



INDIANA UNIVERSITY  
**ONLINE**

# ANNUAL SUMMARY

## 2020–21

Office of Online Education • Office of Collaborative Academic Programs

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OOE and OCAP's primary role is to facilitate collaboration among the university units that are involved in online education. Its main areas of responsibility are academic program development, marketing and recruitment, student services, and compliance. The past year has shifted and strengthened this role as the university embraced and navigated the COVID-19 pandemic.

### **JUMP TO SECTION**

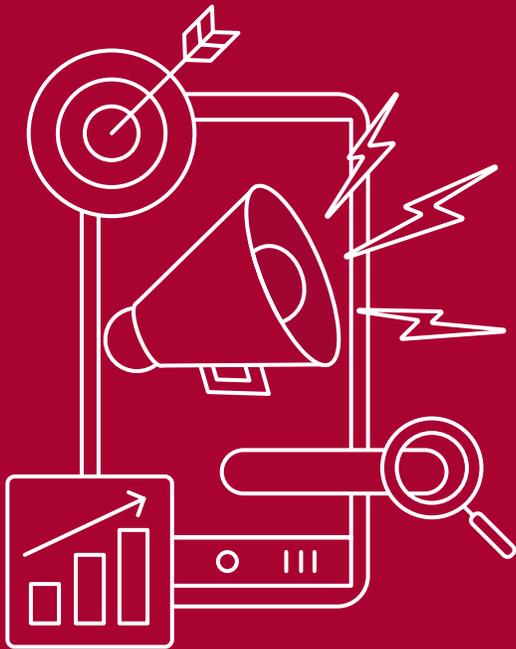
**MARKETING | ADMISSIONS & RECRUITMENT | ENROLLMENT UPDATES**

**QUALITY & COMPLIANCE | PROGRAM & FACULTY SUPPORT & DEVELOPMENT**

**STUDENT SUPPORT | RESEARCH INSIGHTS | TECHNICAL INNOVATIONS**

**PROFESSIONAL LEADERSHIP**

# MARKETING



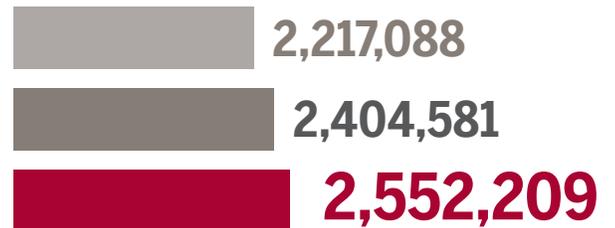
Marketing often serves as a prospect's initial introduction to an online program, playing a key role in driving enrollment growth. IU Online marketing combines vended and internal web, social, and print tactics that provide information and urge prospects to enroll.

In 2020, the OOE marketing budget was significantly impacted by the elimination of the distance education fee by the core campuses. As a result, we focused more on lead generation tactics and less on brand awareness tactics. The lead generation tactics increased the number of page views; the reduction in awareness tactics decreased the overall number of web sessions and contacts. This strategic pivot, paired with enhanced recruitment efforts, resulted in an overall increase in applications and enrollments.

