



Blackboard®
LET'S ADVANCE LEARNING

*Small and
Unique – A Small
School Virtual
Summit*
February 24th, 2021

Welcome to Blackboard Collaborate! We will begin the session shortly.

Yes

No thanks

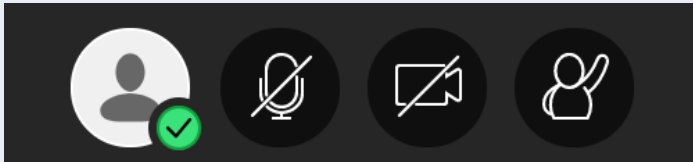
Closed Captioning is enabled for this webinar.
Click “Yes” when prompted to use them at the top of your screen.



Open Menu for more settings (Purple Button)



Click on the Purple Button to Open the Collaborate Panel for Chat, My Settings (Gear Icon) to adjust Notifications.

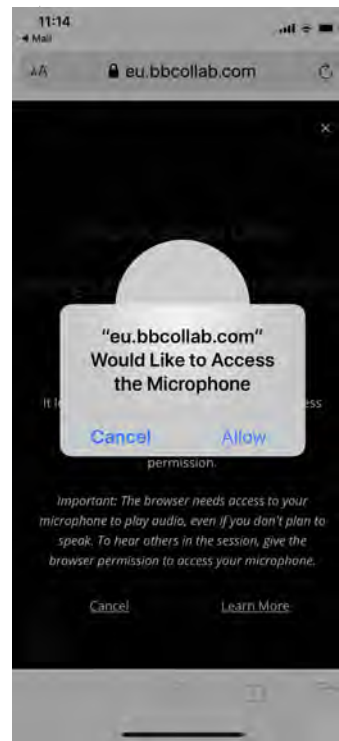
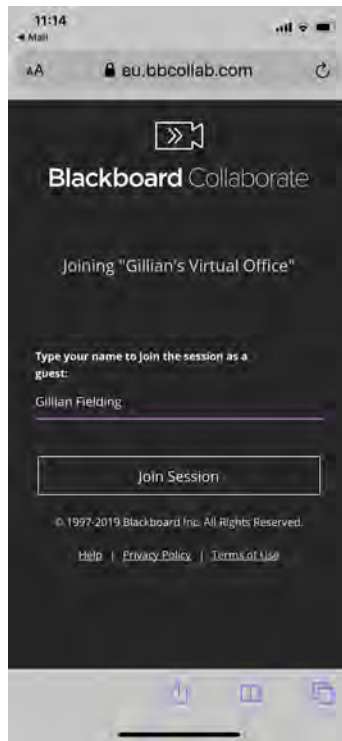


Click your silhouette to add a picture.
Click the check mark to indicate your status.
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Click on the person icon to raise your hand.

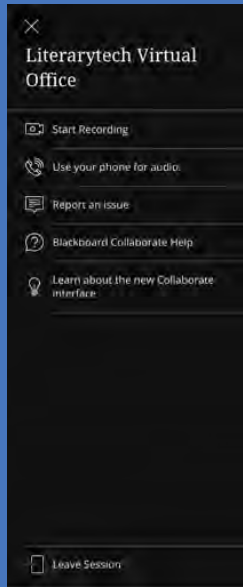
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You can join from a mobile device (phone/tablet)

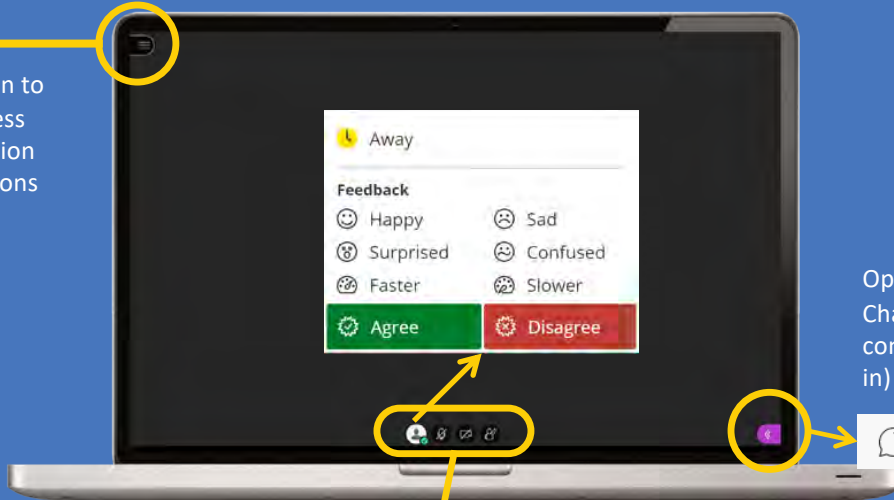
1. On your device, click the Collaborate link
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Welcome

11:00 – 11:15 am



Bill Ballhaus
Chairman and CEO
Blackboard Inc.

Virtual Summit Logistics

11:15 – 11:30 am



Dr. Darcy Hardy

Associate Vice President for
Academic Affairs, NAHE
Blackboard Inc.

Your Blackboard Strategic Partnership Managers

Danielle Yaag (East Region)
danielle.yaag@blackboard.com
610.389.2566



Sue Burris (West Region)
sue.burris@blackboard.com
501.304.5052



Summit Agenda (EST)

- 11:00 – 11:15 am – *Welcome* presented by **Dr. Bill Ballhaus – Chairman and CEO, Blackboard Inc.**
- 11:15 – 11:30 am – *Virtual Summit Logistics*, **Dr. Darcy Hardy, Associate Vice President for Academic Affairs, NAHE, Blackboard Inc.**
- 11:30 am – 12:00 pm – *Collaboration in Higher Ed: An Imperative for Small Private Colleges and Universities*, **Dr. Terri Givens – CEO, Center for Higher Education Leadership, Former Provost at Menlo College**
- 12:00 – 12:30 pm – *Synergies of Collaboration*, **Dr. Ray Schroeder - Associate Vice Chancellor for Online Learning at University of Illinois, Springfield, Senior Fellow with UPCEA, and author of Inside Higher Ed's ONLINE: TRENDING NOW series**
- 12:30 – 1:30 pm – *Lunchtime Q&A with Terri Givens and Ray Schroeder.*
- 1:30 – 2:30 pm – *A Way Forward: An Update on Policy and the Future of Higher Education in the Biden Administratioⁿ*, **Dr. Van Davis – Principal at Foghlam Consulting and Senior Fellow with CAEL**
- 2:45 – 3:30 pm – *The Future of the OPM*, **Jessica Sheehan – Senior Director for Strategic Marketing, Blackboard, Dr. Darcy Hardy – Associate Vice President for Academic Affairs, NAHE, Blackboard**
- 3:30 – 4:00pm – *Closing Remarks*

