

Scaling without Scaling Costs

↓
SHARED INSIGHTS & PRACTICES

Session Outline



Setting the Stage

Katie Blot
President, Education Services
Blackboard

Insights from Ivy Tech

Dr. Kara Monroe
Associate Vice Provost
Ivy Tech Community College

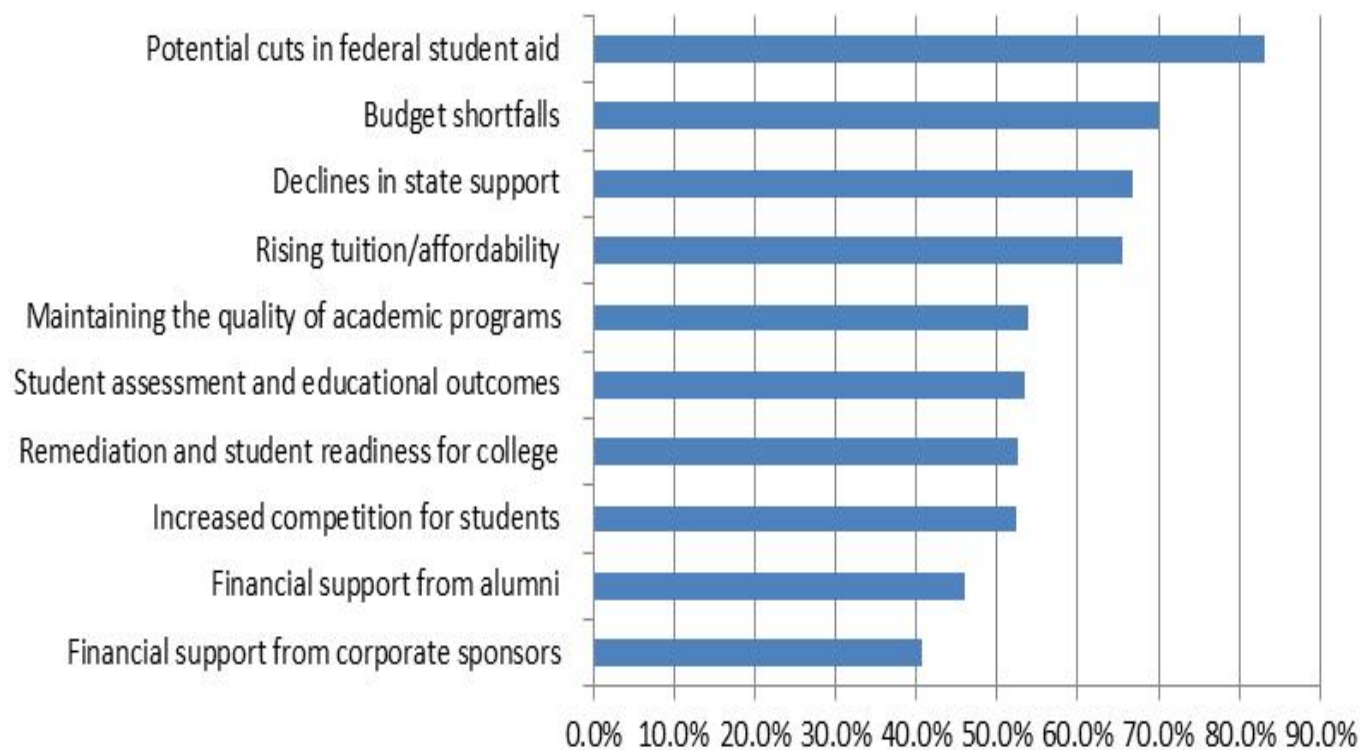