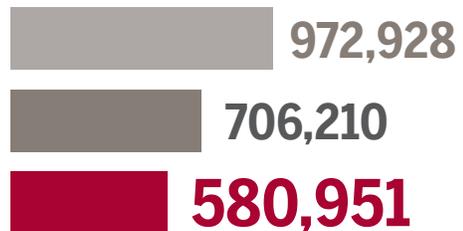
## ONLINE TRAFFIC



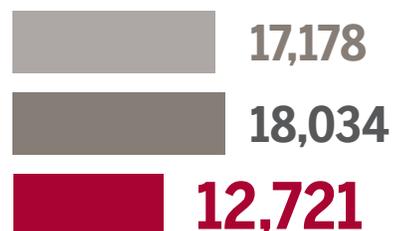
### Total Page Views



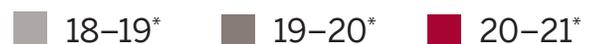
### Total Web Sessions



### Total Contacts

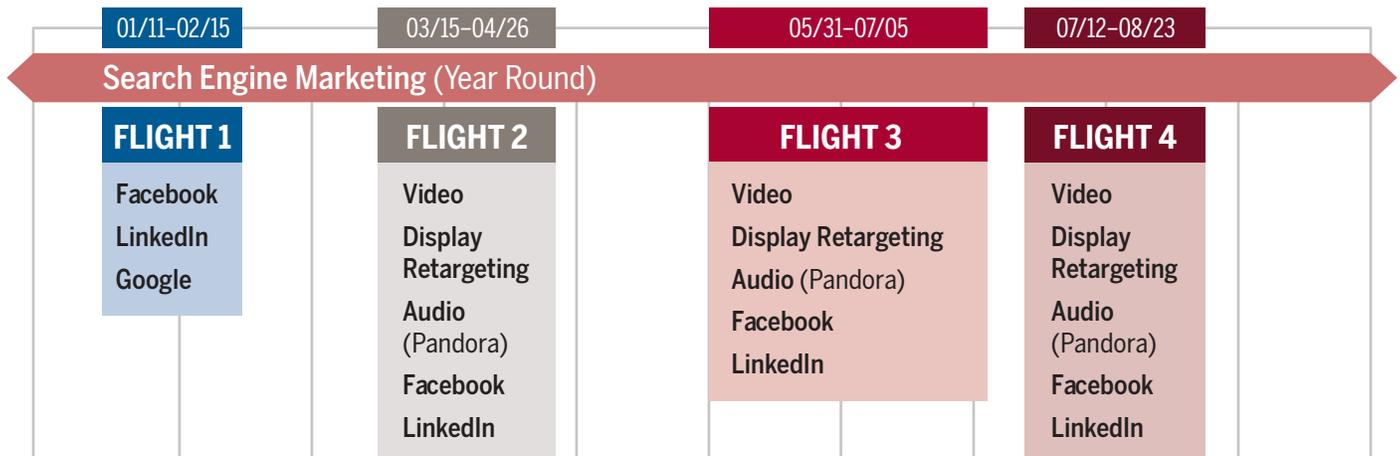


### Key



\*Data reflect totals for the period between July 1 to June 30.

# MARKETING FLIGHTS FROM JANUARY TO AUGUST 2021



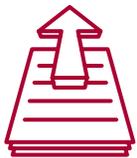
## CAMPAIGNS & OUTREACH

In addition to the digital marketing campaigns conducted by EchoPoint Media, OOE:

- Conducted a [virtual marketing workshop](#) in collaboration with IU Studios to provide insights for targeted marketing and enhanced web presence.
- Implemented enhanced retargeting outreach to prospects, applicants, and admitted students who did not enroll in their intended semester.
- Deployed an email campaign to stop-out students universitywide encouraging re-enrollment.
- Instituted the first out-of-state campaign to recruit teachers needing to fulfill Higher Learning Commission requirements in order to teach dual-credit courses.
- Successfully promoted the Continuing the Conversation webinars for the fourth consecutive spring semester.
- Produced valuable communications and assets, including:
  - » IU Online newsletters
  - » A weekly communications and social media digest
  - » One-page summaries for all collaborative degree programs
  - » Social media posts
  - » Infographics depicting the OOE budget, commencement numbers, census, data, student satisfaction, survey results, and IU Expand

# ADMISSIONS & RECRUITMENT

The OOE marketing team works closely with the undergraduate and graduate admissions partnerships to collectively establish a personal connection that converts prospects into applicants and applicants into enrollees. Enhanced admissions processes and outreach this year have resulted in increased enrollments, despite a challenging higher education landscape and a reduced marketing budget.