We Want Your Feedback



Take our online evaluation anytime during the Summit at <https://tinyurl.com/SSVSsurvey>

Collaboration in Higher Ed: An Imperative for Small Private Colleges and Universities

11:30 am – 12:00 pm



Dr. Terri Givens
CEO, Center for Higher
Education Leadership, Former
Provost at Menlo College



COLLABORATION IN
HIGHER ED: AN
IMPERATIVE FOR
SMALL PRIVATE
COLLEGES AND
UNIVERSITIES

ABSTRACT

- As institutions grapple with changing demographics, reduced flows of international students, and economic challenges that began before the onset of the COVID-19 pandemic, former provost Terri Givens will discuss her experience with collaborations and her insights developed over the last two years as she has deepened her engagement with the educational technology sector and thought leaders in higher education. She will describe why we need to see more collaborations and how they can help small institutions survive in a post-covid world.

DEVELOPING COLLABORATIONS IN HIGHER ED

- My experiences at Menlo College
- The Current Landscape
- Innovation and Educational Technology
- The Online Imperative
- Onward and Upward – The Post-Covid World

HOW TO KEEP SMALL COLLEGES FROM FAILING

Five key components to the model:

1. No college loses its identity. The college name remains. The mascot remains.
2. Endowments stay with the individual colleges.
3. Leave athletics alone.
4. Target at least 50% of all courses offered by the merged organization to stay online.
Merge those common courses to enroll a minimum of 15-20 students per course.
5. Revenue and costs to each college would be allocated based on financial, enrollment, and outcome ratios.

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Synergies of Collaboration

12:00 – 12:30 pm



Prof. Ray Schroeder

Associate Vice Chancellor for Online Learning at University of Illinois, Springfield, Senior Fellow with UPCEA, and author of Inside Higher Ed's "Online: Trending Now" series

<https://sites.google.com/view/higheredcontext/home?elqTrackId=EF44A9C223A97089206D9C79165D92C0&elqaid=11001&elqat=2>

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Lunchtime Q&A

12:30 – 1:30 pm



Dr. Terri Givens

CEO, Center for Higher
Education Leadership, Former
Provost at Menlo College



Prof. Ray Schroeder

Associate Vice Chancellor for Online
Learning at University of Illinois,
Springfield, Senior Fellow with UPCEA,
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A Way Forward: An Update on Policy and the Future of Higher Education in the Biden Administration

1:30 – 2:30 pm



Dr. Van Davis
Principal at Foghlam
Consulting and Senior
Fellow with CAEL



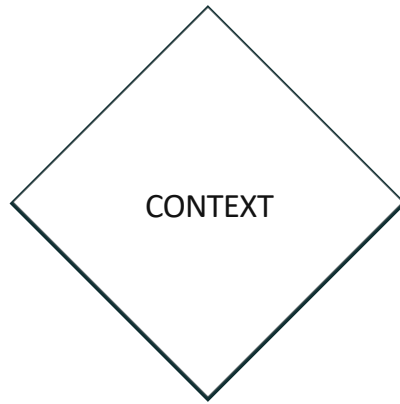
A WAY FORWARD

An update on policy and the
future of higher education in the
Biden administration

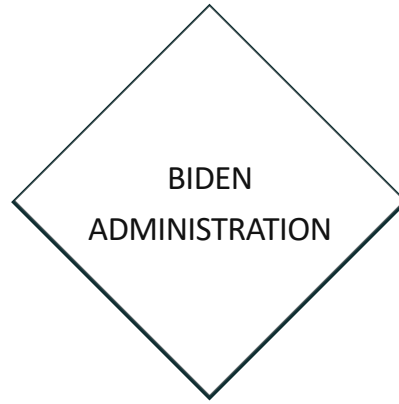
Van L. Davis, Ph.D.