Lessons for All

Relevant Trends



Top Challenges Facing Presidents

Top 10 Challenges Facing
Institutional Presidents over the Next 2-3 Years



**Focus on
Financial
Sustainability**

A Shift in Expectations



- ① Service
- ② Immediacy
- ③ Personalization
- ④ Connection

78%

of **students** cited
the lack of these
as reasons
for dropping out

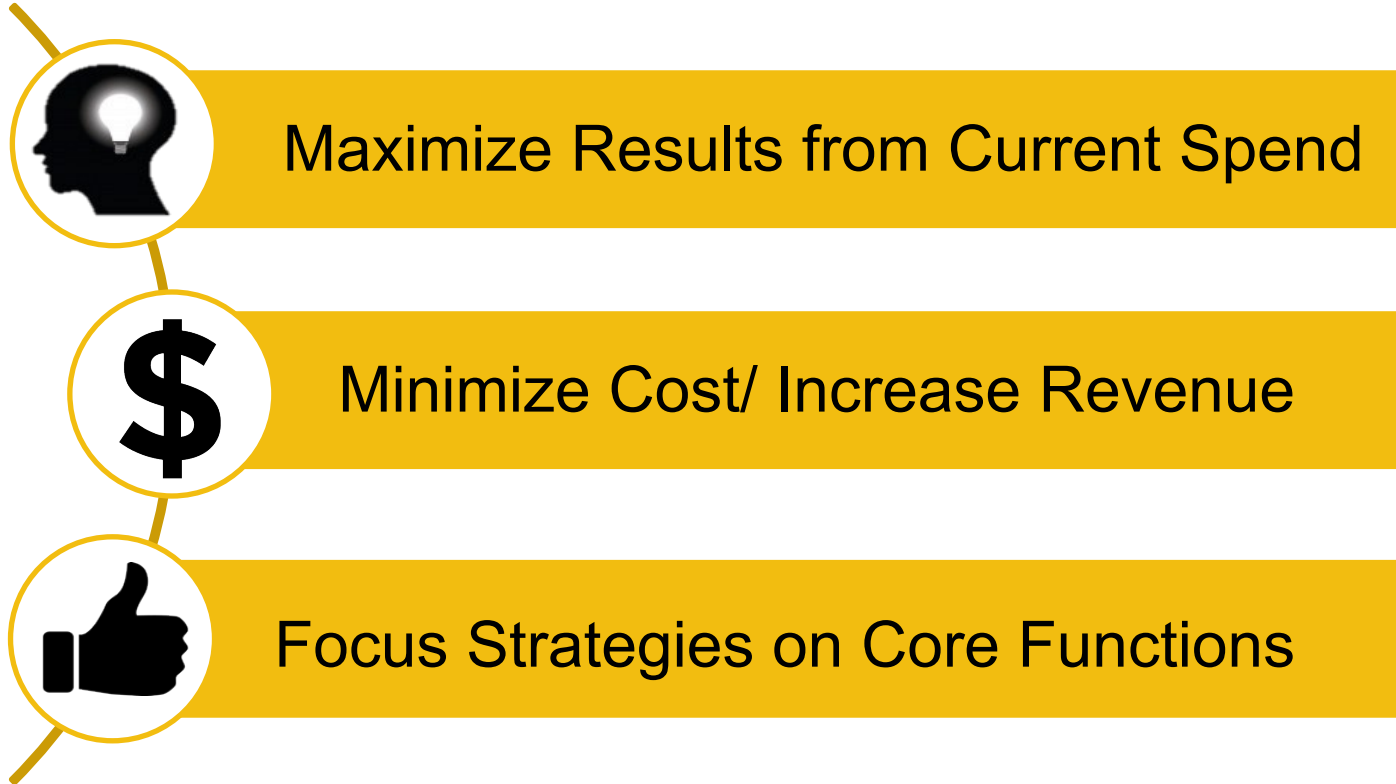
Student Voices are Rising



Student



Leading to a Focus On

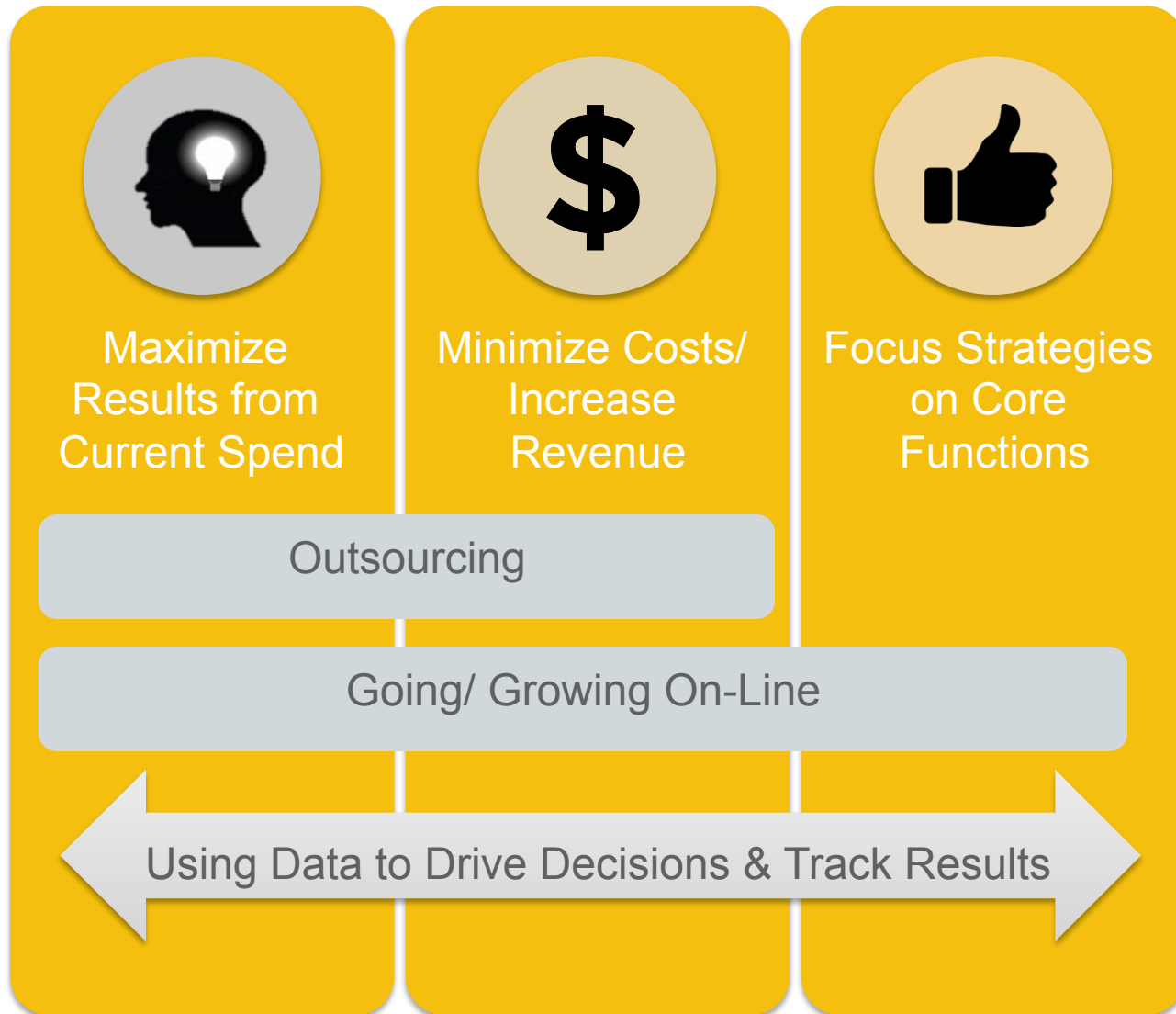


MAINTAIN QUALITY AND STUDENT SUCCESS

Market Observations