**5,456**

**Applications\***

Fall '20 to Spring '21

**↗ 6.9%**  
1-year increase



**2,807**

**Admits\***

Fall '20 to Spring '21

**↗ 36.8%**  
1-year increase



**1,318**

**Enrollments\***

Fall '20 to Spring '21

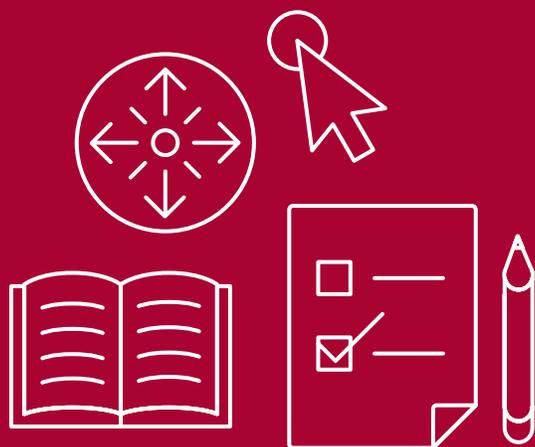
**↗ 43%**  
1-year increase

*\*Values are for Undergraduate Applications, Admits, and Enrollments to online programs*

In the past year, OOE focused on enacting proactive recruitment efforts, reducing barriers to application, and providing enhanced support to get students from admission to enrollment. IU Online achieved increases in applications, admit rate, and enrollments as a result of these initiatives:

- Initiated a text messaging campaign encouraging admitted students to enroll.
- Developed and deployed intent to enroll forms that align with regional campus processes and better predict enrollment.

- Implemented a transcript request service for all undergraduate applicants.
- Consolidated online RN to BSN marketing to be more efficient and simplified online RN to BSN services to be more user friendly.
- Streamlined the onboarding process, reducing completion time, while also providing students more opportunities to interact with their success coaches.
- Implemented post-admission communication journeys through Salesforce to guide new students through the enrollment process.
- Followed up with each student who enrolled in the IU Online Course Test Drive both to generate leads and proactively address questions.
- Reached out weekly to applicants with incomplete applications to assist with completion and submission of forms.
- Leveraged FireForm to enable applicants to update or cancel their application.
- Hosted monthly online information sessions to provide information, answer questions, and encourage prospects to apply.



# ENROLLMENT UPDATES

Enrollments in online programs grew again this year. By simplifying processes, increasing access, and meeting student expectations, IU Online continued to increase enrollments despite the challenges of the past year.

Enrollments in online programs have grown steadily during the last five years. While total university headcount in non-online programs decreased 9% from spring 2016 to spring 2021, **total enrollments in online programs increased by 67%, from 4,377 in spring 2016 to 7,321 in spring 2021.**

In spring 2016, the first collaborative program—the Bachelor of Applied Science— enrolled 47 students. **By spring 2021, 29 collaborative programs enrolled 1,264 students taking 10,601 credit hours, representing 17% of total online student enrollment and 21% of total credit hours taken by online program students.**

## IU ONLINE CLASS CONNECT

IU Online Class Connect (IUOCC) provides the mechanism for sharing class sections and faculty among participating campuses and for making more efficient use of class sections that might otherwise be under-enrolled across the university. IUOCC allows students at one campus to register for an online class at another campus without going through intercampus transfer. Intercampus transfer is cumbersome for students and can negatively impact the student billing and financial aid process.

**Today, IUOCC courses are increasingly used to support collaborative degrees and certificates and dual-credit teacher programs.**

<b>IUOCC Enrollment as of Official Census</b>			
	<b>Fall 2020</b>	<b>Spring 2021</b>	<b>Summer 2021<sup>^</sup></b>
# Class Sections Added to IUOCC	358	387	176
# Distinct Courses Added to IUOCC	254	263	143
# Distinct IUOCC Courses for Collaborative Programs	123	144	101
# Distinct Grad IUOCC Courses for Dual-Credit Teachers	17	21	38
Total IUOCC Class Credit Hours	27,725	27,514	9,334
Total IUOCC Away* Credit Hours	12,950	11,521	4,965
% of IUOCC Credit Hours Taken at an Away Campus	47%	42%	53%

\* Away credit hours represent credits that students earn at campuses other than their campus of enrollment.