February 24, 2021

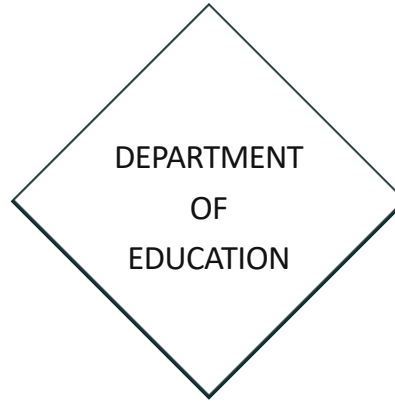
■ AGENDA



COVID 19 and the politics of 2021



Presidential priorities



Departmental personnel



The current regulatory landscape

THE CONTEXT FOR FEDERAL HIGHER EDUCATION POLICY



CHALLENGES TO
EQUITY



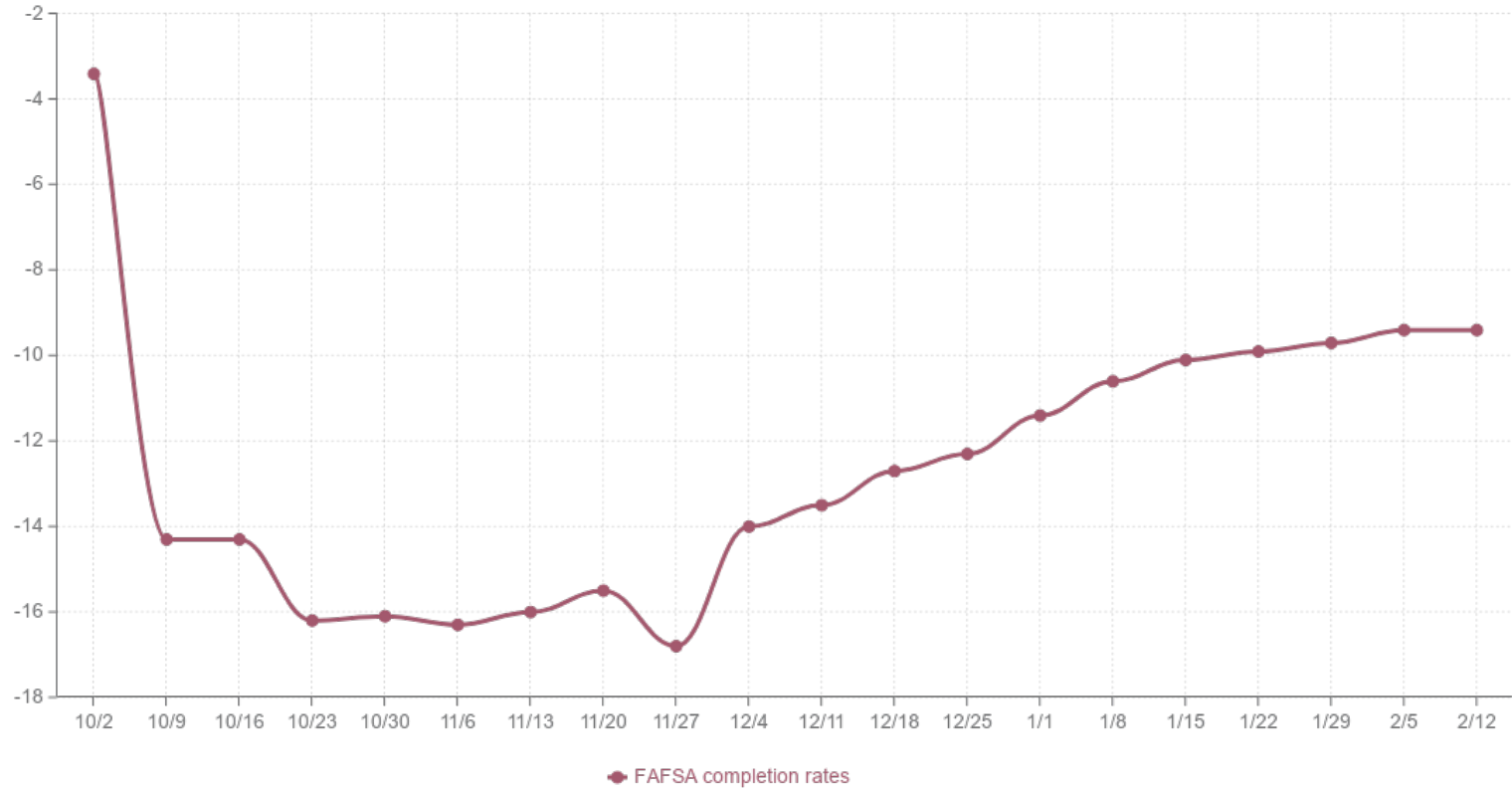
CHALLENGES TO
ENROLLMENT



CHALLENGES TO
BUSINESS MODELS

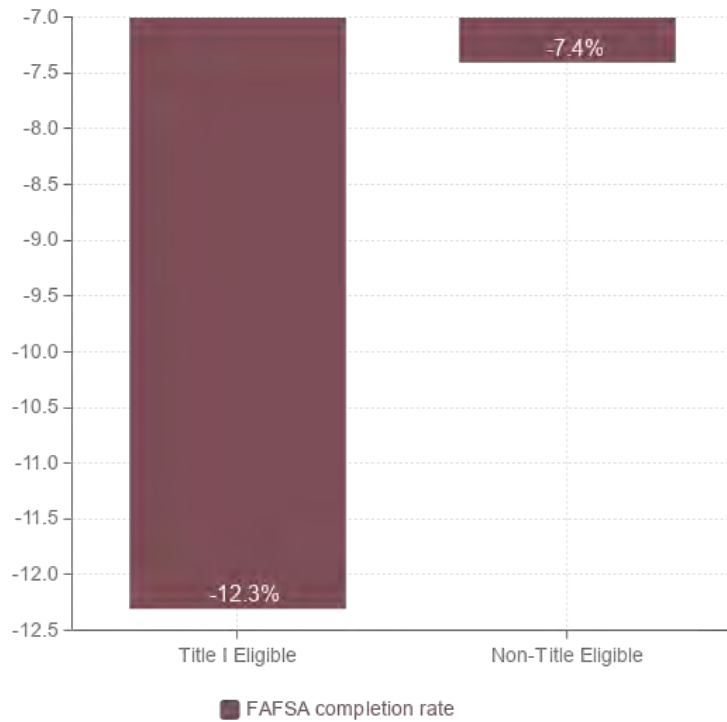
COVID'S IMPACT ON 2020

Year-over-year FAFSA completion rates

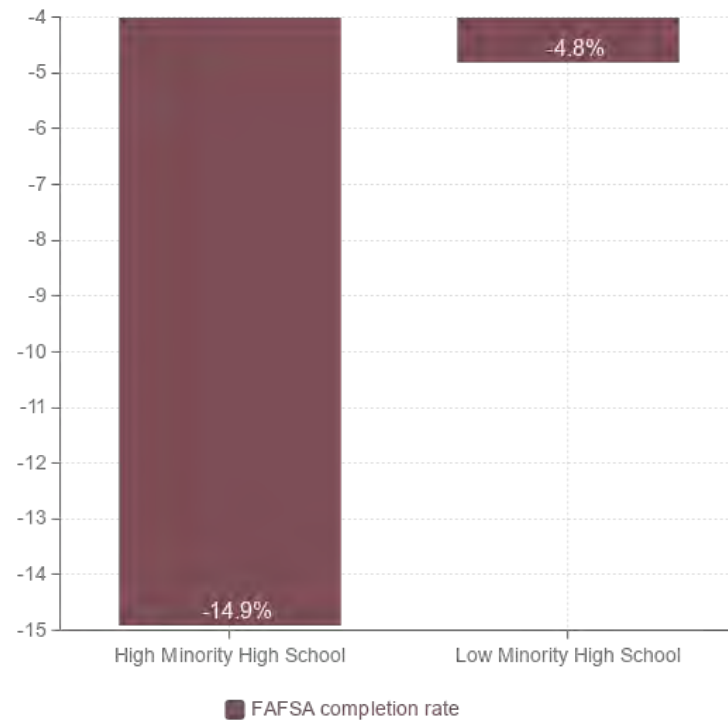


Year-over-year FAFSA completion rates by characteristics

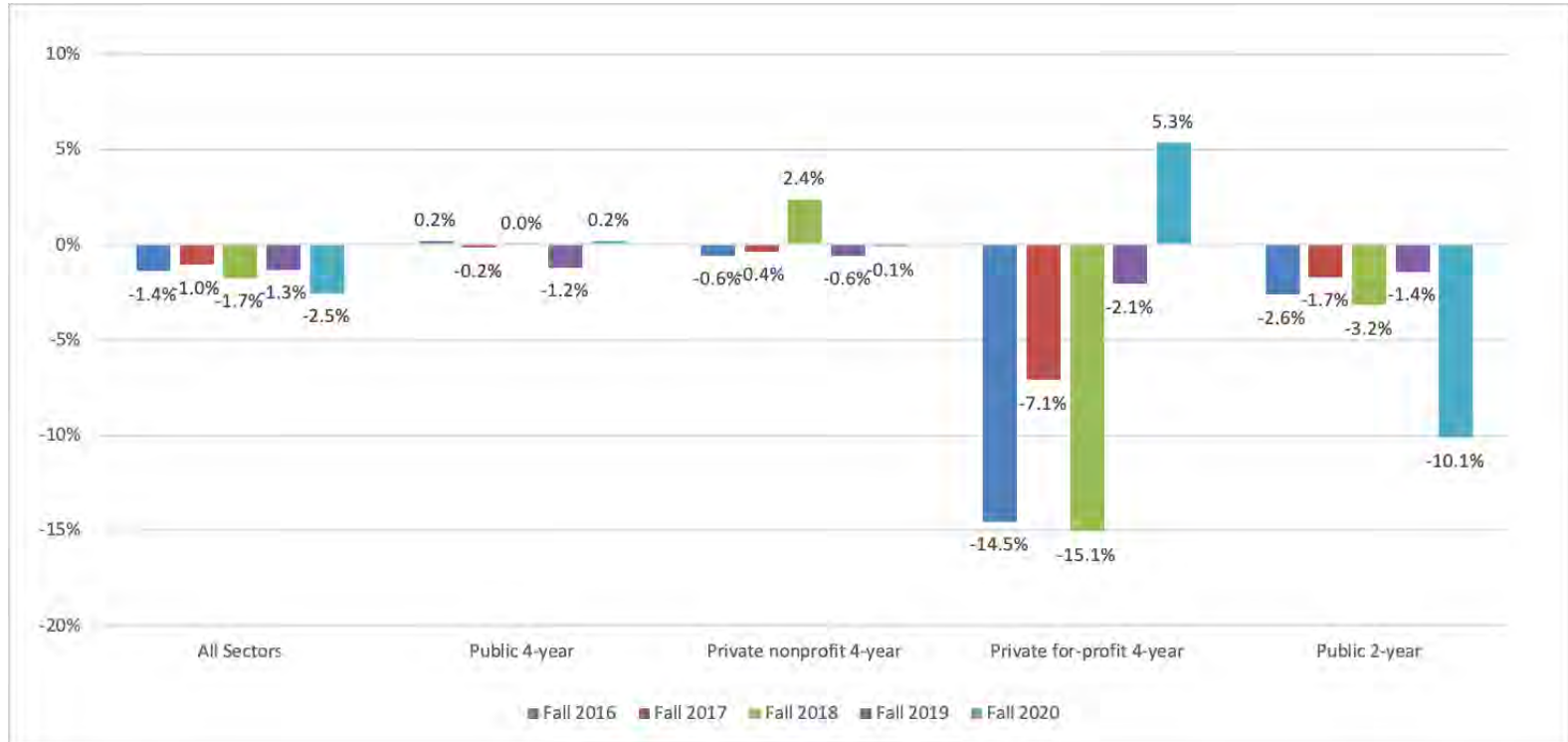
By Title I Eligibility



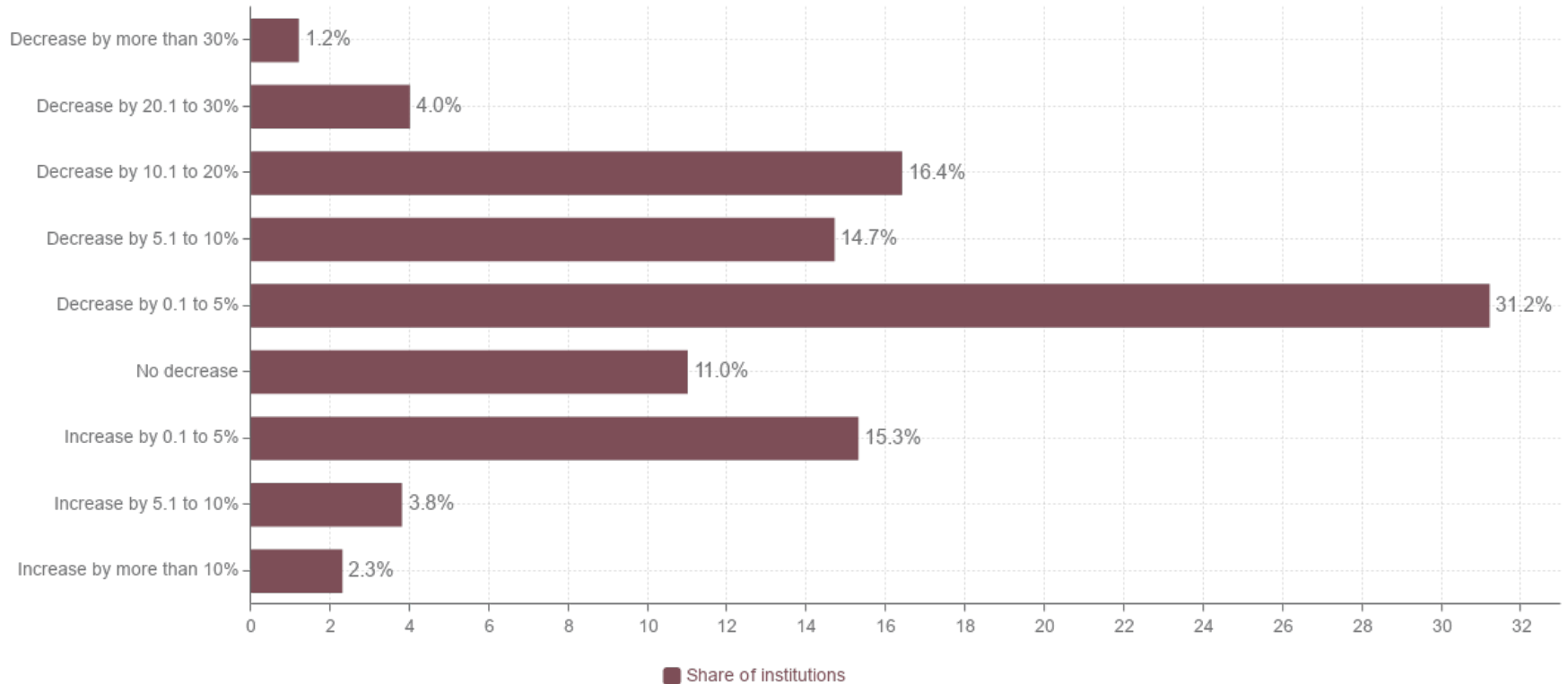
By Concentration of Students of Color



Fall 2020 enrollments



Undergraduate enrollment slides, Fall 2020





POLITICAL
CONTEXT

HIGHER
EDUCATION
ACT

BUDGET
RECONCILIATION

THE BIDEN ADMINISTRATION



“

Invest in community colleges
and training to improve student
success and grow a stronger,
more prosperous, and more
inclusive middle class.

”



“

Strengthen college as the reliable pathway to the middle class, not an investment that provides limited returns and leaves graduates with mountains of debt.

”



“

Support colleges and universities that play unique and vital roles in their communities, including Historically Black Colleges and Universities and Minority-Serving Institutions.

”



THEMES

EQUITY

ACCESS
AND
SUCCESS

CONSUMER
PROTECTION

THE DEPARTMENT OF
EDUCATION

Senior Leadership



Miguel Cardona

Secretary of Education



James Kvaal

Under Secretary of Education, Postsecondary
Education

