

University of Colorado System Online learning strategy

Market demand assessment update
High-level overview of findings

January 2020

Our engagement will last ~12 weeks; we continue to make progress towards our objectives

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Week of:	12/2	12/9	12/16	12/23	12/30	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24	3/2	3/9	3/16	3/23	
Key milestones / Client touchpoints	★		◆	Winter holiday		◆	◆			◆				◆	◆	◆		
Activity 1: Project ramp-up	Steering co. creation Steering co. interviews																	
Activity 2: Internal assessment	CU stakeholder interviews																	
	Data collection								Internal data analysis									
						Faculty / student survey												
Activity 3: External market analysis	Interviews with experts																	
	Market secondary																	
	Case study creation																	
	Prospective student survey																	
						Employer interviews / secondary												
						Market sizing analysis												
Activity 4: Future state vision – strategic options											Growth option creation							
											Stakeholder focus groups							
											Evaluation framework							
Activity 5: Stakeholder engagement	Stakeholder engagement through interviews, meetings, focus groups, and other activities																	
Phase 2: Future state design																		Ongoing

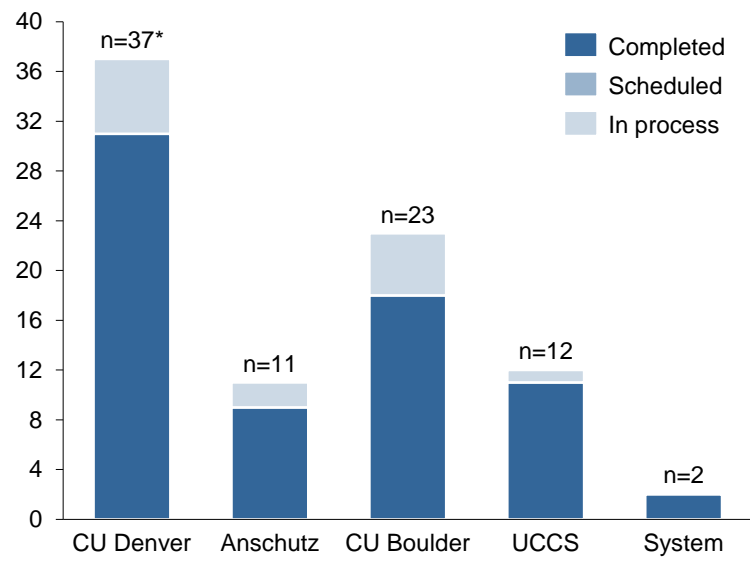
73 stakeholder interviews have been conducted, with an additional 12 in process; external market opportunity and internal CU capability assessment are underway

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Stakeholder engagement

Stakeholder interviews (n=85)



Upcoming opportunities for stakeholder engagement

- ▶ Upcoming presentation at each campus Faculty Assembly meetings to provide project updates and solicit input (scheduled)
- ▶ Faculty survey to collect perspectives from faculty across all campuses who currently do and do not participate in online learning across all campuses (in process)
- ▶ Town halls and focus groups by campus to solicit broader campus input and engagement in project process and outcomes (in process)

*Note: The EY-Parthenon team has also completed interviews with chancellors and provosts across all campuses;
CU Denver stakeholders include a portion of administrators who support operations across both CU Denver and Anschutz

Activities completed

- ▶ Developed 12 case studies of online learning models, focusing on strategic differentiation and growth models
- ▶ Analyzed market data and secondary research to understand online learning trends
- ▶ Conducted 8 interviews with leaders of scaled online institutions (e.g., SNHU, CSU Global) to understand industry leading practices, operating model, and the future-state of online learning
- ▶ Fielded prospective student survey to assess level of demand for online education in Colorado and surrounding states by program type and vertical

Activities in process

- ▶ **Workforce demand analysis:** Conducting interviews with major employers within Colorado and surrounding region; assess online program opportunities related to trends in job demand
- ▶ **External market analysis:** Refining market opportunity analysis with additional stakeholder input and data analysis
- ▶ **Internal assessment:** Synthesizing internal data and stakeholder interview perspectives to build a fact base to illustrate the current state of online learning across all CU campuses