<sup>^</sup>Summer enrollment data as of prelim/first-day census

In fall 2020, 55% of all IUOCC courses supported collaborative degrees and certificates and dual-credit teacher programs. In spring 2021, the percentage grew to 63% of all IUOCC courses. In summer 2021, IUOCC courses almost exclusively supported collaborative and graduate courses for high school dual-credit teachers (97%).

## DUAL-CREDIT TEACHERS

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Term	# of Sections	Distinct Headcount	Credit Hours
Fall 2020	22	159	507
Spring 2021	16	183	590
Summer 2021	27	244	844
Academic Year 20–21	65	369	1,941

The Office of Collaborative Academic Programs (OCAP) and the Advance College Project (ACP) continue to collaborate with all seven IU campuses to deliver graduate courses to dual-credit teachers needing to meet Higher Learning Commission (HLC) requirements. In fall 2020, spring 2021, and summer 2021, 65 class sections were offered in the areas of biology, chemistry, communications, education, English, history, math, and political science. 369 teachers enrolled in 1,941 credit hours during the academic year.

## IU EXPAND UPDATES

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OOE, OCAP, and eLearning Design and Services (eDS) continue to grow the IU Expand portfolio, which includes online noncredit and professional development coursework. The Expand platform gives units the ability to quickly deploy noncredit education and professional development coursework to internal and external stakeholders.

### Highlights

**416,452**

total enrollments by unique users

**\$485,484**

all-time revenue

### Fee-for-Service Agreements

In 2020–21, OOE initiated fee agreements and a pricing package to provide for eDS expertise, time, and support in the development and delivery of noncredit and for-credit coursework. Leveraging the talents of eDS staff results in substantial institutional savings.

## Courses in Response to COVID-19

- Eight courses for K–12 teachers, students, and families were created under the Indiana Governor’s Emergency Education Relief grant to improve remote learning access and quality for Indiana students.
- Telehealth Basics for Social Work Educators and Behavioral Health Clinicians Responding to COVID-19 enrolled 1,922 students.

## In-Person Events Converted to an Online Format in IU Expand

- The new Onboarding course template was shared and customized by all campuses.
- The High School Journalism Institute/Media School workshops were reconceptualized as online modules, leveraging a 40-year history of bringing high school students and educators to campus for two-week sessions.

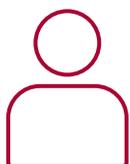
## In-Person Events Converted to an Online Format in IU Expand *(continued)*

- The Indiana Society of Radiologic Technologists Annual Conference was converted to an online format and featured 11 lecture sessions and a quiz. Participants had the option of earning continuing education credits.

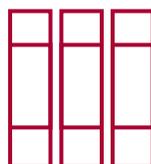
## Noncredit Projects

- IU Online Course Test Drive provided new and prospective online students with the opportunity to acquaint themselves with the IU Online course experience.
- Eight courses in accounting, finance, marketing and management, and leadership were developed by Business Executive Education in the Kelley School.
- Offered by University Academic Affairs and UITS, Teaching for Student Success Active Learning Pathway had 1,200+ faculty enrollments.