Leadership



Michelle Asha Cooper

Deputy Assistant Secretary for
Postsecondary Education



Julie Margetta Morgan

Senior Advisor, Office of the
Under Secretary



Joanna Darcus

Senior Counsel, Office of
General Counsel



Tariq Habash

Special Assistant, Office of
Planning, Evaluation, and Policy
Development

REGULATIONS AND RELIEF

Regular and substantive interaction, July 1, 2021

Interaction

Mostly instructor initiated



Instructor

Explicit reliance on accreditor approval



Substantive

Requires at least two of the following activities: direct instruction, assessment feedback, group discussion, answering questions, or other activities approved by accreditor



Regular

Must be predictable and scheduled as well as involve student tracking and intervention

Pursuing Regulatory Compliance for Digital Instruction in Response to Covid-19: Policy Playbook

Van Davis
WCET | Foghorn Consulting

Cheryl Dowd
WCET | SAN

Russ Poulin
WCET | WICHE

Dan Silverman
WCET | SAN



Policy Playbook for Administrators

bit.ly/3juo1Nk

Regardless of whether institutions re-open for face-to-face instruction, navigating this regulatory landscape and educating faculty and staff on the importance of these regulations as a means of ensuring quality will be critical. Understanding and ensuring that institutions follow the associated regulations improves pedagogy, protects the institution from loss of financial aid eligibility and/or accreditation, and bolsters educational quality.

Regulatory waivers

	Waiver	No waiver
Regular & substantive interaction		✓
State authorization & professional licensure		✓