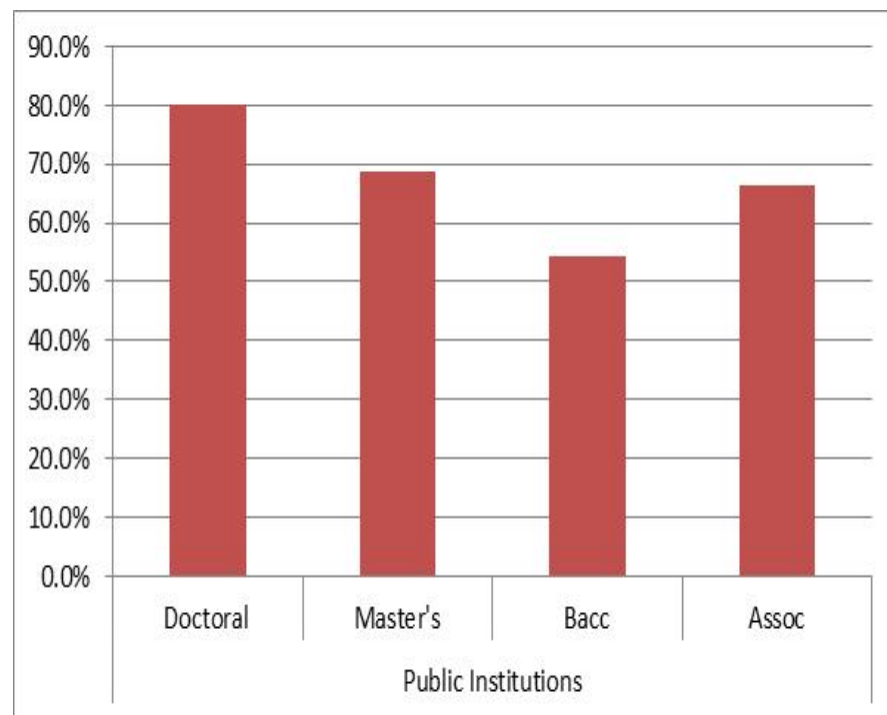


What People are Doing



Outsourcing: A Growing Trend

62% of University Presidents are considering outsourcing administrative services

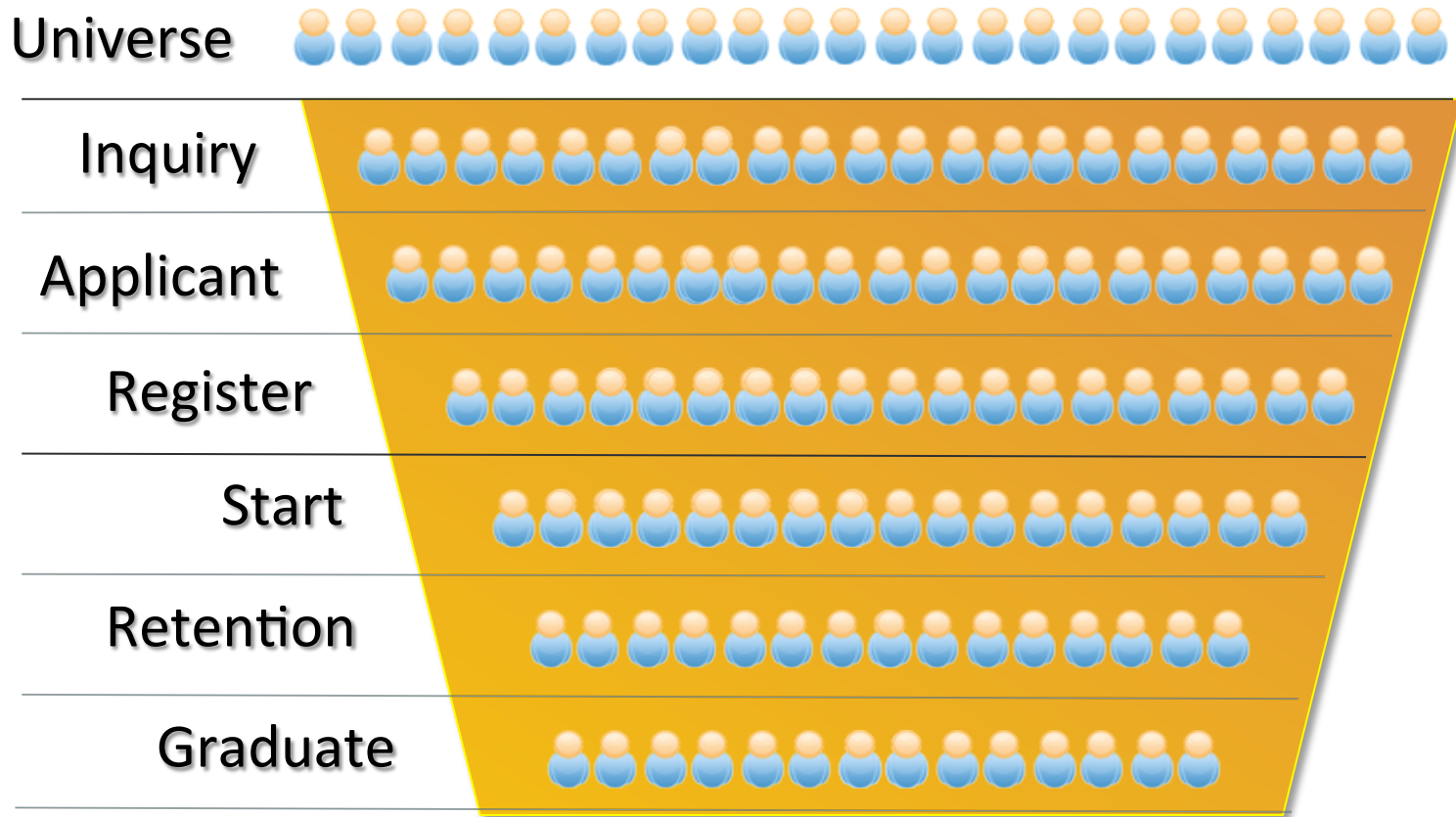


[% favorable response to outsourcing administrative functions]