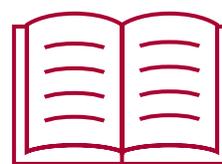
	EXPAND ENROLLMENTS	EXPAND REVENUE
FY 18–19	88,567	\$96,269
FY 19–20	120,839	\$147,244
FY 20–21	95,803	\$157,012



Total Unique Users:  
**133,273**



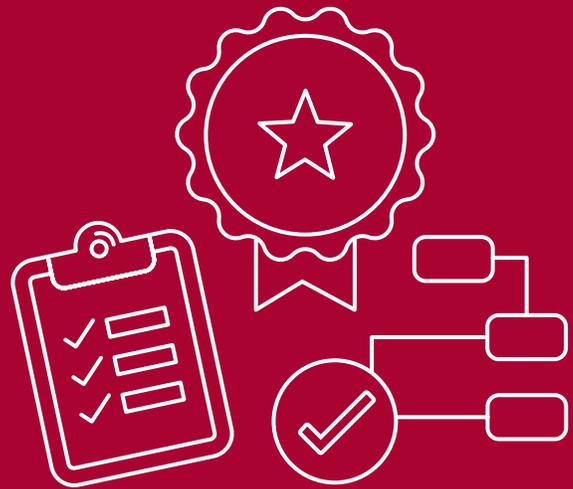
Catalogs:  
**103**



Active, Enrollable Course Listings:  
**1,102**

# QUALITY & COMPLIANCE

The COVID-19 pandemic, along with changes in regulations, has resulted in an array of new initiatives to ensure compliance and quality assurance of all IU Online programs.



Compliance and quality assurance are primary elements of the OOE portfolio, because they help to maintain the integrity and quality of IU's online programs. OOE provides leadership in ensuring compliance with regulations from DoE, ICHE, HLC, and NC-SARA.

## KEY UPDATES

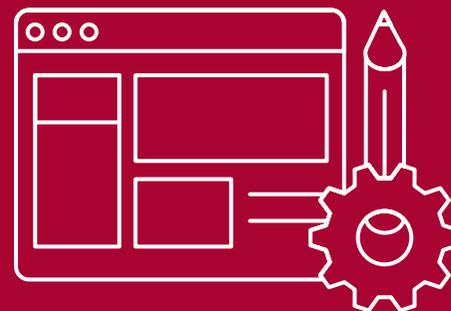
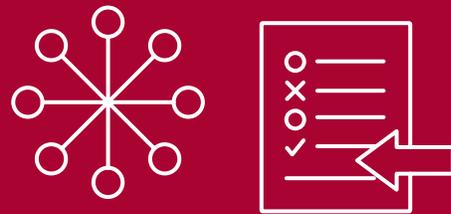
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During the past year, OOE:

- Monitored COVID-19 regulatory expectations and post-pandemic sunset provisions.
- Reviewed and compiled international regulations to identify potential obstacles to providing online education for students abroad.
- Prepared and filed site license renewal for IUS program with Kentucky Council on Postsecondary Education.
- Developed a process for the ongoing collection and management of data for federal and regulatory licensure disclosures to students.
- Prepared and filed NC-SARA annual renewals for all campuses.
- Reviewed and analyzed *21st Century Distance Education Guidelines*.
- Researched technology and student privacy in remote learning.

# PROGRAM & FACULTY SUPPORT & DEVELOPMENT

The number of IU Online collaborative programs has continued to show significant growth. A commitment to collaboration across the university system has greatly enhanced program development and assessment.



## NEW ONLINE COLLABORATIVE PROGRAMS

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In the 2020–21 academic year, OCAP utilized the Collaborative Degree Build Process to develop 10 new online collaborative programs. These degree programs received final ICHE approval between July 1, 2020, and June 30, 2021:

- BS in Digital Media and Storytelling
- BS in French
- BS in German
- BS in Spanish
- Graduate Certificate in Academic Advising
- Graduate Certificate in Spanish
- EdS in Educational Leadership
- MAT in French
- MA in History
- MA in Political Science

OCAP continues to work with faculty across all seven IU campuses on 10 additional collaborative degrees and certificates in various stages of approval/development.

## QUALITY MATTERS CERTIFIED COURSES

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**25 new courses** were QM Certified.