Satisfactory academic progress	✓	
Consortia arrangements	✓	
Accessibility		✓
Student identity verification	✓	
Fair use		✓
Title IX		✓
FERPA		✓



Foghlam Consulting, LLC

WHO WE ARE

Dr. Van Davis is Principal at Foghlam Consulting, LLC where he focuses on higher education policy, distance education, college affordability, adult learning, competency-based education, and educational technology. He has over 20 years of experience in higher education as a professor, academic administrator, state policymaker, and educational technology executive. Van holds a PhD in 20th Century US History with an emphasis in civil rights from Vanderbilt University.



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Van.Davis@foghlamconsulting.com

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The Future of the OPM

2:45 – 3:30 pm



Jessica Sheehan
Senior Director for
Strategic Marketing
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Dr. Darcy Hardy
Associate Vice President for
Academic Affairs, NAHE
Blackboard Inc.



Blackboard[®]

LET'S ADVANCE LEARNING

The Future of the OPM

Jessica Sheehan
Sr. Director Marketing Services
Blackboard

— Topics

History of Online Program Management

Changing Market Landscape

An Alternative to OPM

Building Successful Online Programs

Why the OPM Made Sense...10 Years Ago



An Online Program Management (OPM) revenue-share model could front the cost to provide expertise and resources



An OPM Could stand up programs by creating content, invest in marketing and media, manage enrollment, student support and technology without putting burden on the institution

