

# Navigating New Uncertainties in the OPM Landscape

Part II: Transitioning Away From an OPM

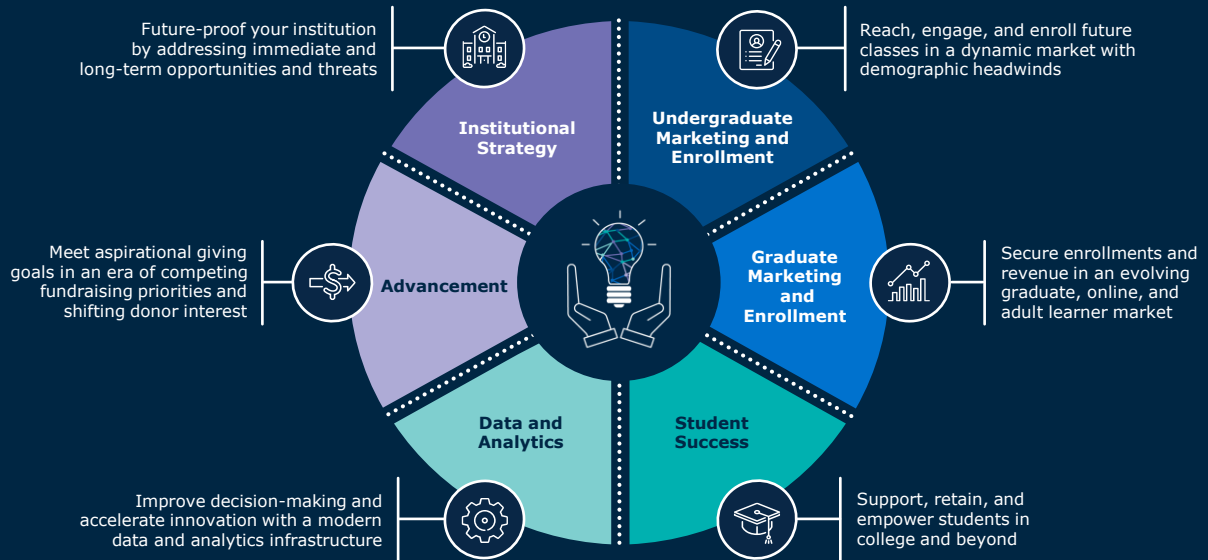
# Update Your Name

The screenshot displays a Zoom meeting interface. The main window shows a slide with the EAB logo and the text "EAB Virtual Meetings 2020". A "Participants (2)" panel is open on the right, listing "Test Participant (Me)" and "Meeting Host (Host)". A "Rename" dialog box is open over the "Test Participant (Me)" entry, with the text "Enter a new screen name:" and "Jane Doe - Institution" entered in the input field. The dialog has "OK" and "Cancel" buttons. A callout box with an orange border points to the "Rename" button in the Participants list, containing the text "Update your name and add your institution". Another callout box with an orange border points to the "Participants" icon in the bottom toolbar, containing the text "Open Participants menu".

Open Participants menu

Update your name and add your institution

**Insight-powered Solutions for Your Top Priorities and Toughest Challenges**



We partner with **2,800+** institutions to accelerate progress, deliver results, and enable lasting change.

**95%+** of our partners return to us year after year because of results we achieve, together.

# What We Heard From You During Part I



**77%** of attendees said they are **“very concerned or somewhat concerned”** about the OPM landscape



**76%** of attendees **work with an OPM** currently



**49%** of your peers have **not seen an increase in online enrollment** since 2020, despite nationwide trends indicating growing interest in online education

# Poll

## 1. Which part of transitioning away from an OPM feels the most daunting?

- **Internal:** Gaining internal support for terminating our OPM contract
- **Financial:** Contract negotiations
- **Marketing:** Transitioning enrollment marketing efforts
- **Infrastructure:** Infrastructure transition & staffing up
- **Product:** Lack of instructional design/curriculum
- Other (feel free to share in the Chat)



# Today's Agenda

## Part II: Transitioning Away from an OPM

2:10 p.m. ET

### **Planning Your Enrollment Marketing Migration**

*Val Fox*

2:45 p.m. ET

### **University Spotlight: *Northeastern University***

*Jennie Bailey and Rob Towner*

3:15 p.m. ET

### **Succeeding in a New Era of Graduate and Online Enrollment**

*Katie Shaver*

3:45 p.m. ET

### **Q&A**

*Facilitated by Lex Ruby-Howe*

4:00 p.m. ET

### **Adjournment**



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# Planning Your Enrollment Marketing Migration

*Val Fox, Consultant and Principal*

Adult Learner Recruitment

# To Recap...



## **Negative Press Influences OPM Perception**

- Exposé-style stories have potential to influence public view and work with OPMs
- Revisit price points, invest in detailed contracts, review online course content



## **OPM Regulations at Federal and State Level**

- Ed Dept. 'Dear Colleague' Letter warns of ban on revenue share agreements with TPS while states like MN begin to ban these agreements with state universities
- Prepare for audits by allocating staff time to ensure course and program compliance