IU Bloomington—1 | IU East—7 | IU Kokomo—1 | IU Northwest—1 |  
IUPUI—3 | IU Southeast—12

An **additional 18 courses** are in the process of becoming QM Certified.

IU Bloomington—1 | IU East—6 | IU Northwest—1 | IU Southeast—1

## PROGRAM ASSESSMENT

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Assessment data for online collaborative degrees is collected by OCAP, and an annual assessment report is generated for each program and provided to participating campuses. In December 2020, OCAP produced and submitted seven assessment reports to campus Accreditation Liaison Officers.

OCAP worked with the following programs to develop assessment plans during AY20–21:

- Bachelor of Applied Science
- BA Sustainability Studies
- BS Applied Health Sciences
- BS Data Science
- BS History
- BS Informatics
- BS Medical Imaging Technology
- MA English (plus three graduate certificates)
- MS Criminal Justice & Public Safety
- Graduate Certificate/MA Chemistry
- Graduate Certificate/MA History
- Graduate Certificate/MAT Mathematics
- Graduate Certificate in Biology
- Graduate Certificate  
Communication Studies

# NEW 100 PERCENT ONLINE COLLABORATIVE DEGREES IN DEVELOPMENT

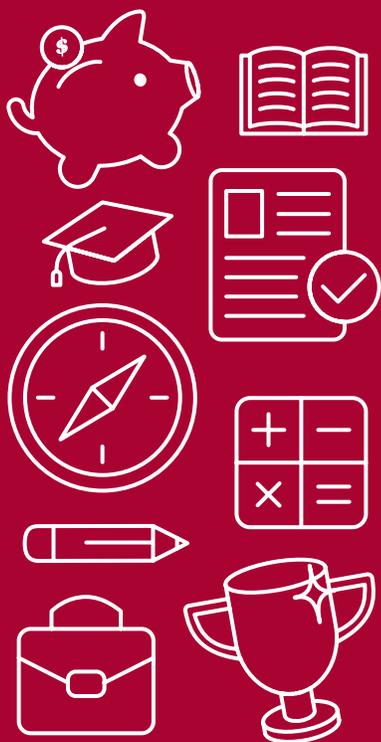
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## Online collaborative degrees under development in fall 2021:

- Chancellors' BS Accounting
- Chancellors' MS Management
- Chancellors' MS Strategic Finance
- MEd Urban Education Advocacy and Action
- EdD Curriculum and Instruction: Mathematics Education
- MS Actuarial Science

## Online collaborative degrees in approval phase in fall 2021:

- BS Actuarial Science
- BS Applied Statistics
- Graduate Certificate in German
- MAT German



# STUDENT SUPPORT

OOE and its partners across the university have implemented bold new initiatives in the past year that have strengthened the student experience and provided much needed support. Re-envisioned onboarding, increased financial communications, additional opportunities to engage with success coaches, expanded math and writing support, a Supplemental Instruction pilot, and additional vended solutions all worked to create a more robust core of wrap-around services to support IU online students.

## STUDENT SUPPORT INITIATIVES

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During 2020–21, campus partners:

- Routed **5,188** undergraduate applications to the campuses.
- Ordered **2,347** transcripts for students.
- Answered **325** financial services inquiries.
- Made Supplemental Instruction available to students in **23** sections. This resulted in **1,470** visits by **250** students.
- Responded to **1,130** student requests for math and writing support.
- Saw **869** students enroll in the IU Online Course Test Drive.
- Sent **16,518** text messages to online students.
- Had **3,522** success coaching interactions with students.

