



UMassOnline
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UMassOnline Update

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UMassOnline
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Today's Presentation

- **Organizational Model**
- **Marketing Strategy**
- **Program Development and Support**
- **Technology and WebCT/Blackboard merger**
- **The Numbers**
- **Challenges Going Forward**



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UMassOnline - UMass' Online Education Consortium

- **Formed in 2001 by President and Trustees with support of Chancellors**
- **System-wide collaboration in cooperation with Continuing Education divisions**
- **Follows local governance**
- **Funded by loans, grants, and assessment revenue**
- **Staff of 7**



Distance Learning Supply Chain

Academic Enterprise

- Faculty Selection
- Course Development & Instruction
- Advising
- Admissions
- Library services

Continuing Education

- Registration
- Faculty Support and Training (in partnership with Academic Enterprise)
- Program Support
- Regional Marketing
- Bus. Hour Student Support

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- Technology Platform
- Support and Training of Staff
- National/Int'l Marketing
- Program Dev. Investment
- Off-hour Student/Faculty Support



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Marketing

- **Early push to promote UMassOnline brand**
 - **Trustees, President and CEO realized that campuses would compete with each other if a unified brand were not developed**
- **Marketing strategy developed in concert with CE Council**
- **UMassOnline advertises in national and regional media (mostly online, as well as print and radio)**
- **Campuses advertise in local and program specific media (e.g., hotel and tourism trade journal)**
- **Occasionally UMOL does vertical marketing for specific areas such as healthcare and education**
- **Continually monitoring and improving lead generation, follow-up processes, and measuring of marketing effectiveness**



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Program Development and Support

- **Multiple Options for Program Development Investment**
 - **Continuing Ed. Divisions provide seed money**
 - **Academic programs self-fund course development**
 - **UMassOnline provides funding**
 - ✓ RFP for highly sought after programs
 - ✓ Size of investment depends on the needs, market opportunity, and risk
- **Campuses and Programs:**
 - **Select instructors**
 - **Authorize credit (quality assurance)**
 - **Identify admission criteria**
 - **Set tuition**
 - ✓ UMOL offers assistance through competitive pricing analysis
 - **Admissions/Registrar/Advising/Financial Aid**



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Technology

- **UMOL licenses and administers the learning management systems for distance and web-enhanced courses (Amherst currently operates its own LMS for web-enhanced courses)**
 - **UMOL forming E-learning Application Cabinet comprised of CE Deans, CIO's and Faculty**
- **UMOL provides tools for campuses to enroll users into courses in learning management systems**
- **Campuses are responsible for support of users during the day; UMOL is responsible for support of users overnight, weekends and holidays (via ConnectedLearning)**
- **Second level support for LMS and staff training are provided by UMOL**
- **Streaming media and live-on-line collaboration tools also available**



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WebCT/Blackboard Merger

- **Announced in October, likely to be consummated in Dec-Jan**
- **New company will be called Blackboard**
- **WebCT SVP and Chief Technology Officer (the architect of Vista) will become SVP of ALL product development for new company and will be bringing the entire WebCT development team with him**
- **They have committed to continuing to develop and support Vista and it is likely to be the base for the merged product**
 - **Merged product will take 3-5 years to develop**
- **We should see no impact from the merger for the next two years, and will likely benefit from it beyond that**



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- **Size**

- **CY 2005 enrollments:** **19,728**
- **CY 2005 tuition revenue:** **\$19 million**

- **Programs:**

- **Undergraduate:** **25**
- **Graduate:** **24**
- **Non-Credit:** **1**
- **CME/Post-Grad** **1**
- **Courses:** **1000+ annually**
- **Amherst Programs: 14 total; 3 graduate; 10 undergrad; 1 non-credit**

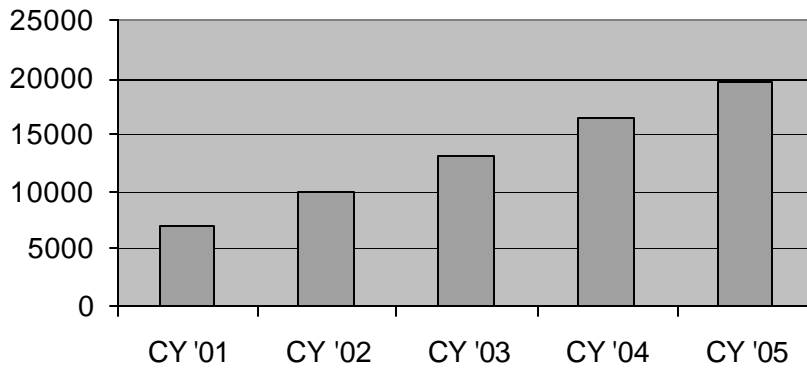
- **Growth FY '04 and FY '05**

- **Average annual enrollment growth rate:** **22%**
- **Average annual revenue growth rate:** **31%**

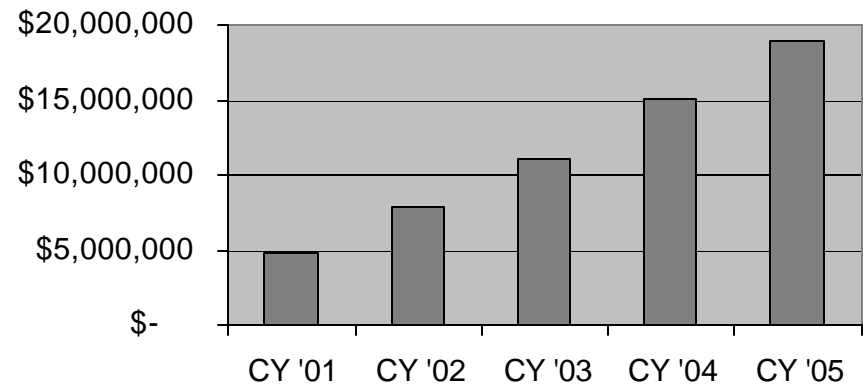


Enrollment and Revenue Growth Continues to Be Strong

UMassOnline CY '01-'05 Enrollment



UMassOnline CY '01-'05 Revenue



CY 04-05 Growth Rates:

Enrollment: 20%

Gross Revenue 26%



Challenges Going Forward

- **How do we meet market needs?**
 - **Need senior leadership on-campus to encourage program development**
- **How do we support the growth in teaching with technology?**
 - **Adequate resources to meet instructional design needs**
 - **Seamless support and access to all systems**
- **How do we better serve all students' needs with technology?**
 - **Seamless and accessible support services to students at a distance and on campus**
- **How do we maintain our market position?**
 - **Through the academic reward process (tenure and promotion), recognize and endorse teaching with technology and, specifically, teaching online**
 - **Integrate with faculty research interests to extent possible**