

Internal Preparation Guide: Getting Critical Functions in Order

How to Prepare for Online Program Growth under a Vendor Partnership

Function	Instructional Model	Registration	Admissions	Student Support Services
Challenge	Existing instructional policies can “break” under the strain of exponential enrollment growth	Major system strain as multiple new start dates overwhelm legacy SIS and registration platforms	More applications and vendor pressure to grow faster strain traditional admissions policies	Not all online student support services are provided by vendors, leaving school vulnerable to service gaps
Key Stakeholders	Deans, Faculty, Provost	Registrar, CIO	Deans, Director of Admissions	Director of Student Affairs, CIO, Bursar, Academic Support Coordinator
<p><i>Disruptive / Growth-Oriented</i></p> <p>↑</p> <p>Potential Courses of Action</p> <p>↓</p> <p><i>Cautious / Stability-Oriented</i></p>	<ul style="list-style-type: none"> • Raise caps on section size for online courses, using non-faculty academic mentors for additional support • Revise policies to allow additional non-tenured faculty to teach online sections • Shorten hiring timeline for new instructors • Secure guarantee from vendor that section caps and tenure requirements will be maintained (recognizing the additional cost and potential constraints on growth) 	<ul style="list-style-type: none"> • Implement new SIS and registration system designed around 8-10 start dates and accelerated term format • Build pool of contingent instructors to add sections on demand based on real-time enrollment • Proactively track students needing financial aid into terms that ensure eligibility • Push vendor to accept a maximum of four start dates per year, with two sessions each falling completely within the two traditional semesters 	<ul style="list-style-type: none"> • Consider professional non-faculty reviewers provided by the vendor (not a common choice by school partners) • Utilize in-house non-faculty reviewers • Persuade existing faculty to accept increased admissions review load • Ensure that traditional faculty retain full control over admissions criteria and case review to maintain selectivity 	<ul style="list-style-type: none"> • Build staff of professional, online-only advisors to serve as single point of contact for students • Link LMS and SIS data to real-time analytics analysis to improve retention services • Create central triage system to handle basic online student support services and elevate advanced issues to units • Create “one stop shop” web portal and enable relevant transactions through site • Build student community through online engagement initiatives and social media
Greatest potential for disagreements with vendor				

Internal Preparation Guide: Effective Governance over the Partnership

Clearly Delineate Responsibilities Over Both Day-to-Day and Long-Term Strategic Issues



Campus or Program Point Person



Function-Based Work Groups

Role Characteristics	Serves as main point of contact for day-to-day issues Typically director-level position with online education experience Should be able to devote 1/8 to 1/2 time to vendor point-person role, depending on number and maturity of programs	Meet monthly or bimonthly to set partnership strategy and ensure accountability Include faculty and staff
Marketing	<ul style="list-style-type: none"> • Check proper functioning of online ads 	<ul style="list-style-type: none"> • Consult on overall marketing strategy • Review and approve all new advertisements
Recruiting	<ul style="list-style-type: none"> • Approve individual recruiter hires or enforce recruiter hiring standards used by vendor • Visit recruiting center to monitor quality and adherence to institutional culture 	<ul style="list-style-type: none"> • Review monthly or quarterly conversion data • Monitor recruiting tactics to ensure compliance with institutional vision
Admissions	<ul style="list-style-type: none"> • Establish and maintain seamless integration of pipelines between vendor and institutional systems for recruiting, admissions, and enrollment 	<ul style="list-style-type: none"> • Set and enforce admissions standards
Instructional Design	<ul style="list-style-type: none"> • Monitor faculty satisfaction and day-to-day technology challenges 	<ul style="list-style-type: none"> • Set expected service levels