## STUDENT SERVICES PARTNERSHIP RENEWALS

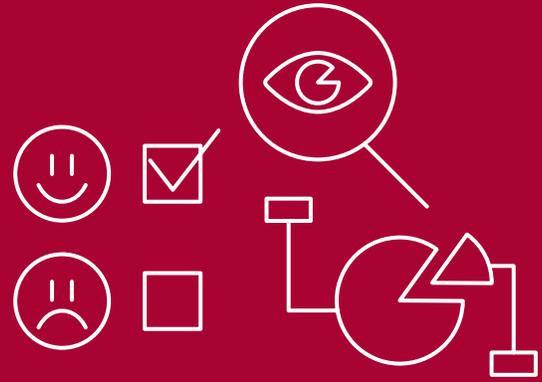
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OOE renewed the following student service partnerships:

- |  |   |
|--|---|
| • Undergrad Admissions & Recruitment<br>IUK: \$167,753 | • Student Success Coaching<br>IUPUI: \$164,699;<br>IUE: \$182,333 |
| • Onboarding & Orientation<br>IUPUI: \$79,689          | • Math Support<br>IUE: \$153,525                                  |
| • Supplemental Instruction<br>IUE: \$111,032           | • Writing Support<br>IUE: \$151,980                               |
| • Financial Services<br>IUPUI: \$95,639                | • Graduate Admissions & Recruitment<br>IUE: \$124,889             |
| • Career Services<br>IUPUI: \$79,689                   |   |

# RESEARCH INSIGHTS

OOE consistently extracts and analyzes data to inform decisions. Research conducted over the past year resulted in several key insights.



## TRANSCRIPT OPT-IN YIELD RATES

	Fall 2019	Fall 2020	Fall 2021
<b>% IU Online Applications w/ Transcript Opt-In</b>	16%	58%	91%
<b>IU Online Application Admit Rates</b>			
	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021</b>
IUO Transcript Opt-In	64%	52%	58%
No IUO Transcript Opt-In	31%	41%	54%
Overall Admit Rate	36%	48%	58%

In fall 2019, OOE conducted a small pilot of its transcript request service. Of the online undergraduate applications received that semester, 16% opted in to the free transcript retrieval. The adoption rate to the service rose to 58% in fall 2020, and now, 91% of all undergraduate applications opt in. Admit rates for those opting in to the transcript request service are consistently higher than those for students who do not.

## ONLINE LEARNERS EXPECTATIONS SURVEY

OOE collaborated with the IU Center for Evaluation, Policy, & Research (CEPR) to pilot a new survey instrument designed to improve our understanding of undergraduate student

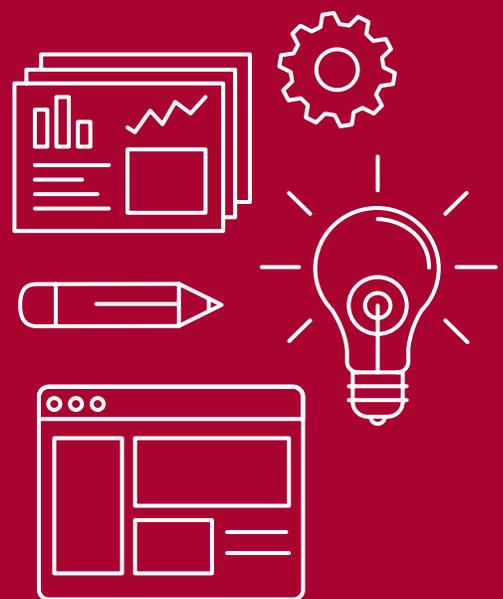
expectations and experiences with online degree programs at Indiana University. A literature review and interviews with a sample of 20 currently enrolled students informed the development of a new Online Learners Expectations Survey (OLES) protocol.

The survey was piloted in fall 2020 using a sample of 500 students enrolled in online programs at IUPUI, IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast. Overall, 95% of respondents indicated that they would recommend their IU Online program to a peer, and 94% indicated that their expectations for quality were met.

Administered yearly as part of a multi-year study, results of the OLES will continue to be used to inform best practices in online teaching.

