

Outcomes on the **Rise:**

How A Collaborative Partnership
Achieved More Students

Executive Summary

Learning House has proudly partnered with Campbellsville University since 2002, helping the institution develop and deliver online programs. Initially, the partnership was narrow in scope, with Learning House offering instructional design services and Learning Management System (LMS) hosting only. Campbellsville understood the potential of online offerings, but the university knew it needed help. Learning House had expertise in determining which programs to offer, how to build effective curriculum and how to best serve the online student population. Additionally, Learning House understood Campbellsville's commitment to creating a Christian learning environment, making the partnership a natural fit.

In 2014, Campbellsville expanded the partnership by tasking Learning House with managing all aspects of its online learning, including marketing, enrollment and retention in addition to instructional design. With Learning House's focus on data-driven decision making, the success has been significant. In fall of 2013, before Campbellsville committed to a full partnership with Learning House, the university understood the need for an expanded service model due to increased competition and flattening growth. Its online enrollments were flat, and the university offered only eight online programs. By fall of 2016, after two years of the full partnership with Learning House, enrollments had increased by 149 percent, and the school offered 15 programs, with plans for nine more in 2017.

Through its partnership with Learning House that is focused on collaboration, investment and execution, Campbellsville University is becoming one of the premier providers of online education in the region, with an emphasis on practical programs designed to lead to job success. Student-centric processes ensure a high-quality student experience, and the collaborative partnership means Campbellsville's strong Christian ethos is reflected in all programs. Growth is expected to increase; Campbellsville's online Master of Social Work (MSW) program, for example, had more than 100 student starts in its first year, with almost 200 applicants in the funnel, the strongest start of any program in the university's history.

About Campbellsville University

Founded in 1906, Campbellsville University is a private Christian institution with a foundation in the liberal arts. Based in Campbellsville, Kentucky, the university is ranked among America's best Christian universities, receiving acclaim from groups including U.S. News & World Report and TheBestSchools.org. Its efforts to keep education affordable were recognized by the Institute for College Access and Success because it has among the lowest student debt loads in the nation.

The Challenge

As the longest-tenured partner of Learning House, Campbellsville University has been integral to the company's success. Since 2002, Learning House partnered with Campbellsville to help the institution offer online programs, focusing on instructional design, faculty training and LMS hosting.

While the quality of programs was strong, enrollments began to flatten, especially in undergraduate programs. Between fall 2012 and fall 2013, Campbellsville added only 11 new undergraduate online students, an unsustainably low growth rate.

At the same time the undergraduate program enrollments were stagnating, graduate students were clamoring for more online programs.

Meeting these two needs of growing undergraduate enrollments while simultaneously increasing graduate program offerings was daunting. To help better serve its students, Campbellsville turned to its long-time instructional design partner. In 2014, Learning House became a full-service Online Program Management partner for Campbellsville, including handling the university's marketing for online programs, online enrollment and retention, while still maintaining its instructional design and faculty support services.

The Impact

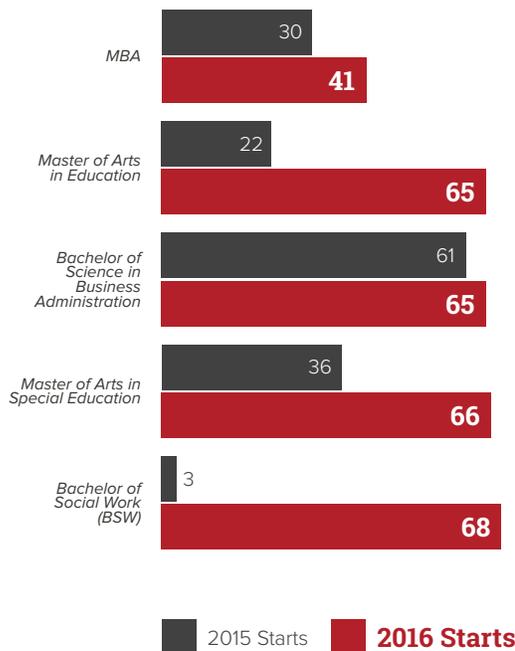
Learning House had an impact on several different functional areas, including marketing, enrollment and retention. Some of the initiatives that were undertaken included:

- Developing a website specifically for online programs, optimized for search results and designed to help potential students make the decision to study at Campbellsville
- Deploying a comprehensive marketing strategy focused on increasing online enrollments with integrated campaigns, including email, pay-per-click, billboards and more
- Streamlining the enrollment process to incorporate best practices in online education, including lead response procedures that are high-touch and quick-to-contact
- Providing regular feedback, data and recommendations for student retention
- Conducting frequent student surveys and making recommendations for changes based on results
- Sharing regular return-on-investment (ROI) reporting for full transparency and collaboration

The results were swift. Since the full partnership began, online enrollments have grown

every term. Between fall 2015 and fall 2016, enrollments grew by 70 percent, with much of the growth coming from the Bachelor of Social Work (BSW), Certificate in Christian Ministry, Master of Arts in Special Education and Master of Arts in Education programs. Similar growth is projected for the 2017-2018 school year.