We conducted a prospective student survey of the adult learner population to understand demand for online learning

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Online learning survey overview

Survey objectives

- ▶ Quantify demand for online learning in Colorado and surrounding states
- ▶ Understand specific demand by program type and area of study
- ▶ Understand motivations for online learning
- ▶ Identify key decision making criteria when evaluating online learning options
- ▶ Understand brand perceptions of CU (by campus and overall) for perspective online learners relative to competitors and peer institutions
- ▶ Identify key target segments for online learning offerings and size / growth of each target segment

Target population and fielding methodology

- ▶ Survey panel was developed by third party survey vendor
- ▶ The survey screened respondents for the following criteria:
 - ▶ Age: adults aged 18-54
 - ▶ Education attainment: screened out respondents who did not have a high school diploma or equivalent, and those who had a master's degree
 - ▶ Geography: Colorado and the surrounding Rocky Mountain region; additional national sample was targeted to field a sufficient sample for segmentation purposes
 - ▶ Interest in online education: stated interest of 4 or above on a 1-7 scale in enrolling in a post-secondary degree or program in a fully or mostly online modality in the next 5 years

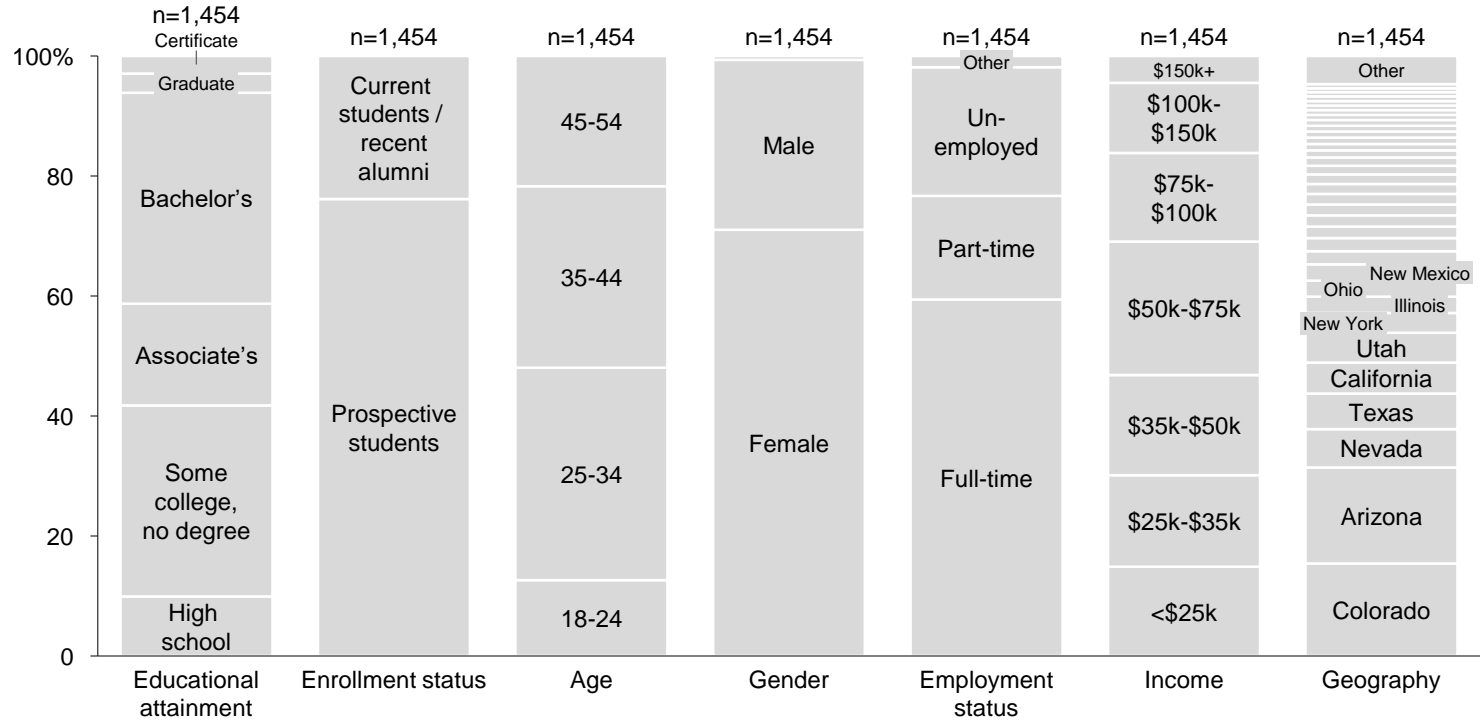
The survey yielded n=1,454 clean and completed responses