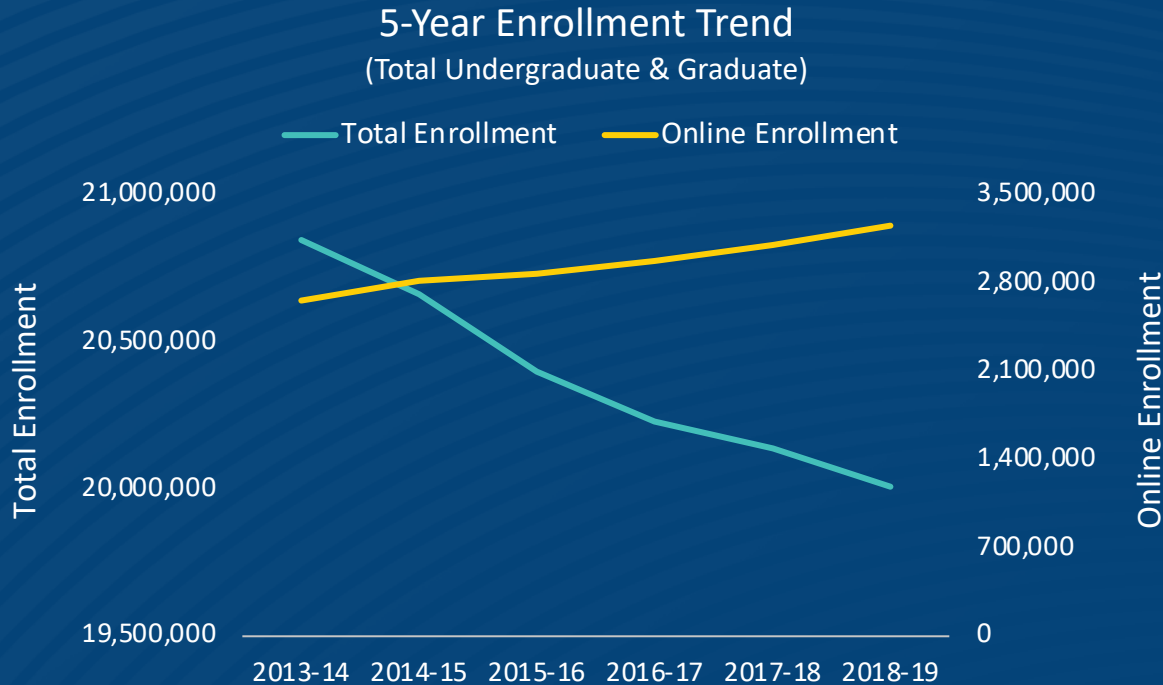


OPMs were able invest into the concept of online learning which required significant marketing and enrollment efforts to change the market's perception



Removing cost considerations allowed for a more simplified internal conversation around whether an institution should be investing in online at all

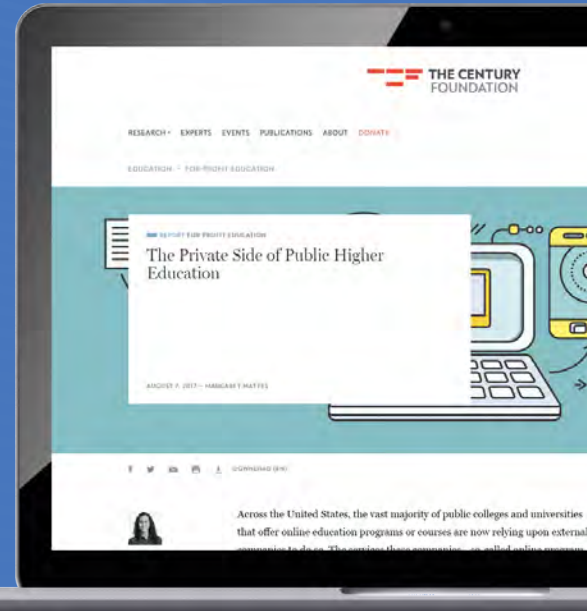
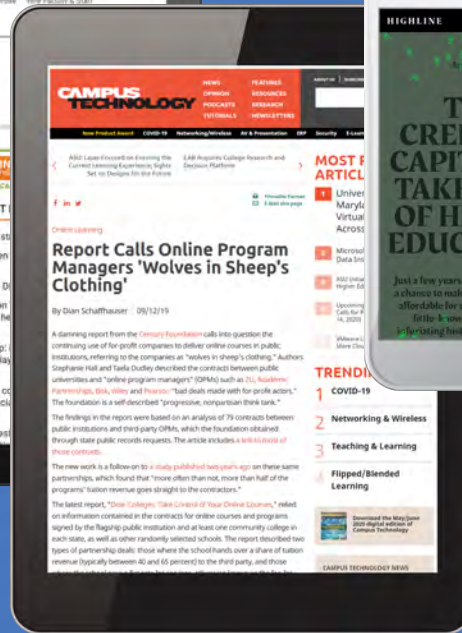
Demand for Online Is Growing and Projected to Continue



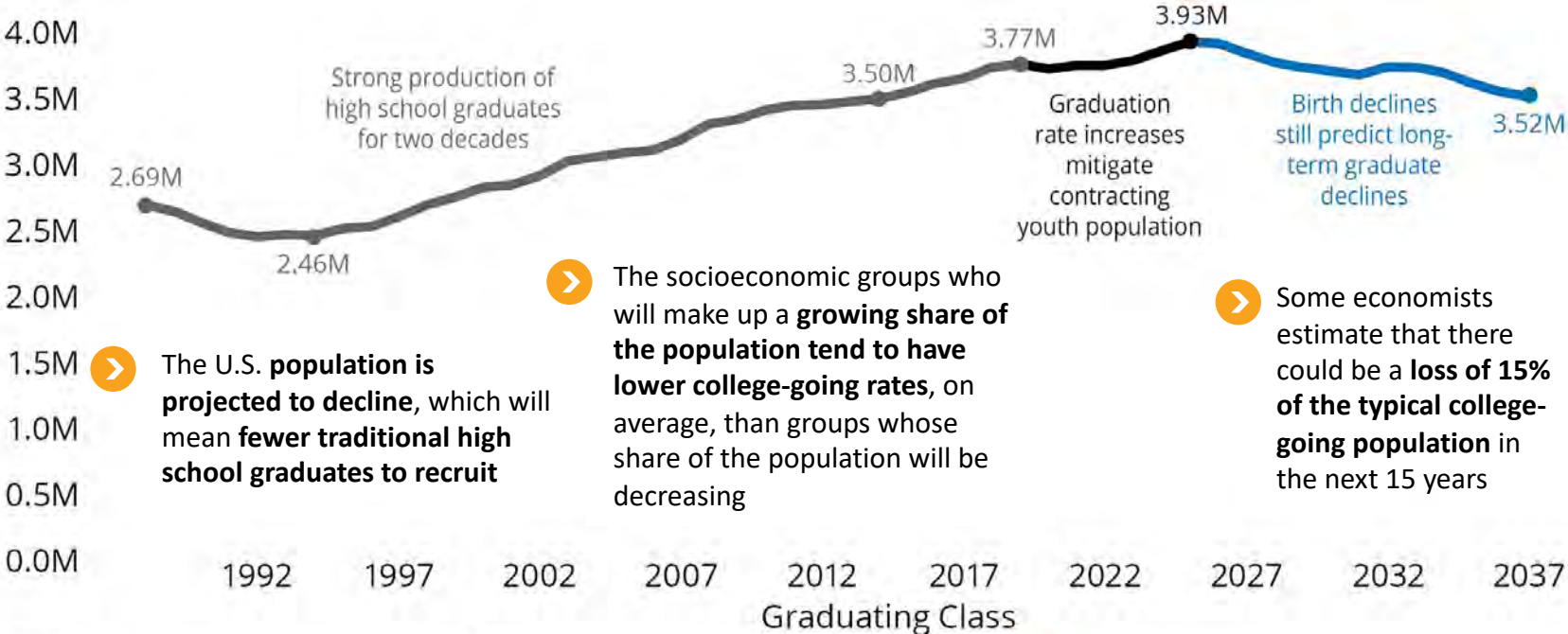
22% increase
in online enrollment
over the past 5 years