Common Outsourcing Goals

Goal	Areas of Focus
✧ Saving Money	‘Non-core’ functions <ul style="list-style-type: none">- Infrastructure- Back-end administration- IT Help Desk
✧ Making the Most of Current Spend	Student yield areas <ul style="list-style-type: none">- Marketing & Recruiting- Enrollment Management- Financial Aid Support
✧ Meeting Rising Student Expectations	Extending capabilities to create 24x7x365 availability

Focus on Student Yield Areas



An Example in Outsourcing



Actions Taken

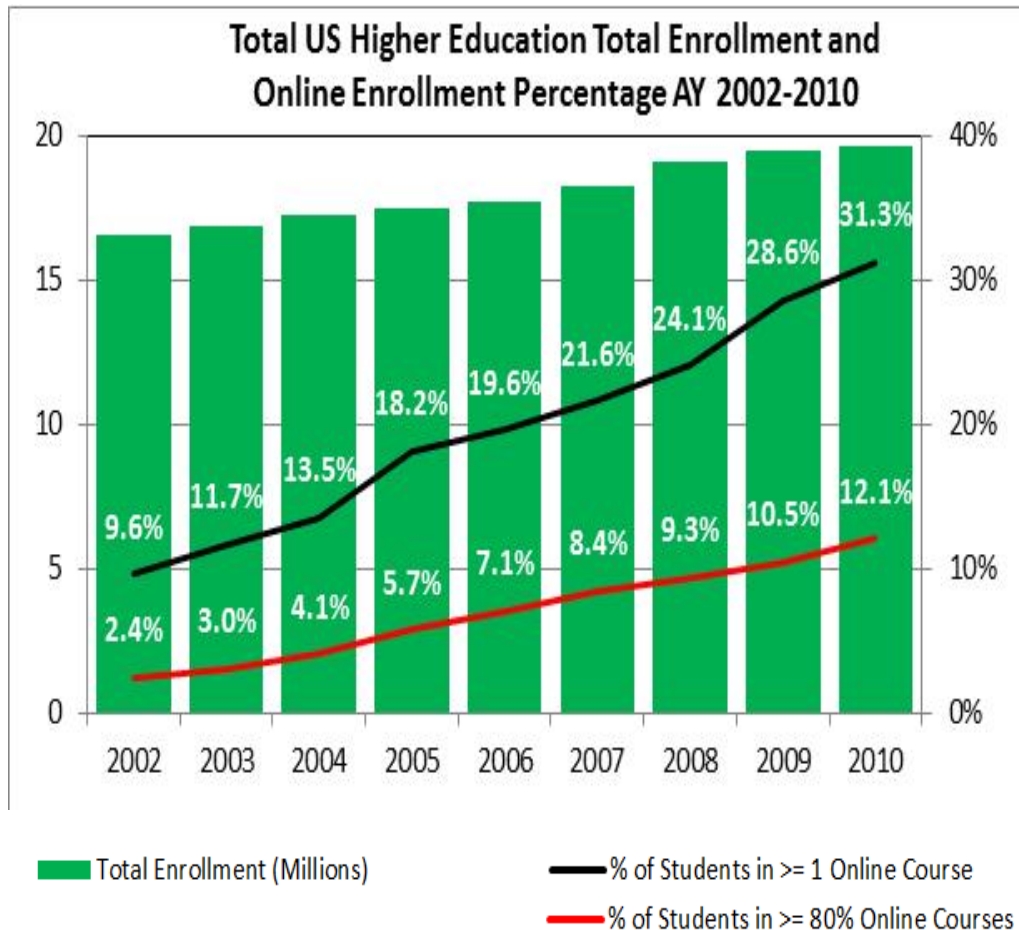
- **84% FAFSA application growth and 97% Pell recipient growth**
- **Long Financial Aid line, low student satisfaction, lost FA dollars, and low staff morale**

- Outsourced financial aid to create 24/7 virtualized FAO
- Implementation of intelligent routing of financial aid and registration inquiries
- Subsequently added Admissions, Records, Registration, Bursar and Student Accounts Support