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Survey respondent demographics

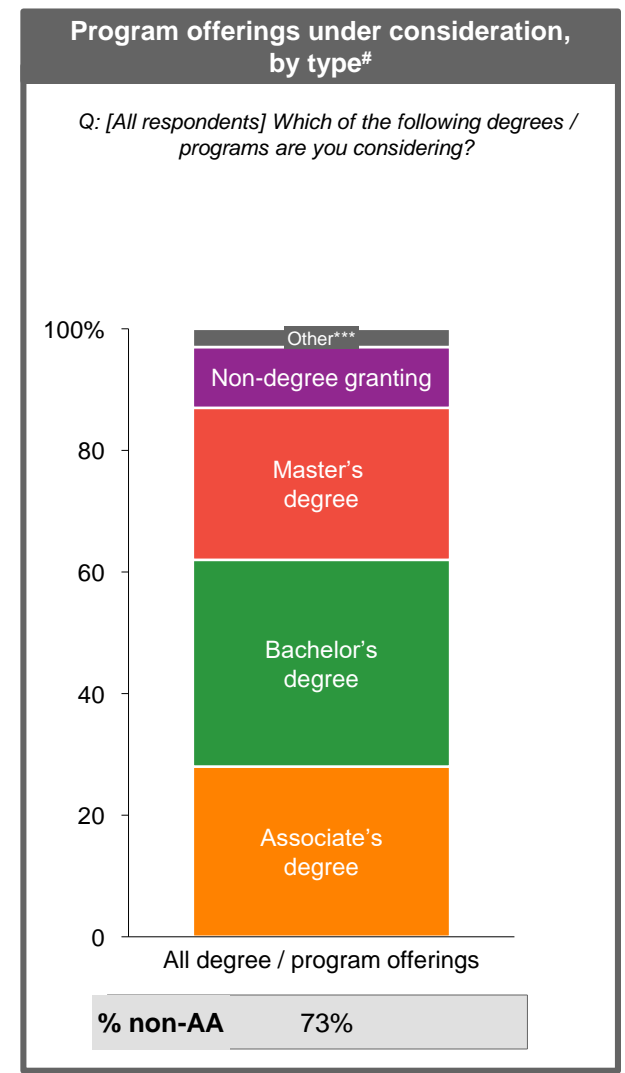
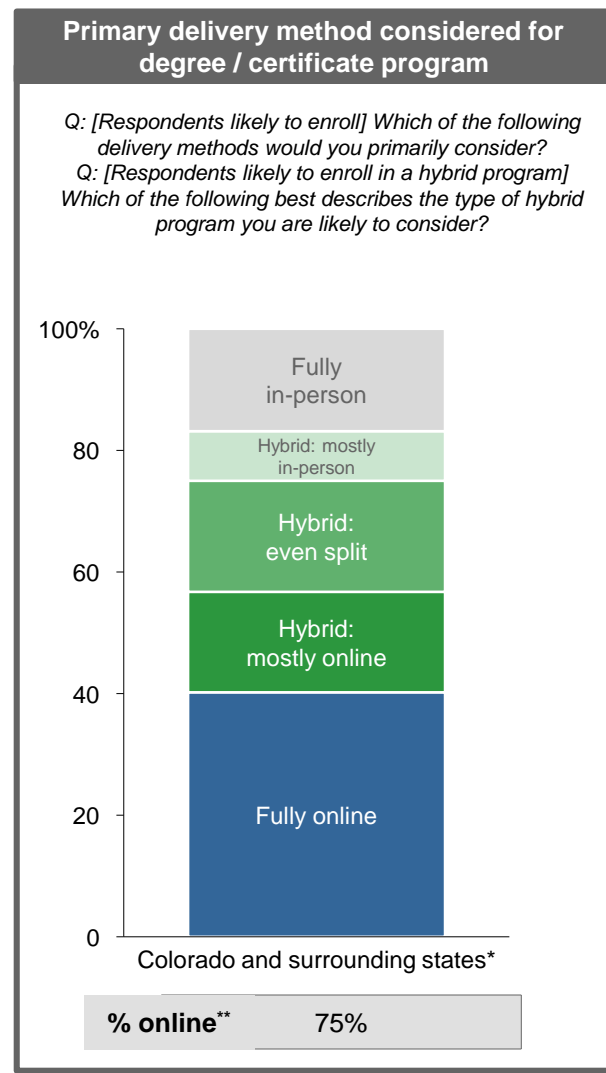
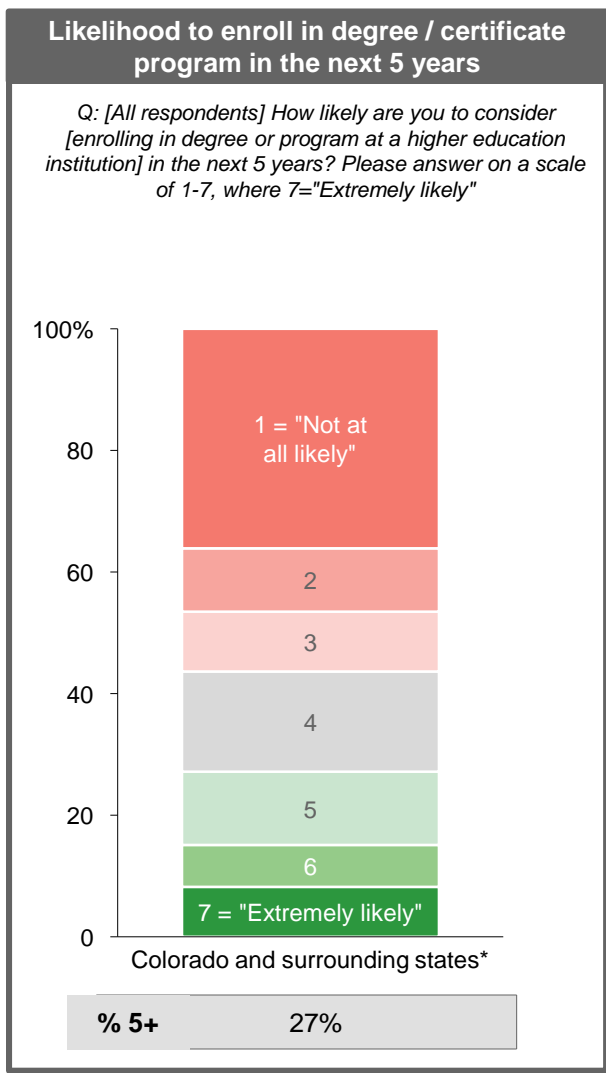
Note: 1,454 respondents met survey screening criteria (e.g., interested in enrolling in an online degree / program in the next 5 years); a much larger set of ~12,000 respondents entered the survey and were incorporated in our analysis for market opportunity