85% of students
are considered
non-traditional with an
increased need for flexibility

The Revenue-Share OPM Model Is Under Increasing Scrutiny



Enrollment Challenges on the Horizon?



➤ The U.S. population is projected to decline, which will mean fewer traditional high school graduates to recruit

➤ The socioeconomic groups who will make up a growing share of the population tend to have lower college-going rates, on average, than groups whose share of the population will be decreasing

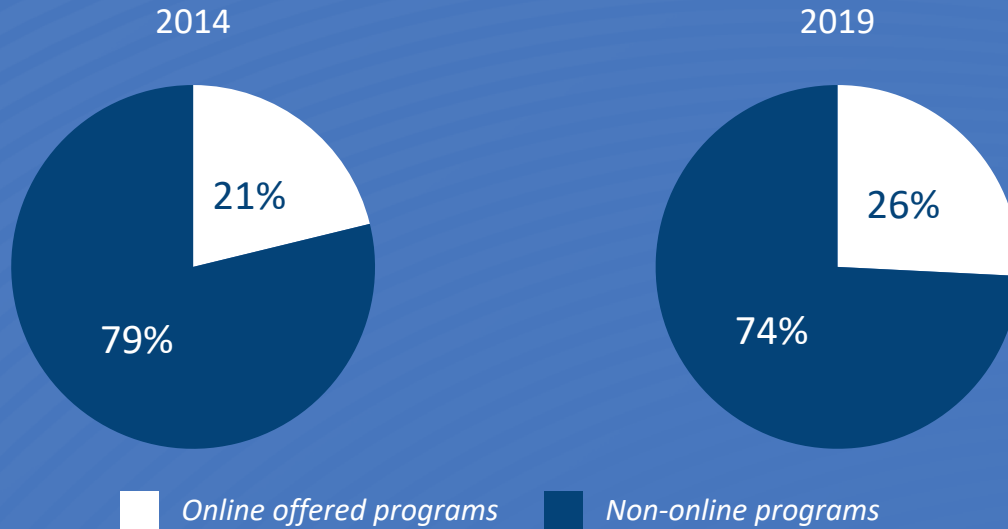
➤ Some economists estimate that there could be a loss of 15% of the typical college-going population in the next 15 years

■ Class of 1988 to 2019 (reported) ■ Class of 2020 to 2025 (projected: increase) ■ Class of 2026 to 2037 (projected: decrease)

Increasing Competition Within Online Space

Continued Proliferation of Online Programs

5-Year Growth in Online Programs



Total Media Spend Is Up Year-Over-Year at a Growing Pace

Higher education media spend was **up 6% in 2019**

The top 15 advertisers are exclusively or primarily online and spend **\$25M+ per year** on media advertising

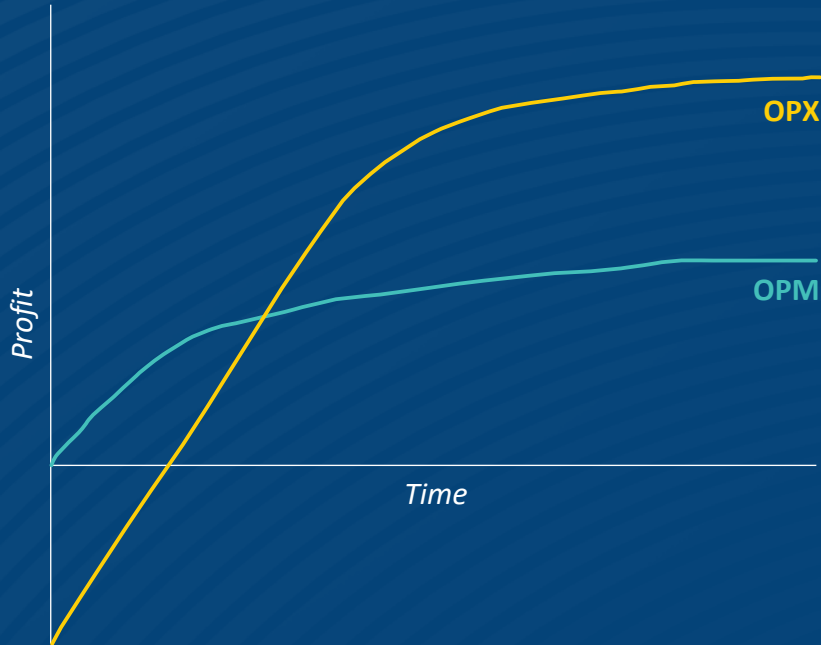
The Evolution of the Online Market Requires a Flexible Partner

