

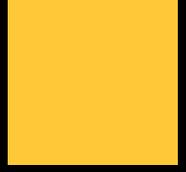
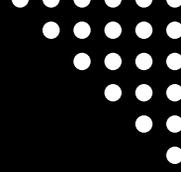
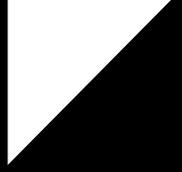
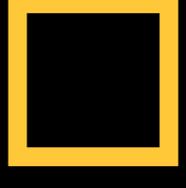
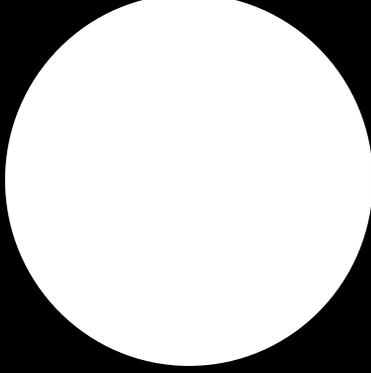
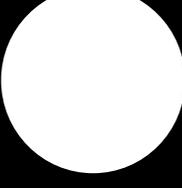
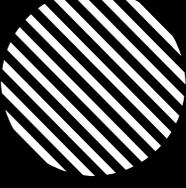
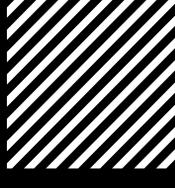
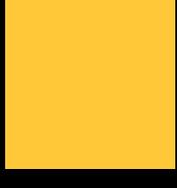
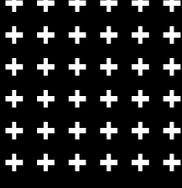
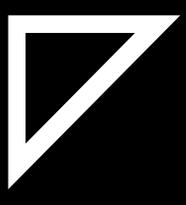
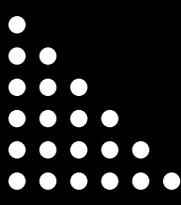
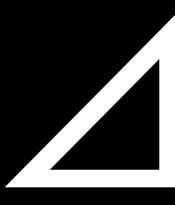
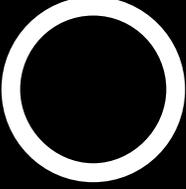
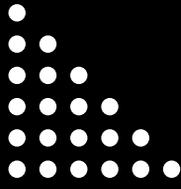
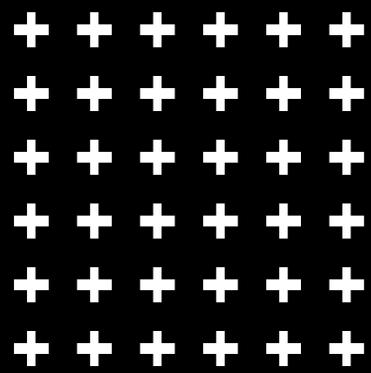
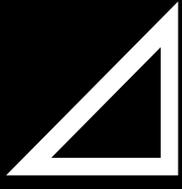
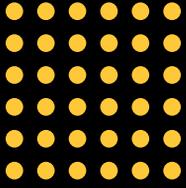
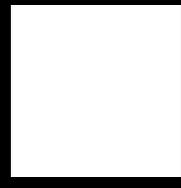
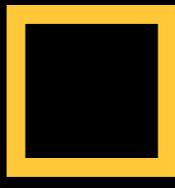
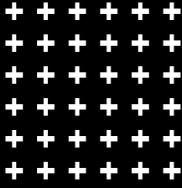
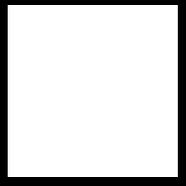
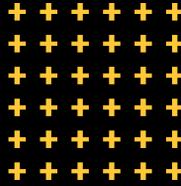
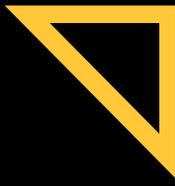
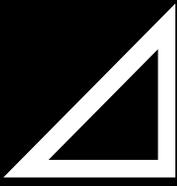
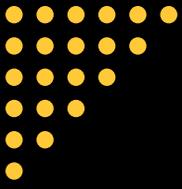


**ASU EdPlus**  
Arizona State University

# Annual Report

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# 2020



## + About Us

Innovation happens when experts in their fields work together to solve problems and develop meaningful solutions. It is the result of fearless collaboration and attention to those challenges our industry has yet to solve.

