-Doubled Enrollment: Western Governors & Southern New Hampshire Univ.*

-VS-

[1]NC-SARA, 2016-19 Reporting year (last year pre-covid—using Federal Definition of Student Enrolling in at least 50% of Courses Online)

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Project (DE)+: Research and Consultation

External (Feasibility and Competition Analysis):
- Selected C-Level Leaders at the Top Online Providers (Purdue Global, Arizona State University, Western Governors University, etc.)
- Over 100 Reports focused on Online Studies
- Selected Leading Education/Business Consultants (Bain Consulting, McKinsey & Company, Deloitte)
- Selected Wisconsin Business Leaders & Other Key Stakeholders

Internal (Feasibility and Capacity Analysis):
- System and Institutional Leadership – Chancellors, Provosts, Deans, Faculty, Chief Information Officers, Chief Business Officers, Online Specialists
- Connected with Students and Graduates
- Examined all Aspects of UWEX as example for Academic and Business Models
- Reviewed Reported UW System and Campus-Produced Online-Related Data

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UW System's Challenges to Growth in Online Education

1. **Scale Matters – Enrollment Drivers**
   - **Q**uantity/Quality of Programming
   - Marketing
   - (Market Research Analysis)

2. **Shorter Speed-to-Market to Remain Responsive**
   - Current UWEX's Collaborative Program development ~18mos.
   - Timetable reliant on university/instructor willingness to participate, available capacity and academic calendar-determined governance processes

3. **Focus on Knowledge, Not Degree**
   - Working adults mostly seek course-to-career, knowledge-focus outcomes, rather than degrees
   - Market focused attention to knowledge-delivered, on-demand, effectively-packaged programming

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Project (DE)+ Goals:

Academic Model

Project DE+ will Deliver Relentlessly Consumer-Facing Adult Education

- **Built on a Course to Career, Industry-Enhanced, Curriculum and Support**

- **Reflective and Supportive of the Socioeconomic Challenges of Education Consumers**

- **A Delivery Model with the Necessary Flexibility & ROI**

- **Faster and more efficient program development**

- **Seamless student support integrated with career goals**

Academic Model

Business Model

(DE)+ Refocused Model

Student & Back Office Support

Academic Model
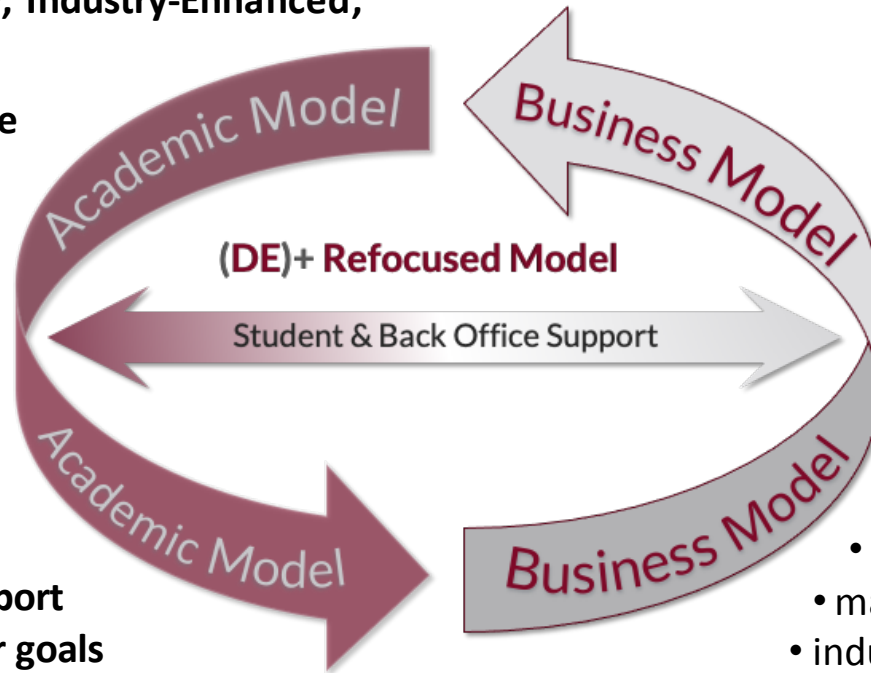
Business Model

Business Model

Project DE+ will have Structure to Remain Strong, Scalable, Sustainable and Responsive

