EFFECTIVE MANAGEMENT OF ONLINE EDUCATION – DOING IT WELL

Alan Lyke, D.Min.
Vice President for Academic Affairs
Nazarene Bible College
February 12, 2020
Laying a strategic foundation:
Start with “Why”

“When most organizations or people think, act, or communicate they do so from the outside in, from WHAT to WHY. And for good reason – they go from clearest thing to the fuzziest thing. We say WHAT we do, we sometimes say HOW we do it, but we rarely say WHY we do WHAT we do.
“But not the inspired companies. Not the inspired leaders. Every single one of them, regardless of their size or their industry, thinks, acts and communicates from the inside out.” They start with WHY.
LAYING A STRATEGIC FOUNDATION:
START WITH “WHY”

“By WHY I mean what is your purpose, cause or belief? WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?”

LAYING A STRATEGIC FOUNDATION:
START WITH "WHY"

LAYING A STRATEGIC FOUNDATION: START WITH “WHY”

How does online education fulfill the “Why” of your institution?

If the “Why” can be better answered another way, then move in that direction.
DELI\V\ERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

“Students don’t want a quarter-inch drill; they want a quarter-inch hole.”

Ted Levitt*
Students want learning experiences that improve their understanding and application of the knowledge gained from their investment in their courses and/or programs.
DELIVERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

Students are looking for:

- Clear path to learning
- Consistent expectations, presentations, evaluations
- Ongoing engagement with instructors
- Uncomplicated learning environment
DELIVERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

Learning Management System?
Student Information System?
Data storage system?
DELIVERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

http://eliterate.us/canvas-surpasses-blackboard-learn-in-us-market-share/
Learning House Report: Online College Students 2019

- Online students believe they acquire the **soft skills** that employers desire
- A significant proportion of online students want a **lifelong** relationship with their school
- Most students use **mobile** devices to complete coursework
DELIVERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

Learning House Report: Online College Students 2019

- The online population is complex
- Distance from home to campus continues to shrink
- Career services are popular, especially among first-generation students
- Support services are desirable
DELIVERING ATTRACTIVE PROGRAMS: QUALITY MATTERS

Learning House Report: Online College Students 2019

▪ School selection is most influenced by third-party resources
  • Online reviews
  • College search/ranking websites
  • Friends or family

▪ The need for convenience is growing

▪ Cost continues to be a key factor

DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

“The unmotivated are notoriously invulnerable to insight.”

Edwin Friedman

“Net Results” by Friedman, Edwin H. Friedman’s Fables. The Guilford Press; Reprint edition, 2014.
DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

Online Learning Consortium’s Quality Framework Five Pillars

- Learning Effectiveness
- Scale
- Access
- Faculty Satisfaction
- Student Satisfaction

https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
Instructors find the online teaching experience personally rewarding and professionally beneficial.
DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

Online Learning Consortium: Faculty Satisfaction Pillar

- Opportunities to extend interactive learning communities to new populations of students and to conduct and publish research related to online teaching and learning.

https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

Online Learning Consortium: Faculty Satisfaction Pillar

- Institution supports faculty members with a robust and well-maintained technical infrastructure, training in online instructional skills, and ongoing technical and administrative assistance.

https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

Online Learning Consortium: Faculty Satisfaction Pillar

- Faculty inclusion in the governance and quality assurance of online programs, especially curricular decisions and policy development important to the online environment.

https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
DEVELOPING AN EFFECTIVE FACULTY: EMPOWERMENT AND ACCOUNTABILITY

Online Learning Consortium: Faculty Satisfaction Pillar

- Workload assignments/assessments reflect the greater time commitment in developing and teaching online courses and when online teaching is valued on par with face-to-face teaching in promotion and tenure decisions.

https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
A final institutional factor — crucial to recruiting, retaining, and expanding a dedicated online faculty — is commitment to ongoing study of and enhancement of the online faculty experience.
CREATING AN EFFECTIVE ENROLLMENT PROCESS: MARKETING AND RECRUITING
CREATING AN EFFECTIVE ENROLLMENT PROCESS: MARKETING AND RECRUITING

- Build on school’s and/or program’s reputation
- Build effective & efficient communication and relationships
- Set “posteriorities” – Peter Drucker
- Capitalize on the three most influential sources*
  - Online reviews
  - College search/ranking websites
  - Friends or family

CREATING AN EFFECTIVE ENROLLMENT PROCESS: MARKETING AND RECRUITING

- Give appropriate attention to the development of data-informed, effective recruitment strategies.
- Play **offense**; do not just keep score
- Do not have activities; have **outcomes**
- A talented and engaged staff is a recruitment program’s **most precious** resource.
- Be **realistic**.

Emerging trends:

- Increased number of undergraduate students enrolled in arts and humanities programs and STEM programs.
- Share of male students in the survey population increased 10 percentage points this year.
- Expected increase in online Hispanic students.
BUILDING A SUSTAINABLE BUSINESS MODEL: EFFECTIVE FINANCIAL OVERSIGHT
BUILDING A SUSTAINABLE BUSINESS MODEL: EFFECTIVE FINANCIAL OVERSIGHT

Income < Outgo
Online education requires administrators to provide substantial financial investments to develop online courses and exclusively online programs; however, net revenues generated through online education may not be available until after several iterations of the online offerings. - Justin Ortagus

The gist of it is that even if institutions (as most do) start online programs with the goal of improving their financial situation in one way or another they will ultimately fail unless they put the quality of those programs at the center of their strategy.– Justin Ortagus

BUILDING A SUSTAINABLE BUSINESS MODEL: EFFECTIVE FINANCIAL OVERSIGHT

Shared effective practices

- ___________
- ___________
- ___________
- ___________
- ___________
- ___________
BUILDING A SUSTAINABLE BUSINESS MODEL: EFFECTIVE FINANCIAL OVERSIGHT

https://www2.cortland.edu/dotAsset/264f2c17-2446-47d0-9948-c8726b279188.pdf
EFFECTIVE MANAGEMENT OF ONLINE EDUCATION – DOING IT WELL

- Start with WHY
- Quality Matters
- Empower Faculty
- Word of Mouth
- Income < Outgo
RESOURCES

- https://simonsinek.com/
- http://eliterate.us/canvas-surpasses-blackboard-learn-in-us-market-share
- “Net Results” by Friedman, Edwin H. Friedman’s Fables. The Guilford Press; Reprint edition, 2014.
- https://onlinelearningconsortium.org/about/quality-framework-five-pillars/
- https://www2.cortland.edu/dotAsset/264f2c17-2446-47d0-9948-c8726b279188.pdf
- https://onlinelearningconsortium.org/
- https://www.qualitymatters.org/
- https://wcet.wiche.edu/