Number of Student Starts For Online Programs, 2015 vs. 2016



“The partnership breathed life into our campus attitudes,” said Dr. Shane Garrison, Vice President for Enrollment Services at Campbellsville University. “We stagnated. We were stuck. Our total enrollment could not move past a 3,200 head count. The boost from online gave the whole campus a lift. It made us hopeful again. In Fall 2016, we broke every enrollment record in the history of our school.”

Product Development and Marketing

Learning House conducts a significant amount of research to understand what online programs will be successful, including regional data, competitive analysis and a consideration of a university's strengths and weaknesses. This research then informs what programs should be offered by universities, based on factors such as the job market and the institution's reputation. For Campbellsville, Learning House identified a demand for an online MSW program. Campbellsville already had a strong on-ground program, and that reputation could extend online, making it the only fully online MSW offered in the region at the time.

The online MSW saw immediate success, with more than 100 students enrolled in its first year.

Prospective Student Leads, 2014 - 2016



“We needed to see a different model of doing business,” said Dr. Garrison. “We couldn’t understand what our competitors were doing; what the best practices were. We had blinders. Main campus, in-seat, traditional-only blinders. Admissions was a four-month process. Learning House has provided us the ability to see something different. Institutionally, that has been radical. It’s changed our vision.”

This approach led to Campbellsville and Learning House creating a number of initiatives, including a scholarship program with a local community

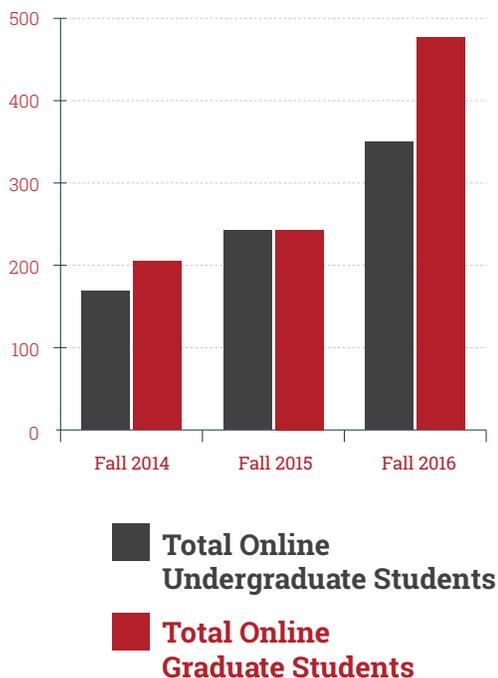
college, a military discount program for active-duty members of the military and the Excellence in Teaching program, enabling teaching students to take advantage of tuition discounts if recommended by existing teachers.

Since 2014, when Learning House took over marketing for online programs, the number of leads generated has increased by 2,677 percent.

Enrollment

Providing a high-touch, personal experience at every stage of the student lifecycle, from inquiry to graduation, was an important goal for the partnership. Learning House's enrollment team handles aspects of online student enrollment, identifying student motivation, consulting with students to find programs where they can succeed and then moving them smoothly through the enrollment funnel. The university and Learning House worked together to develop standard operating procedures that ensured Learning House was authentically representing Campbellsville's ethos. Access to Campbellsville enrollment systems means a seamless integration between Learning House and the university, allowing Learning House to handle high enrollment volumes without sacrificing quality.

Online Program Enrollment Changes, Graduate & Undergraduate, 2014 - 2016



The effects of this are clear: prospective students are enrolling. From fall 2014 to fall 2016, the number of total online students has increased 149 percent.

Overall student enrollment in graduate programs has increased 132 percent over the past three years, and undergraduate online enrollments — an area Campbellsville was struggling with before entering a full partnership with Learning House — have increased more than 100 percent.

Learning House's enrollment team credits this success to Campbellsville's commitment to an integrated partnership. Though it took time to build mutual trust, Campbellsville treats Learning House's enrollment team as part of the university. Transparency

and communication are important to both sides, and the relationship continues to thrive.

“Open and frequent communication has been the key to building our relationship,” said Julie Delich, Vice

President of Enrollment at Learning House. “We have aligned around working together to provide an exceptional experience to each and every prospective student. Keeping the student first has directed our decision-making process and created a true partnership.”



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Success has been so strong, in fact, that it has brought its own set of challenges. According to Dr. Garrison, “We did not know what online was going to do to the main campus. Main campus students want to take online classes. A challenge we deal with is keeping main campus students in physical classes. We want to make sure online seats are not grabbed by students who are here on campus. We didn’t foresee that the success of online would change the main campus offerings.”