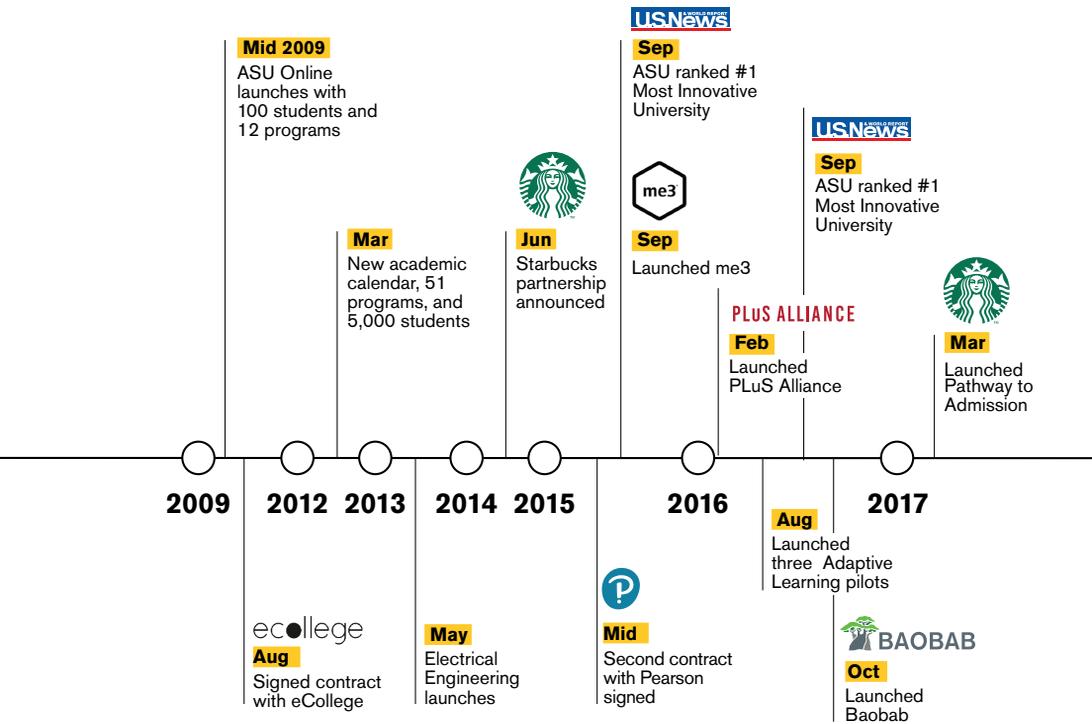
EdPlus continues to define itself through a culture of curiosity, risk-taking, and a refusal to accept the status quo. It is this mentality that allows us to flourish as a hub of academic innovation, a place that breaks down barriers to quality higher education and improves the lives of learners across the globe.