Results

- 50% time decrease between FAFSA application and award
- 58% increase in FA staff productivity
- 18% increase in overall FA utilization
- 91% first call resolution rate (from 20%)

Trends in On-Line



Online Higher Education Enrollment Growth Outpaces Traditional Enrollment Growth

- Students in ≥ 1 Online Course
- 6.1MM students
 - 31% of total enrollment in 2010

- Students in $\geq 80\%$ Online Courses
- 2.5MM students
 - 12% of total enrollment in 2010
 - 20% of total enrollment by 2020
 - >30% of adult/graduate enrollment

Common On-Line Goals

Goal	Areas of Focus
✧ Addressing Capacity Issues	Courses - High enrollment courses
✧ Meeting Rising Student Expectations	Courses Non-course activities (student groups, etc.) Non-traditional calendar
✧ Reaching More Students/ Increasing Revenue	Full programs Completion Programs

An Example in On-Line



- **Large call volumes, long call hold times, and inability to respond quickly to inquiries**
- **Needed to better manage inquiry-to-applicant enrollment phase and general financial aid inquiries**

Actions Taken

- Outsourced admissions and financial aid to create 24/7 virtualized offices (for on-line and traditional students)
- Focus on cost savings to fund investment in growth on-line programs (e.g. Nursing)

Results

- 25% increase in enrollment inquiries
- 14% increase in applications
- Over 20% increase in enrollments

Insights from Ivy Tech



Who is Ivy Tech Community College?



STRATEGIC DRIVERS FOR ACCELERATING GREATNESS

The basis for the 2013 Strategic Plan

ENSURING THAT STUDENTS
ACHIEVE THEIR
EDUCATIONAL GOALS

CHANGING LIVES
MAKING INDIANA GREAT

What we are deeply
passionate about

What we can be
best at in the world

What drives our
resource engine

ONE INTEGRATED COMMUNITY
COLLEGE TRANSFORMING INDIANA

UNEQUIVOCAL COMMITMENT TO
IVY TECH AS THE DIFFERENCE-MAKER
FOR INDIANA'S ECONOMIC FUTURE

Supporting Online & Traditional Courses Statewide



STRATEGIC DRIVERS FOR ACCELERATING GREATNESS

The basis for the 2013 Strategic Plan

ENSURING THAT STUDENTS
ACHIEVE THEIR
EDUCATIONAL GOALS

What we are deeply
passionate about

CHANGING LIVES
MAKING INDIANA GREAT

What we can be
best at in the world

What drives our
resource engine

ONE INTEGRATED COMMUNITY
COLLEGE TRANSFORMING INDIANA

UNEQUIVOCAL COMMITMENT TO
IVY TECH AS THE DIFFERENCE-MAKER
FOR INDIANA'S ECONOMIC FUTURE

STRATEGIC DRIVERS FOR ACCELERATING GREATNESS

The basis for the 2013 Strategic Plan

Successful Completion

ACHIEVING
EDUCATIONAL GOALS

What we are deeply
passionate about

CHANGING LIVES
MAKING INDIANA GREAT

Retention

What we can be
pride in the world

What drives our
passion for learning

Reducing Time to Degree

ONE INTEGRATED COMMUNITY
COLLEGE TRANSFORMING INDIANA

UNEQUIVOCAL COMMITMENT TO
IVY TECH AS THE DIFFERENCE-MAKER
FOR INDIANA'S ECONOMIC FUTURE

*“Success is
going from
failure to failure
without losing
enthusiasm.”*

- Winston Churchill

Success really looks like this...



Changing Lives...Changing Indiana

Refined
Advising

Orientation
Required

Redid
Remediation

Got more
intrusive



Source: bionicteaching on Flickr.com

But...



Amanda Peters

Frances Cespedes

Brad Meyer

Amy Owens

Elliot Hein

It's not one thing...it's everything



- Continue looking at remediation
- Outsourcing *some* financial aid processing
- Hire 52 academic advisors
- Get more intrusive for both advising and retention purposes
- Build a virtual student success center
- One stop

New skills, new tools, new mindsets



- Are skills staying up to date?
- How are you hiring for what you need five years from now?
- What is your core business? Is that your focus?
- You have time and expertise with the tool...but is it still the tool that meets your need?
- Is this the experience students want and need, or is it what we've always given them?
- Change will never stop occurring!