Online Education Business Model Framework – Alliances and Partnerships

Dr Michael Crock , Spintera Pty Ltd

The following discussion paper is provided as a dialogue opener and is framed against an online education business model developed with colleagues associated with nominated ten components of an Online Student Lifecycle, and explores the need to:

- Articulate the 'Vision' or desired 'Future State' for these components

- Define Key Success Measures/Criteria for CSU and/or Partners by which to assess the successful attainment of desired outcomes
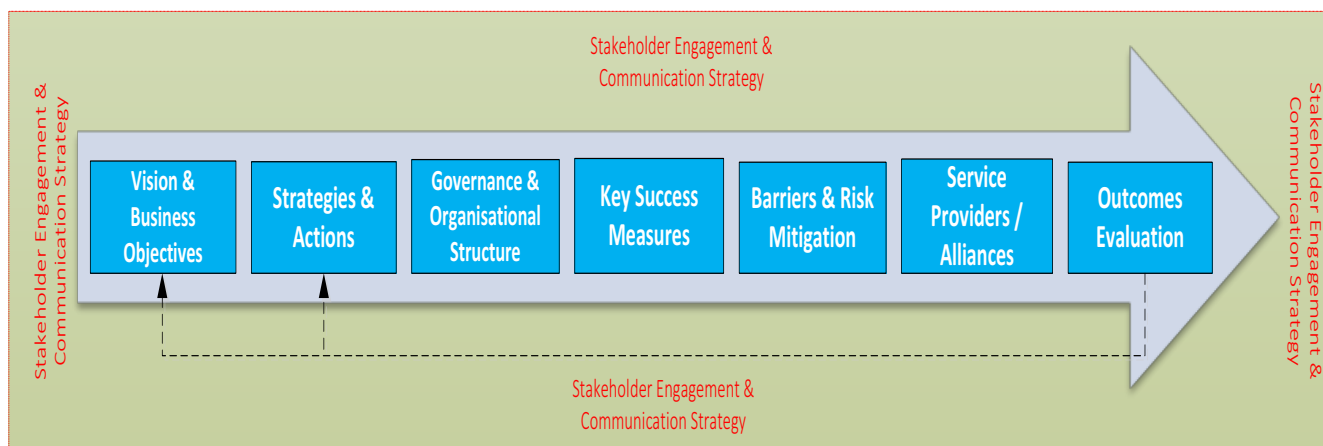

Figure 1 - Operating Business Model Elements

This discussion opener specifically concentrates on the business elements of Vision and Business Objectives and Key Success Measures for each of the core components of an Online Student Lifecycle which include:

- Marketing

- Admissions

- Recruitment & Retention

- Learning Design

- Content

- Technology Platform(s)

- Education Delivery

- Assessment

- Student Technical Support

- Student Services

Online Framework - Marketing:

Vision & Business Objectives:

Establishment of an integrated, agile marketing capacity, responsive to existing target market segments whilst assessing and seeking to identify potential new market opportunities.

Key Success Measures:

- Successful execution of a multimodal digital marketing strategy.
- Identification of 'niche' and partner/alliance opportunities.
- Student enquiry targets achieved – independent of recruitment targets.
- Income targets achieved across each individual program.
- Marketing activities operate within agreed financial modeling metrics.
- New market segments successfully identified.
- Alliances/partnerships identified and implemented.
- Market positioning and branding goals realised.

Online Framework - Recruitment & Retention:

Vision & Business Objective:

Establishment of an integrated, agile and responsive recruitment and retention capability reflective of industry best practices in the delivery of online programs.

Key Success Measures:

- Domestic and international recruitment and retention model(s) identified and implemented.
- Enrolments across each program achieve set targets
- Student feedback responses indicate a high level of student engagement and satisfaction.
- Financial performance meets, or exceeds, financial modeling metrics.
- Enrolment conversion rates achieved or exceeded.
- Retention targets achieved or exceeded.
- Alliances/partnerships identified and implemented.

Online Framework - Admissions:

Vision & Business Objectives:

Facilitate seamless, 'non-intrusive', efficient and 'student friendly' admission and admissions processes for all Online program offerings.

Key Success Measures:

- Enrolment targets achieved across all program areas.

- Conversion rates met or exceed targets.

- Internal/external service providers or partners SLA's/OLA's are met, or exceeded, across all KPI metrics.

