IU Online Education Strategic Assessment | Project Snapshot

INDIANA UNIVERSITY | Deloitte.

December 2021 – February 2022

Context & Objectives

IU Online has undergone significant growth and change in the 10 years of its existence. This assessment aims to **review IU's model of online education** and the structures that support it, to evaluate the effectiveness of the current model, and to guide the future direction of online education at IU. The project will drive towards the following key deliverables:

Current State Assessment
Outlines and communicates a comprehensive understanding of the current state of IU online, providing a clear overview across key focus areas

Future State Recommendations
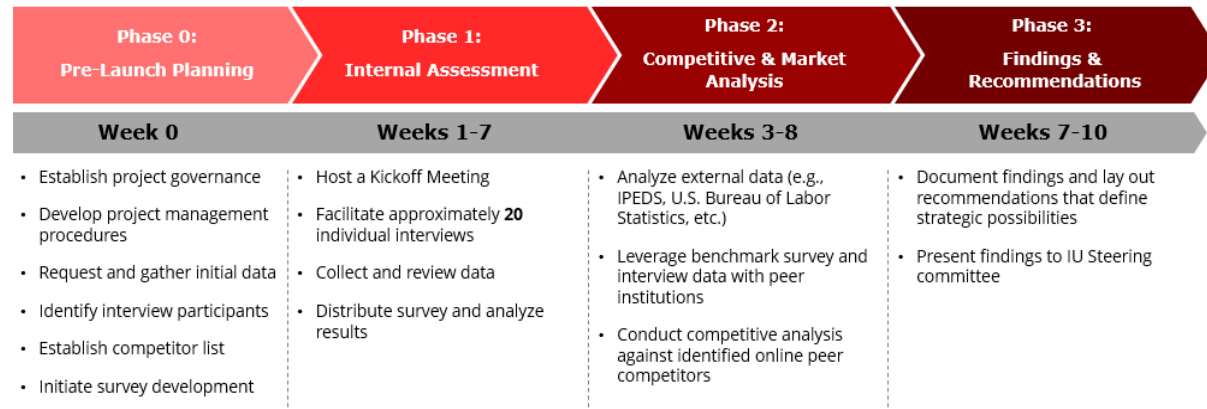Identifies opportunity areas that answer key questions and align with IU's strategic vision for the future

Final Steering Committee Presentation
Presents an executive summary of both the internal assessment and key strategic recommendations to outline a clear path forward for IU

Key Areas of Discovery

Sustainable Funding
- Funding models that generate enrollment growth and academic mission
- Possibility of retaining IU's current model and re-imagining incentives
- Comparative online education funding models based on program type

Online Enrollment
- Perceived role of online education across IUs distributed campuses
- IU competitive advantages and disadvantages as they relate to peer programs in terms of value & cost, program portfolio, and target users

Organizational Efficiency
- Process improvements to improve IU Online efficiency
- Relative benefits and drawbacks of IUs current service model
- New modes of establishing goals in the online education space

Governance Structure
- Current online learning models of multi-campus universities and relative merits of alternative governance structures
- Pros and cons of IUs current model as it relates to the competitive marketplace

Phased Approach

In partnership with Deloitte, this strategic assessment will occur in the following four (4) phases:

Phase 0: Pre-Launch Planning	Phase 1: Internal Assessment	Phase 2: Competitive & Market Analysis	Phase 3: Findings & Recommendations
Week 0	**Weeks 1-7**	**Weeks 3-8**	**Weeks 7-10**
• Establish project governance	• Host a Kickoff Meeting	• Analyze external data (e.g., IPEDS, U.S. Bureau of Labor Statistics, etc.)	• Document findings and lay out recommendations that define strategic possibilities
• Develop project management procedures	• Facilitate approximately **20** individual interviews	• Leverage benchmark survey and interview data with peer institutions	• Present findings to IU Steering committee
• Request and gather initial data	• Collect and review data		
• Identify interview participants	• Distribute survey and analyze results	• Conduct competitive analysis against identified online peer competitors	
• Establish competitor list			
• Initiate survey development			

Points of Contact

For more information on the progress of this engagement, or follow-up questions regarding the interview and current-state assessment process, please contact:

Amy Wittmayer
SENIOR PROJECT LEADER
awittmayer@deloitte.com

Lilly Leyh
PROJECT MANAGER
lleyh@deloitte.com

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Team Biographies

Scott Friedman
Principal

RELEVANT EXPERIENCE

Scott is the leader of Deloitte's Higher Education Strategy practice. He has worked with approximately 100 institutions over the last decade. Scott's experience is extensive, and inclusive of university operations, enrollment management, information technology, and budgeting and finance.

Scott has helped colleges and university systems across the U.S. and Canada face their most challenging operational issues and strategic opportunities.

Amy Wittmayer
Senior Project Leader

RELEVANT EXPERIENCE

Amy is a seasoned professional in the US Higher Education Strategy practice with over 23 years of experience in HE Technology. She has 14 years of direct higher education administration experience and has held leadership roles across various areas of the HE landscape.

As the Assistant Dean of UNC's Master of Accounting program, she launched the online version of the program in 2015 and managed the campus-based program through the first 7 months of the COVID-19 pandemic.

Lilly Leyh
Manager

RELEVANT EXPERIENCE

Lilly has worked for or consulted with higher education institutions for 7+ years on solving problems ranging from organizational design, system-wide financial health analyses, and strategy and operations initiatives.

Contextualizing higher education institutions as anchors within their region is of particular interest to her as industries become increasingly decoupled from brick-and-mortar models.

James Pierpoint
Consultant

RELEVANT EXPERIENCE

James has been in the education space for 4+ years - working on higher education strategy projects ranging from workforce development policy to global online learning,.

James brings unique perspective on Higher Education from his experience as a former educator – and looks to provide a student-centered approach to current and future state assessments.