## **Ed Tech Market Troubles Continue**

- Ed tech companies continue to report revenue loss, market projections uncertain
- The market will likely stabilize, but pay attention to the future of your OPM partner



## **Unbundling and Fee-for-Service**

- Management models unbundle and fee-for-service grows as market matures
- While revenue share remains dominant, alternate options provide promise, flexibility



## **OPM becomes OPX**

- Rapid expansion and experimentation across OPM space leaves complex market
- Risk management is critical in a changing and complex environment



# Your OPM May No Longer Be Working For You If...

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You aren't meeting your goals



You don't have visibility into your OPM's strategies or performance



Your OPM's capabilities no longer align with or augment your internal resources



Your institution is not comfortable with the regulatory risk



You aren't generating a positive ROI

***Sound familiar?***

# Poll

## 2. If you're considering transitioning away from an OPM, which of the following is a factor in your decision?

*Select all that apply*

- **Enrollment Outcomes:** We aren't meeting the goals we set with our OPM
- **Financial Cost/ROI:** We aren't generating the return on investment to make our partnership worthwhile
- **Strategic Alignment:** Our OPM's capabilities no longer align with or augment our internal resources
- **Accountability:** We don't have visibility into our OPM's strategies or performance
- **Regulatory Risk:** We aren't comfortable with the regulatory risk



## Consider...

### Timing



- Develop your transition **plan 6-12 months** before notifying your OPM
- **OPMs commonly scale back marketing and recruitment efforts** before official termination

### Workstreams



- Determine **which key stakeholders should be included** in the following workstreams:
  - **Enrollment marketing**
  - Contract negotiations
  - Learning environment and infrastructure transition
  - Internal and external communications

### Stakeholders



- VP of Enrollment Management
- Legal Counsel
- VP Online Learning
- Chief Financial/Admin Officer
- Chief Technology Officer
- Dean / Provost
- Chief Marketing Officer
- Program Directors/Managers

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## 4 Steps to Transition Enrollment Marketing from Your OPM

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# 1. Conduct a Marketing Gap Analysis



## Sample Marketing Gap Analysis

Marketing and Recruitment Capabilities	Gap Analysis								
	Minor Gaps			Moderate Gaps			Major Gaps		
	1	2	3	4	5	6	7	8	9
Lead generation									
Multi-channel lead nurturing									
Applicant engagement									

*This step will help to...*

- *Create internal alignment on current and desired future states*
- *Identify which operational activities are most critical*
- *Streamline the insourcing vs. outsourcing evaluation*

## 2. Determine Insourcing v. Outsourcing Needs



### Marketing Gap Analysis Clarifies Build v. Buy

Marketing and Recruitment Capabilities	Gap Analysis								
	Minor Gaps			Moderate Gaps			Major Gaps		
	1	2	3	4	5	6	7	8	9
Lead generation							✓		
Multi-channel lead nurturing									✓
Applicant engagement			✓						

## The Benefits of a Robust Insourcing v. Outsourcing Discussion

- **Create buy-in with in-house teams** supporting enrollment marketing and recruitment as you seek their input on this collaborative process
- **Streamline the partner selection process** with a shared understanding of high-priority needs that must be outsourced to a new partner

## To Build or to Buy?



### Insourcing

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- Insource core capabilities aligned with strategic assets, such as:
  - Brand management
  - Website ownership
  - Social media accounts



### Outsourcing

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- Outsource for scale, specialization and staffing support
- Seek partnerships that will expose in-house teams to best practices and grow their skills

# Poll

## **If you're transitioning away from an OPM, where do you plan to move recruitment and marketing functions?**

- In-house
- To another external partner(s)
- A mix of in-house and external partner(s)
- Not sure





# 3. New Partner Selection



## Select a New Partner Able to Support High-Priority Needs

*6 Key Factors in Selecting a Partner*



Set goals and budget



Examine approach, strategy, and knowledge of the market and higher ed landscape



Create a shortlist



Ask questions



Evaluate services offered



Discuss contract details

# 4. New Partner Onboarding



## As Part of Onboarding, Be Prepared to Share the Following:

### Program Information

For each program that will require support, provide:

- Links to relevant program pages, brochures, landing pages, etc.
- Key value propositions or selling points
- Enrollment goals (current enrollment, future enrollment, capacity limits, class-shaping goals)
- Number of qualified inquiries/leads

### Admissions Information

- Application deadlines
- Admissions requirements
- Scholarship availability and requirements
- Student demographics and characteristics (e.g., age, gender, industry background, years of experience, feeder schools, employers)

### Marketing Operations

- Are there campaigns or tactics that your team has always managed in-house?

# 4. New Partner Onboarding



## Marketing Performance: Top-of-Funnel

- Overview of recruitment, with breakdown of in-house v. outsourced efforts
  - How are leads qualified?
  - Where any changes planned or underway for the next 12 months?
- Top-of-funnel marketing channels, tactics, and any recent pilot efforts
  - What is the geographical reach of campaigns?
  - Were there any key takeaways from language, imagery, or other testing?