~25% of adults aged 15-24 in the Colorado region express interest in post-secondary education in the next 5 years; demand is strongest for degree-granting, online programs

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review



Note: Excludes responses indicating "I don't know" *Surrounding states include Arizona, Utah, Wyoming, Nebraska, Kansas, Oklahoma, New Mexico, Idaho, Montana, and Nevada; **Percent online includes fully online and hybrid programs that are mostly online or are an even split; ****Other" includes doctoral degrees; #Respondents were able to select multiple program offerings under consideration
 Source: EY-Parthenon prospective student survey (Dec 2019-Jan 2020)

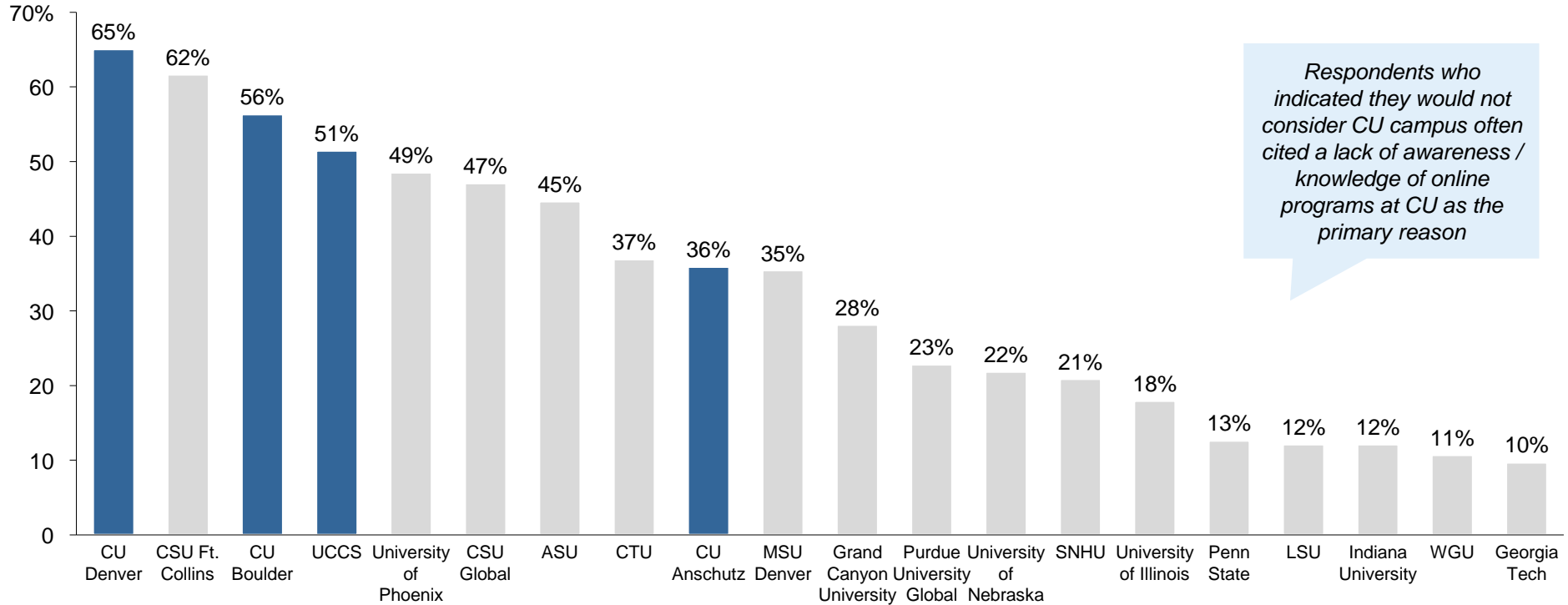
Colorado residents express a strong willingness to consider CU campuses for online programs; consideration is lower in surrounding states and beyond

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Institutional consideration among Colorado residents

Q: [Prospective students from Colorado] Which of the following higher education institutions are you considering for your online degree / program of interest?



Institutional consideration for CO, regional, and all other U.S. residents

	CU Denver	CSU Ft. Collins	CU Boulder	UCCS	University of Phoenix	CSU Global	ASU	CTU	CU Anschutz	MSU Denver	Grand Canyon University	Purdue University	University of Nebraska	SNHU	University of Illinois	Penn State	LSU	Indiana University	WGU	Georgia Tech
CO residents	65%	62%	56%	51%	49%	47%	45%	37%	36%	35%	28%	23%	22%	21%	18%	13%	12%	12%	11%	10%
Regional residents	19%	20%	20%	13%	57%	8%	64%	11%	4%	3%	40%	18%	15%	20%	15%	15%	14%	13%	21%	9%
All other residents	7%	7%	9%	6%	44%	5%	41%	7%	3%	2%	16%	18%	10%	18%	15%	16%	13%	15%	13%	13%