To meet this demand, Campbellsville plans to add several new online offerings in 2017, including graduate and undergraduate programs in high-demand areas of study like Education, Accounting and Justice Studies.

Retention

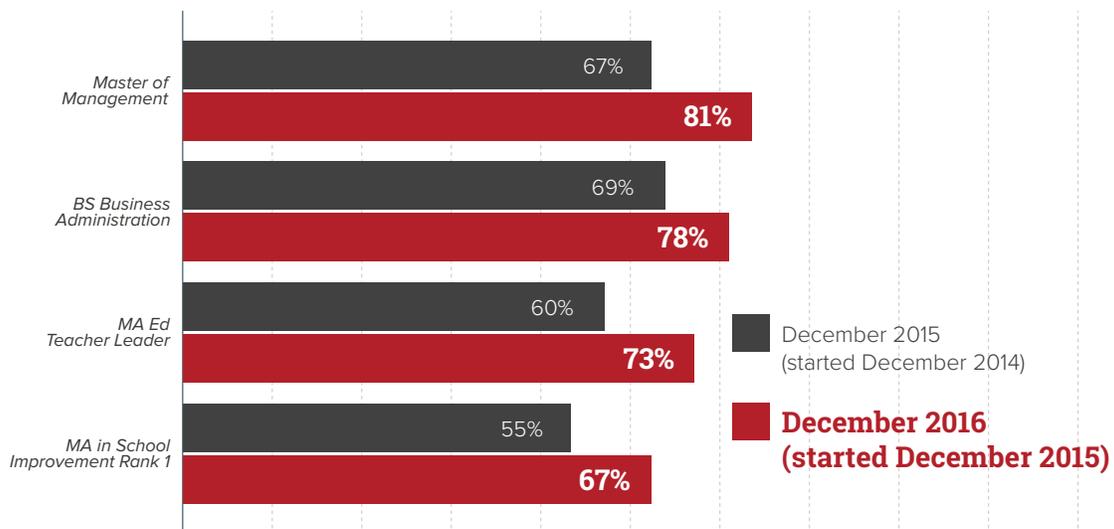
Once students start, it is equally important that they stay enrolled and achieve their goal of graduation. Thanks to the best practices implemented by Learning House, including a proactive communication strategy and personal online advisors, retention rates have improved by 2.79 percent in the last year and a half, and almost 150 students have graduated from the online programs Learning House manages. The Master in Management and Leadership program has seen 81 percent of students remain in the program after one year, compared to 67 percent in 2015.

Fostering a personal connection with students is key to this success. Learning House pairs students with online advisors, who work with students throughout their academic

career to answer questions, provide support and encouragement, and keep students on pace to graduate. These advisors help students feel connected to the university, monitor academic performance and offer support and resources to struggling students. They also provide degree mapping and assistance with tasks like registration and communicating with professors.

The same trust that has been built with the enrollment team also is reflected in the relationship between the retention team and the university. Together, Learning House and Campbellsville develop systems to ensure the best outcomes for their students. For example, Learning House’s retention team helped Campbellsville create an official leave of absence policy, to better serve students who need to take time away from their studies for a life event. Instead of dropping out, these students now have an avenue to return to their studies once their life circumstances permit, improving graduation rates.

Percentage of Students Attending One Year After Start, 2015 vs. 2016



Conclusion

Through the partnership with Learning House, Campbellsville University has significantly increased the number of students enrolled in and graduating from its online programs. In addition to increased enrollment and student retention, Campbellsville has seen improved morale campus-wide and a reinvigoration of its on-campus offerings.

In only three years, Campbellsville's online enrollment has more than doubled in size, and the university has launched a number of popular programs, including the online MSW. Such growth is anticipated to continue.

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Both Campbellsville and Learning House credit this success to the spirit of collaboration and partnership that exists between the two.

Campbellsville University considers Learning House's services incredibly valuable. According to Dr. Garrison, “Nobody is more thrilled about this partnership than I am. Learning House has blown every forecast and projection model out of the water.”

Learning House continues to work with and advise Campbellsville University. In 2017, Campbellsville's partnership with Learning House will grow further, with the addition of new programs and the continued evolution of services to match future students' needs.



ABOUT LEARNING HOUSE

The Learning House, Inc. helps people improve their lives through education. The academic program manager offers a full suite of education services, including: Online Program Management (OPM), Corporate Solutions, The Software Guild, Learning House International and Advancement Courses. Built on a foundation of data-driven decision making, thorough market research and robust technology services, Learning House is focused on delivering high-quality, relevant just-in-time education services to meet the needs of a dynamic, global market. Through its partnerships, Learning House helps universities acquire more students, produce more graduates and deliver better outcomes and helps companies attract, develop and retain a happier, more skilled workforce.

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