# TECHNICAL INNOVATION

OOE leveraged technology, software, and systems in the past year to support student enrollment, reveal critical data, and meet demanding requirements. OOE's focus on impactful innovation continues to drive new and exciting developments that serve prospects, students, staff, faculty, and the broader community.



## SELF-SERVICE ANALYTICS

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The OOE decision support team continues to expand self-service analytics for university decision makers by creating dashboards that are available universitywide. Two new dashboards were developed in FY 2020–21:

## IU Expand

This dashboard uses Canvas data to provide an overview of catalogs, courses, enrollments, and revenue generated in IU Expand. Year-over-year comparisons are available by fiscal quarter.

## Professional Licensure/Certification Disclosures by US State/Territory

Many IU students are pursuing a degree that leads to professional licensure. Although all IU degrees meet Indiana's educational requirements for licensure, educational requirements in other states and in US territories may differ.

Federal compliance guidelines require universities to inform students whether the degree they are pursuing meets the educational requirements for licensure in their home state/territory or the state/territory in which they intend to practice.

OOE created a dashboard that:

- Lists all of IU's on-campus and online programs leading to licensure.
- Provides links to state/territory licensing boards.
- Features an interactive map that allows students to determine whether the degree they are pursuing meets the educational requirements for licensure in their home or work state/territory.

Data for this dashboard is obtained from program faculty and maintained by the OOE decision support team.

## SALESFORCE

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The Salesforce customer relations management (CRM) platform continues to play a key role in OOE's efforts to gather information about, and communicate with, prospects and students. In 2020–21, OOE:

- Migrated all CRM activities to the IU admissions object.
- Implemented enhanced dynamic content in Marketing Cloud, giving us much more freedom and flexibility with email content.
- Updated all recruitment journeys for graduate collaborative programs.
- Adopted UITS FireForm platform for web-based forms.
- Created multiple automation processes for IT tasks, such as updating class search and uploading lists to the CRM.

# PROFESSIONAL LEADERSHIP

OOE's strong leadership extends beyond the university community, as our members share their expertise with the broader community by holding external leadership positions or presenting at conferences throughout the year.



## EXTERNAL LEADERSHIP POSITIONS

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**Chris J. Foley**, Vice-Chair, NC-SARA Regional Steering Committee, Midwest Higher Education Compact (MHEC)

**Sharon Wavle**, Immediate Past-President, Indiana Association for Institutional Research (INAIR), 2020–21

## PUBLICATIONS & PRESENTATIONS

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“Simplicity as Success: Increasing Enrollment through Simplifying Services,” 2021 UPCEA Annual Conference, April 2021, Chris J. Foley and Whitnie Shay.

“Assessment Made Simple: Leveraging Canvas Tools to Perform Program Assessment for Collaborative Online Programs,” 2020 Assessment Institute, October 2020, David Becker and Hitesh Kathuria.

“eLearning in Higher Education: Smart Practices from Indiana University,” Webinar for 200+ audience of Indonesian, Malaysian, and Indian higher education professors and education ministers, October 2020, Matt Callison, Chris Foley, Carrie Hansel, Gina Londino-Smolar, Maggie Ricci, and Julia Sanders.

“Responding to Student Course Quality Complaints: Simplifying QM/QA for Administration,” QM Connect LX, October 2020, David Becker and Hitesh Kathuria.

“Meeting QM Standards: Creating a Syllabus Template,” QM Connect LX, October 2020, David Becker and Hitesh Kathuria.

“Meeting QM Standards: Creating a Syllabus Template,” QM Success Stories Webinar, November 2020, David Becker.

“Choose Your Own Adventure: Welcome to HyFlex Teaching/Design,” OLC Accelerate Virtual Conference, November 2020, Chérie Dodd and Julia Sanders.

“Responding to Student Course Quality Complaints: Simplifying QM/QA for Administration,” QM Connect LX, June 2021, David Becker and Hitesh Kathuria.