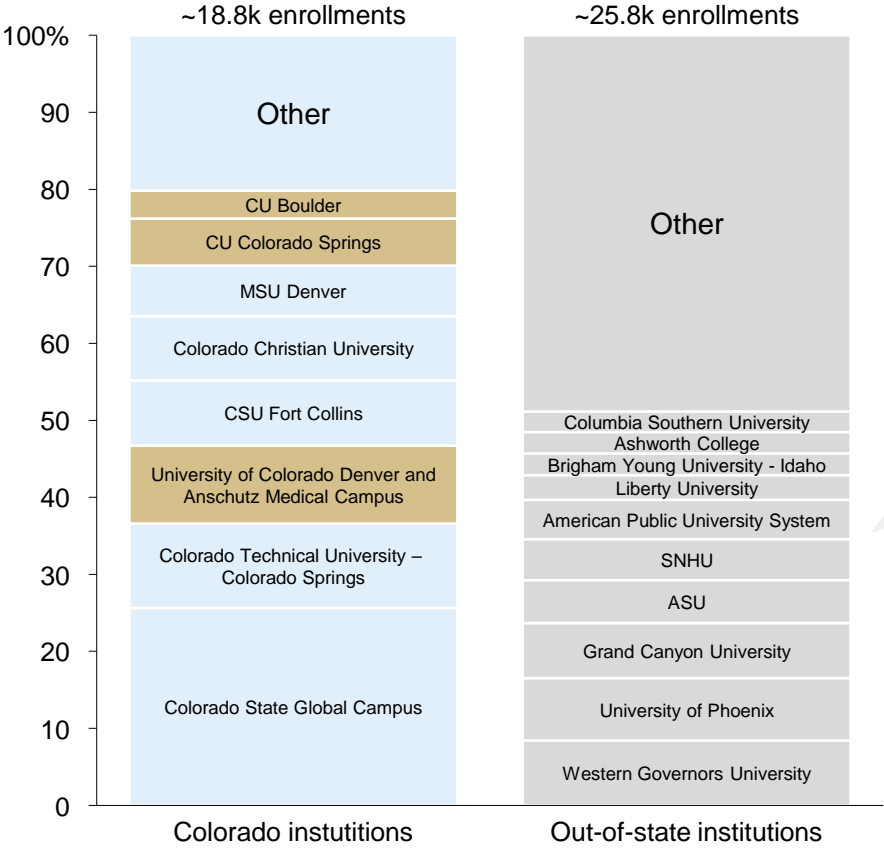
Note: *Regional states include Arizona, Nebraska, Utah, New Mexico, Oklahoma, Kansas, Idaho, Montana, Nevada and Wyoming
Source: EY-Parthenon prospective student survey (Dec 2019-Jan 2020)

Today, a large portion of CO residents choose to enroll in online programs at out-of-state institutions

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Colorado resident online enrollments*, by provider, 2018



Note: enrollment data obtained from secondary sources (IPEDS, NC-SARA) and may differ from internal numbers; Denver and Anschutz are reported together in IPEDS and shown together in this analysis