## Monthly Top-of-Funnel Results

*By channel if available*

- Spend
- Leads
- Cost-per-lead
- Lead to application conversion rates
- Lead engagement levels
- Lead demographics

# 4. New Partner Onboarding



## Marketing Performance: Lower Funnel

- Middle- to bottom-of-funnel tactics and results
  - On average, how long until a lead becomes an applicant?
  - On average, how long until a lead enrolls?
  - What signals in the data do you use to stop reaching out to a lead?
- Information on factors that influence media spend, lead volume, etc.
- Average speed to applicant and applicant to enrolled student timeframes
- Attribution model for enrollments by lead source

## Monthly Lower Funnel Results

*By channel if available*

- Applications
- Application completion rates
- App-to-enrollment conversion rates
- Cost-per-enrollment

# Safeguard Your Future Enrollments

## Takeaways

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**Involve key stakeholders** across your transition workstreams to develop a 6- to 12-month transition plan



Conduct a marketing and recruitment capabilities gap analysis to **determine capabilities gaps**



Identify which marketing and recruitment capabilities to **insource vs. outsource**



**Gather key information** about your programs, admissions, and marketing performance for your new enrollment marketing partner



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# University Spotlight

**Rob Towner**, *Assistant Vice President of Business Operations and New Ventures, Northeastern University*

**Jennie Bailey**, *Principal Strategic Leader, EAB*

Adult Learner Recruitment



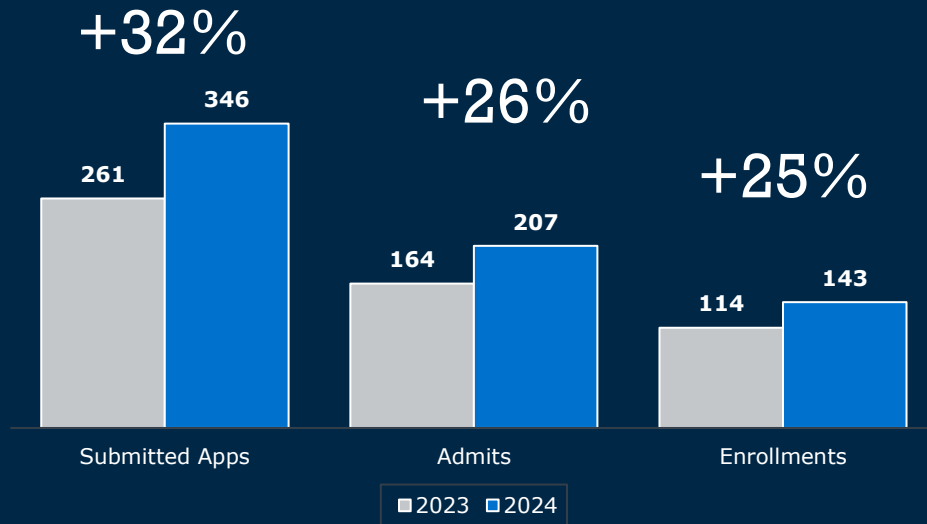
**N** Northeastern University  
**Experiential Digital  
Global Education**

- ▶ Northeastern University, a private global research university
- ▶ Global university system with **13** campuses, **49** alumni communities, and **3,500+** employer partnerships worldwide
- ▶ **~47,000** total student enrollment, including **~24,000** graduate students
- ▶ Northeastern's **Experiential Digital Global Education** offers 6 online graduate programs with a goal of adding 4 to 6 annually across the next several years





# Partnership Supported Significant Gains Throughout the Enrollment Funnel



## Milestones

2023-2024

*Primary Goal is to  
Increase Enrollment*

**June 2023 –**

Launched Campaigns  
Impacting Fall

**June 2024 –**

Introduce  
Performance Based  
Admissions in  
Marketing

**Future Milestone –**

Expand to Canadian  
Audience & Increase  
Domestic Enrollment



# Q&A

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## **Rob Towner**

*Assistant Vice President  
of Business Operations  
and New Ventures*

Northeastern University



## **Jennie Bailey**

*Principal Strategic Leader*

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# Interested in More?

I'd like to speak to an EAB expert about...

- 1 Identifying online, graduate, or adult ed **programs to launch or refresh**
- 2 **Generating leads** for online and graduate programs
- 3 **Developing marketing campaigns** to reach and recruit online and graduate students
- 4 Transitioning **away from an OPM**

# Q&A



**Lex Ruby-Howe**

*Vice President*

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**Val Fox**

*Consultant and Principal*

[VFox@eab.com](mailto:VFox@eab.com)



**Katie Shaver**

*Managing Director*

[KShaver@eab.com](mailto:KShaver@eab.com)

Please consider our team a resource—and let us know what content we can share in follow-up via the **exit survey**

# Next Steps

Today's Slides

1

Receive a copy of **today's presentation slides**



Connect with an Expert

2

Speak with an EAB expert about the **research and insights discussed today**



Keep the Conversation Going

3

**Join us** October 8-9 in Washington, DC



4

Get the latest insights on online, graduate, and adult education  
**Subscribe to our Adult Education blog**

# Thank you!

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