Rev-Share OPM Providers	Blackboard OPX
<i>OWNERSHIP</i>	
Loss of tuition revenue	Complete control of incoming tuition and revenue
OPM often owns content and IP	Full ownership of creative assets and course content
<i>TRANSPARENCY</i>	
Lack of visibility and transparency	Access to data and analytics at all stages
Infrequent communication and reporting	Frequent reporting, check-ins, strategic meetings and business reviews
<i>QUALITY</i>	
OPMs' "rinse and repeat" approach means all content looks the same across institutions	Research-driven program strategy, course content and marketing messaging unique to your brand
Focused on quantity of courses over course quality	Compliant with industry-recognized standards for quality and accessibility
<i>FLEXIBILITY + CUSTOMIZATION</i>	
Minimal flexibility and customization	Fee-for-service means you pay for only what you need
Long, rigid contracts (8-10 years)	Flexible payment options and shorter contracts

A New Way to Increase Revenue and Long-term Profitability

Time to Profit

OPM Rev-Share vs. OPX Fee-For Service



With an **OPX fee-for-service** model, an institution invests upfront, but gets **100% of tuition revenue** and only pays for the services it need

While an **OPM revenue-share** model doesn't require an initial upfront investment from the institution, an OPM will **seize 40% – 60% (or more) of tuition revenue**

"I'm not giving you 50 percent of revenue if I don't need all of your services... I need to be able to select the services I need on an à la carte basis and pay you a fee for that service."

The dean of a top 20 business school

What To Consider

PLANNING & DEVELOPMENT OF ONLINE PROGRAMS



RESEARCH & STRATEGY

Business planning

Market research



CONTENT

Course development

Instructional design



FACULTY DEVELOPMENT

Professional development

Certification



ONLINE DELIVERY

Data enabled

Integrative technologies

ENROLLING & RETAINING ONLINE STUDENTS



MARKETING

Performance marketing

Positive ROI



ENROLLMENT

Enrollment coaching

Optimized experience



SUPPORT

Optimized experience

Financial services



RETENTION

Predictive analytics

One-on-one coaching

DATA & ANALYTICS

Where To Get Started



Understand which programs are growing in demand both from a student and workforce perspective



Determine what population you are trying to serve to determine program types, curriculum and competitors



Be realistic about which programs your institution has the brand permission to bring online and grow



Determine which capabilities you can handle in-house and which will need to be outsourced to a partner

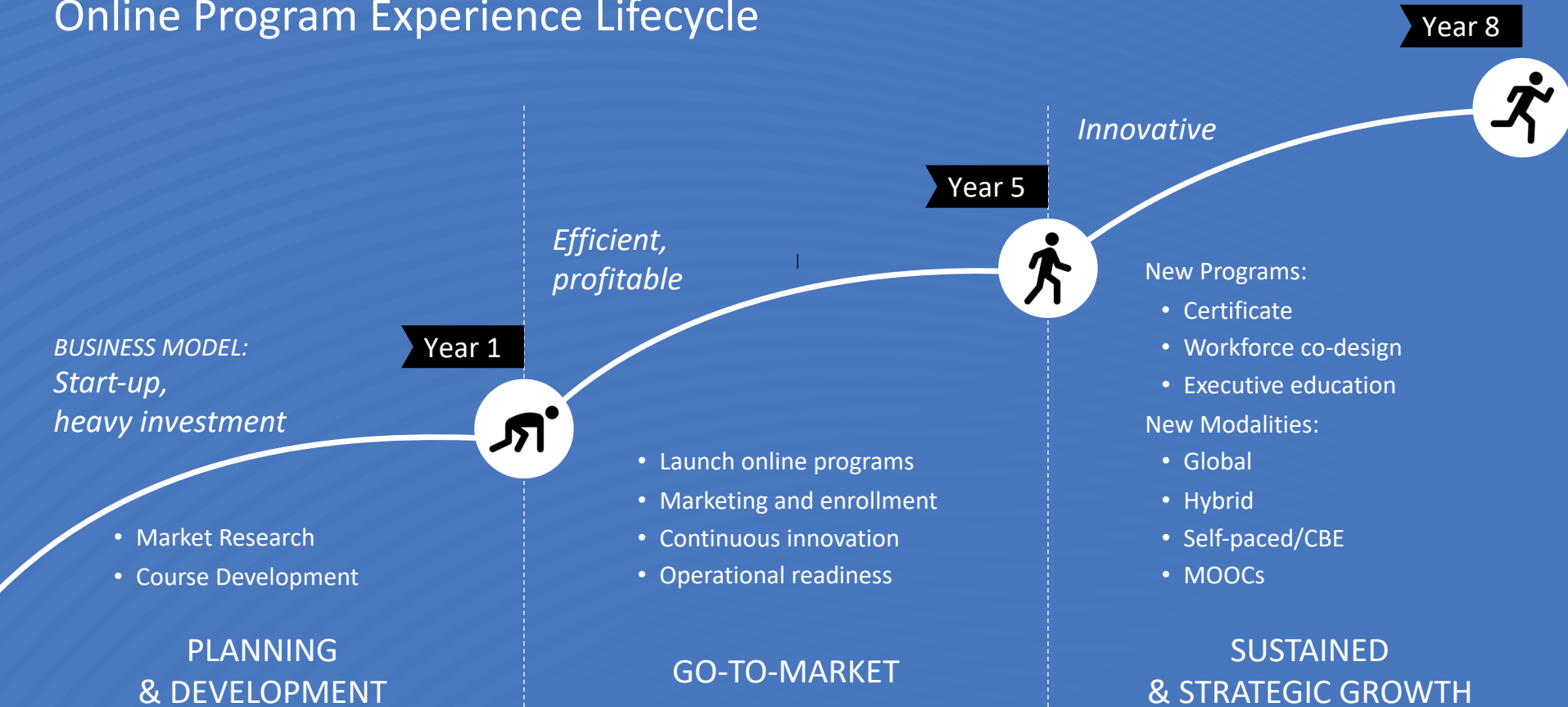


Understand investment and timing required to see results



Identify possible gaps in student support as you look to serve more non-traditional populations

Online Program Experience Lifecycle



Q & A

THANK YOU

Own Your Online Story.

Building your online degree portfolio may seem like a daunting task, but you don't have to go it alone.

Work with an experienced partner to find the right balance of in-house capabilities and outsourced services to help you **deliver quality online programs without forfeiting revenue.**

Learn more at [Blackboard.com/OPX](https://blackboard.com/OPX).

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Closing

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