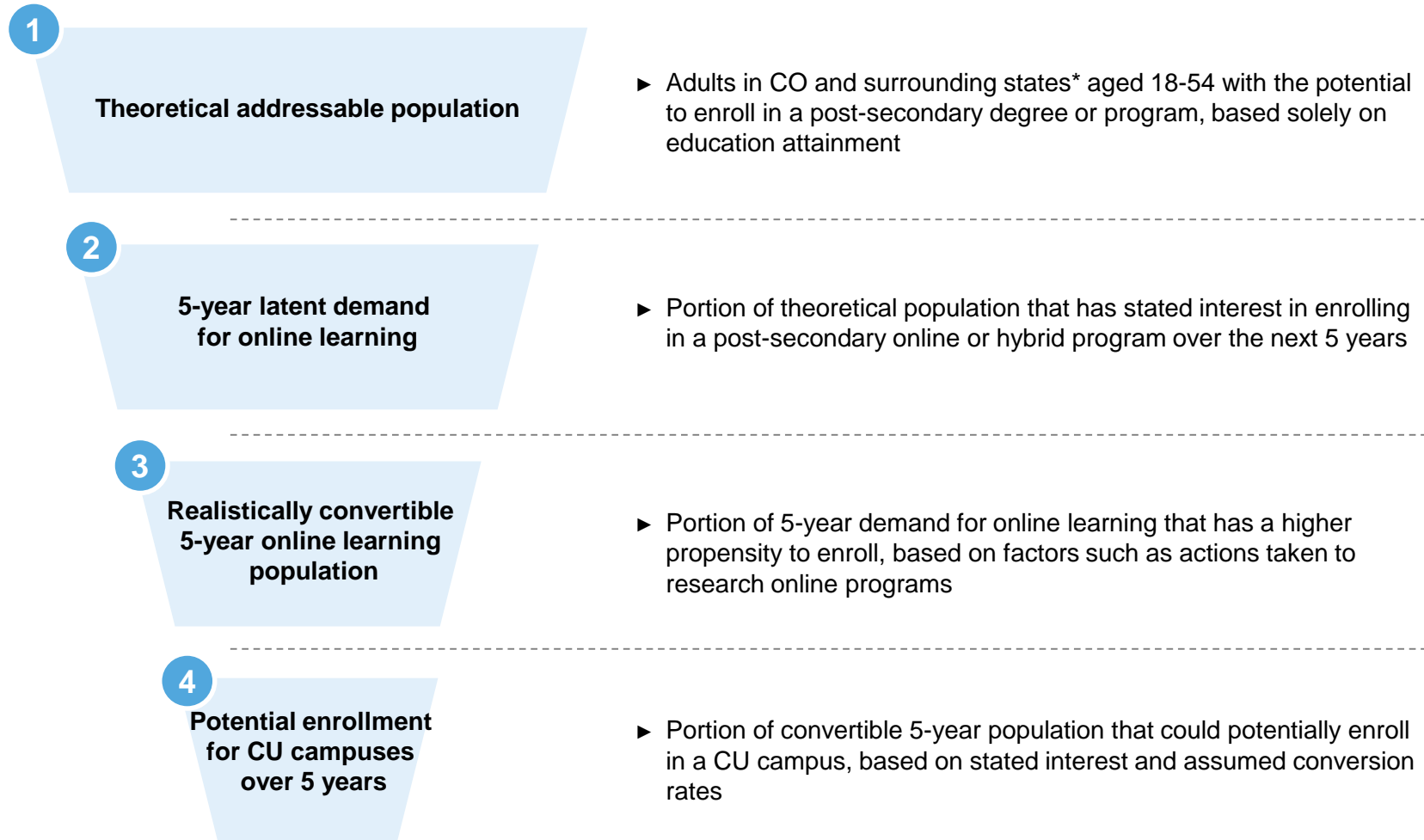
Note: *Includes enrollments for graduate and undergraduate students enrolled exclusively in distance education courses; CO resident in-state enrollments excludes ~9,.8k community college enrollments; CO resident out-of-state enrollment is calculated as the total out-of-state enrollment, as reported by NC-SARA, and scaled by a factor of 1.14 to account for non-reporting schools; scale factor determined by comparison of IPEDS to NC-SARA reporting
 Source: IPEDS; NC-SARA; Eduventures

We will leverage population data and the results of our survey to quantify the demand for online learning in CO and the surrounding region

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Online learning market opportunity approach



Note: *Surrounding states include Arizona, Utah, Wyoming, Nebraska, Kansas, Oklahoma, and New Mexico (i.e., contiguous states)