Project DE+ will be built on the Strong Foundation of UW System & its Universities

Project DE+ will be constructed around the education consumer:
- real-time responsive recruitment and enrollment
- market-driven
- industry supported programming
- 360° full-lifecycle student support

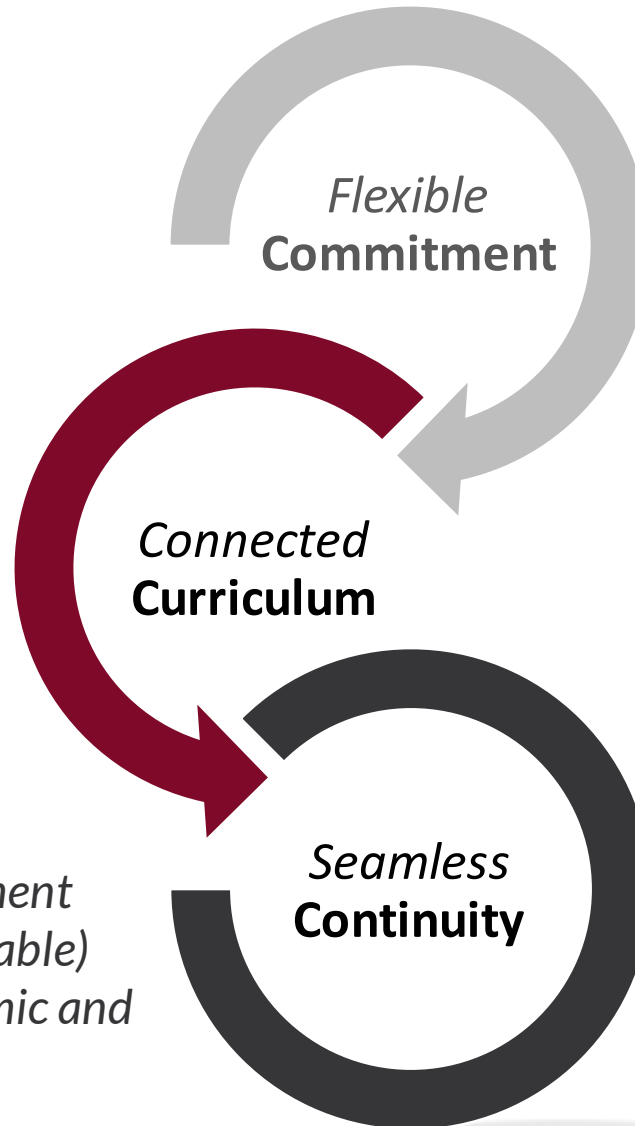**Project DE+ will align all business practices to incentivize growth**

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Project (DE)+: Consumer-Focused Education

Commitment—*Flexible*

• Flexible Time Commitment
• Creative Financial Solutions
• Socio-Economic Connected
• Unbundled Calendar 24/7/365
• Multiple Modes of Delivery

Flexible
Commitment

Connected
Curriculum

Curriculum—*Connected*

• Identifiable ROI
• Knowledge Driven
• Customizable not Siloed: Degree/Badges/Cert.
• Fully-Stackable
• Dev. w/Industry Insights=Workplace Ready

Seamless
Continuity

Continuity—*Seamless*

• Student Lifecyle, Value-Added
• Vibrant & Intuitive Technology Engagement
• Next Gen E-Portfolio (Portable/Transferable)
• Ready for Integration with K-12 Academic and Career Planning; Career Pathways

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Project (DE)+ 4-Point Plan:
Academic Excellence + Better Business Model

1. *Invest in accelerated program development and streamline approvals*

   - *Respect institutional governance/approvals, expand development over 12mo (not just 9mo)*
   - *Invest in UW System–Hired, Campus-Placed "Distance Education Specialists" Focused on Acceleration of Distance Education Programming*

2. *Increase awareness in new program development with enhanced marketing (3X)*

3. *Use increased program revenue to incentivize campus participation*

   - *Incentivize Faculty/Instructors*
   - *Expand Campus Revenue Share, While Protecting Incurred Fixed Costs*

4. *"Unbundle everything" – Relentless focus on education consumer*

   - *Deliver career-ready knowledge, just-in-time, just-how-wanted*