- Admissions financial performance meets, or exceeds, financial modeling metrics.

- Admission data/reporting provided by Service Provider(s)/Partners seamlessly integrate with existing enrolment processes and technology systems.

Online Framework - Learning Design:

Vision & Business Objectives:

Identify, implement and support the ongoing refinement of online pedagogical model(s) for the design, development and delivery of quality online programs.

Key Success Measures:

- Establishment of pedagogical model(s) that are representative of global best practices in the design and delivery of online programs.

- Retention rates meet or exceed desired metrics.

- Student feedback responses indicate a high level of student engagement and satisfaction.

- Learning design model(s) and delivery framework(s) are supported by Faculties, Schools, individual SME's., and partners.

- KPI's are met, or exceeded, across all quality metrics.

- Design and development costs are within the tolerances of the financial modeling.

Online Framework - Content:

Vision & Business Objectives:

Adoption of a sustainable, scalable collaborative model with internal/external partners to identify, develop and maintain quality online offerings, aligned to market demand.

Key Success Measures:

- Implementation of a collaborative partners model for the identification, development, implementation and maintenance of quality online programs.

- Adoption and execution of agreed funding and resourcing model(s).

- Adoption and execution of appropriate resourcing models.

Online Framework – Learning Technology Platforms:

Vision & Business Objectives:

Establishment of an interoperable, scalable and sustainable technology platform aligned to CSU learning designs and the learning and teaching needs of students and academics.

Key Success Measures:

- Achievement of 99.999% availability across adopted learning technology solutions.

- Learning and Teaching technology platforms scale seamlessly to meet increased demand / growth of business whilst maintaining 99.999% availability.

- Enhanced student engagement and satisfaction attributable to effective application of appropriate Learning and Teaching technologies.

- Establishment of Learning and Teaching technology roadmap aligned to CSU pedagogical model(s), new and emerging best practices.

- Infrastructure established to support research and adoption of innovative practices utilising new and emerging learning technologies.

- Establishment of partnerships with vendors/solutions partners that further the goals and objectives of CSU's online strategy

Online Framework - Academic Delivery:

Vision & Business Objectives:

Implement a scalable, world class CSU delivery capability that provides students with a quality experience.

Key Success Measures:

- Retention, progression and completion targets achieved.

- Availability and appointment of appropriately qualified staff.

- Student satisfaction targets achieved.

- INTERNAL/Partnership student satisfaction and quality reviews meet or exceed agreed KPI's.

- Establishment of a governance structure that meets the QA needs of Faculties/Schools, industry standards bodies and government agencies e.g. TEQSA.

Online Framework - Assessment:

Vision & Business Objectives:

Implement a world class online assessment framework that reflects industry best practices, is research driven and meets the requirements of government/ industry accreditation and standards bodies.

Key Success Measures:

- Achievement of program learning outcomes.

- Endorsement of Faculties/Schools, industry standards bodies and government agencies e.g. TEQSA.

- Establishment of Service Provider agreements / alliances with required technology partners to successfully implement CSU assessment model(s).

Online Framework - Student Technical Support:

Vision & Business Objectives:

Delivery of a comprehensive 24x7x365 Student Technical Support capability for CSU's core technology platform(s) and supporting learning & teaching solutions.

Key Success Measures:

- Partnerships and/or Technical support agreement(s) established with industry Service Provider(s).

- Internal/Partner KPI's met or exceeded.

- Student satisfaction meets or exceed CSU's Technical Support metrics.

- Improved retention.

Online Framework - Student Services:

1.1   Vision & Business Objectives:

Provide seamless access to a centralised support service that reflects industry best practice in the following (but is not limited to) areas:

- Performance Management
- Coaching
- Online readiness
- Crisis Management
- Exams & Results
- Study Resources
- Tutorial Support
- Disability Support
- Enrolment Support
- Mentor Programs
- Social Networks & Communities of Practice

Key Success Measures:

- Student Services support agreements that reflect industry best practices established with Partners and/or Service Provider(s).

- SLA/OLA KPI's met, or exceeded, by Service Provider(s) and/or Partners.

- Student feedback responses meet, or exceed, CSU Student Services experience metrics.

- Analytics strategies provide accurate and timely data in support of pastoral care activities.

- Retention rates meet or exceed set KPI's.