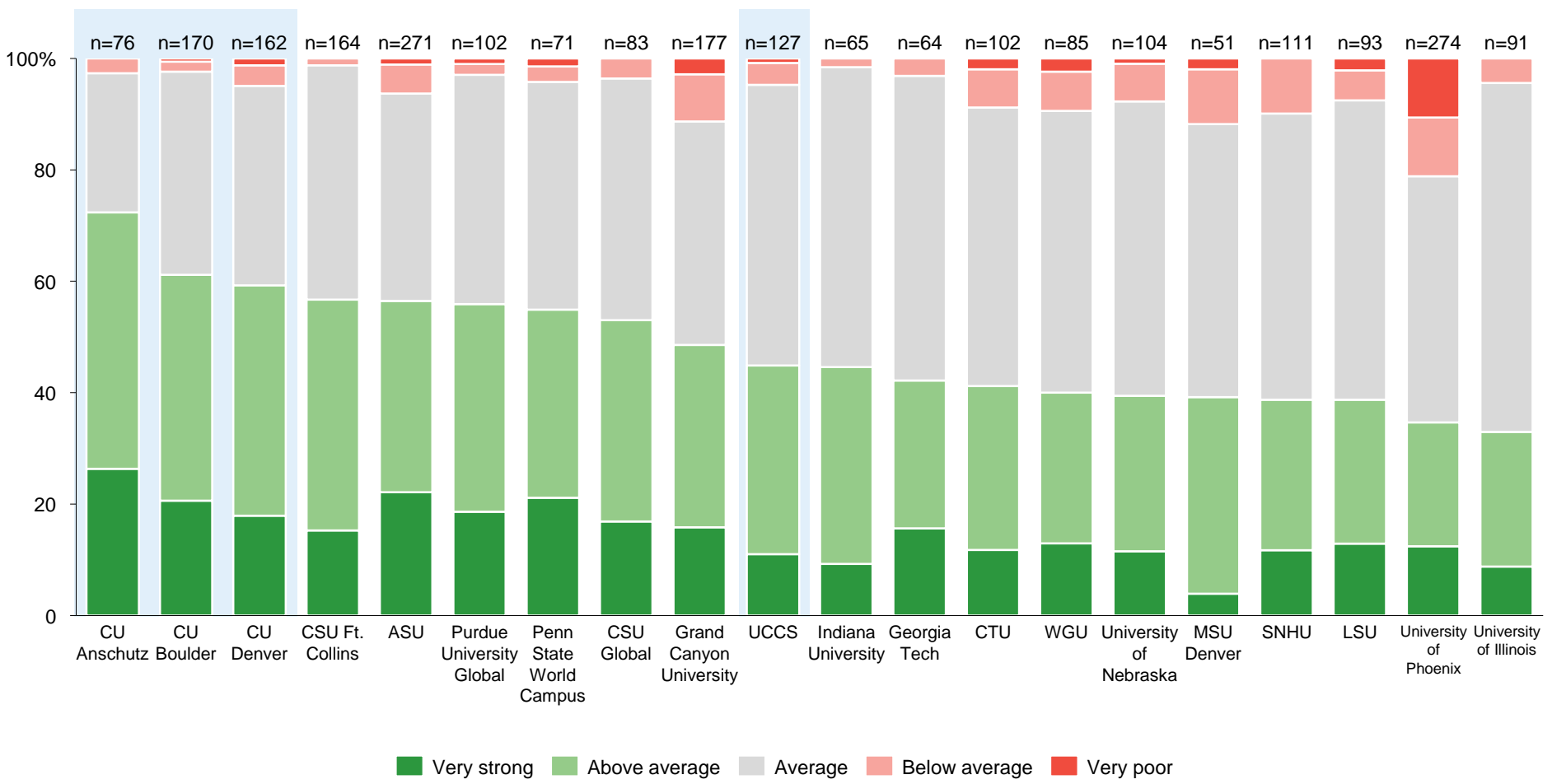
CU campuses are perceived by prospective online students as being some of the strongest institutions in terms of overall reputation in Colorado and the surrounding region

1	Progress update
2	Survey overview
3	Online demand
4	Brand perceptions

Preliminary draft for review

Overall institution perception of select institutions in Colorado and surrounding states*

Q: [50% of all respondents from Colorado and surrounding states] What is your impression of the overall reputation of the following institutions?



Note: *Surrounding states include Arizona, Nebraska, Utah, New Mexico, Oklahoma, Kansas, Idaho, Montana, Nevada and Wyoming
 Source: EY-Parthenon prospective student survey (Dec 2019-Jan 2020)