**Through collaboration and innovation, EdPlus at ASU is committed to expanding access to higher education**

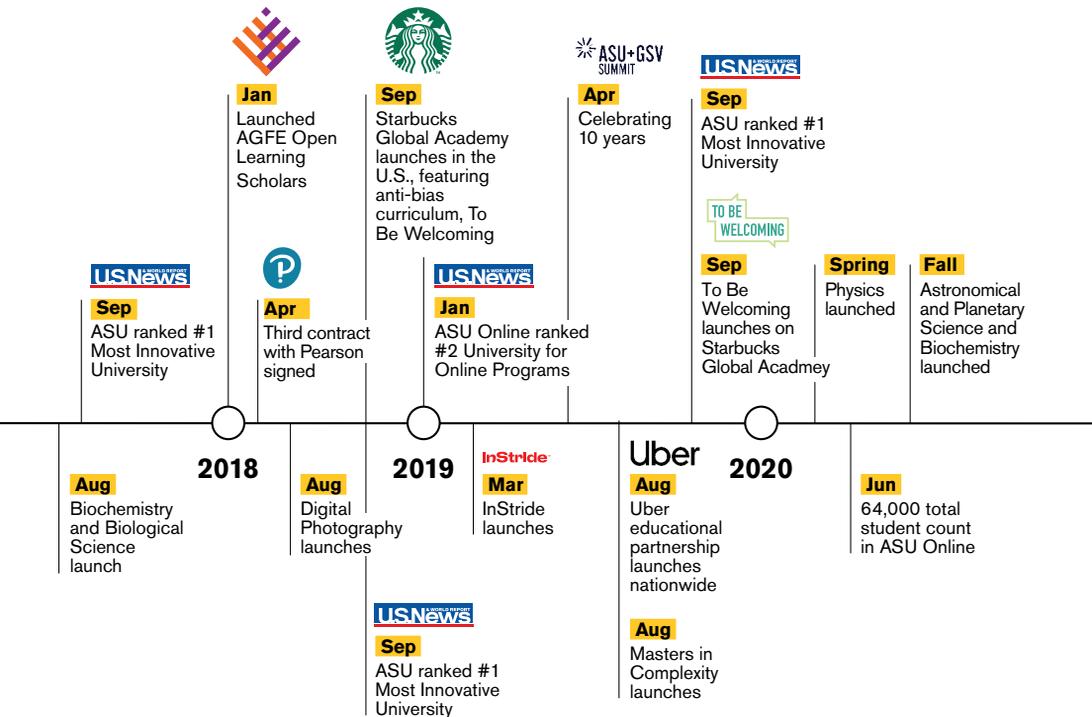
# + The EdPlus Origin Timeline

EdPlus at Arizona State University is a central enterprise unit focused on the design and scalable delivery of digital teaching and learning models to increase student success and reduce barriers to achievement in higher education.

We blend technology with teaching and learning ecosystems to achieve greater scale, more efficient delivery and better learning outcomes in traditional and nontraditional settings. Through continuous advancement, **EdPlus moves beyond the present university conception of online education** to improve the overall health of local, national and international communities.



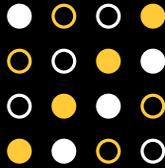
**Our commitment to inclusion is what drives our passion for enhancing education through multiple projects and initiatives that extend globally**





## Our Culture Drives Outcomes

EdPlus has intentionally created an environment where the charter of the University is supported by six guiding principles. These six EdPlus values define the culture that enables us to meet commitments and continue to be an effective leader in innovative educational delivery. These culture tenets support our deliberate actions to push past the boundaries of the status quo and sustain our readiness to meet the shifting demands of the University and the educational marketplace.



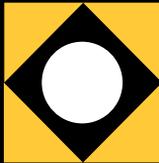
### **We serve learners**

We accelerate innovation at the University through advancement of digital teaching and learning that serves all learners.



### **We solve problems**

We advance by taking on new challenges and discovering solutions.



### **We achieve milestones**

We do what we say we will do and we are closers.

**The ideas we awaken today,  
will shape the future of  
global education tomorrow**



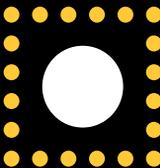
**We feel a sense of urgency**

As we work to transform education, speed and scale are our allies.



**We strive for excellence**

Our standards are high and we seek to delight our stakeholders.



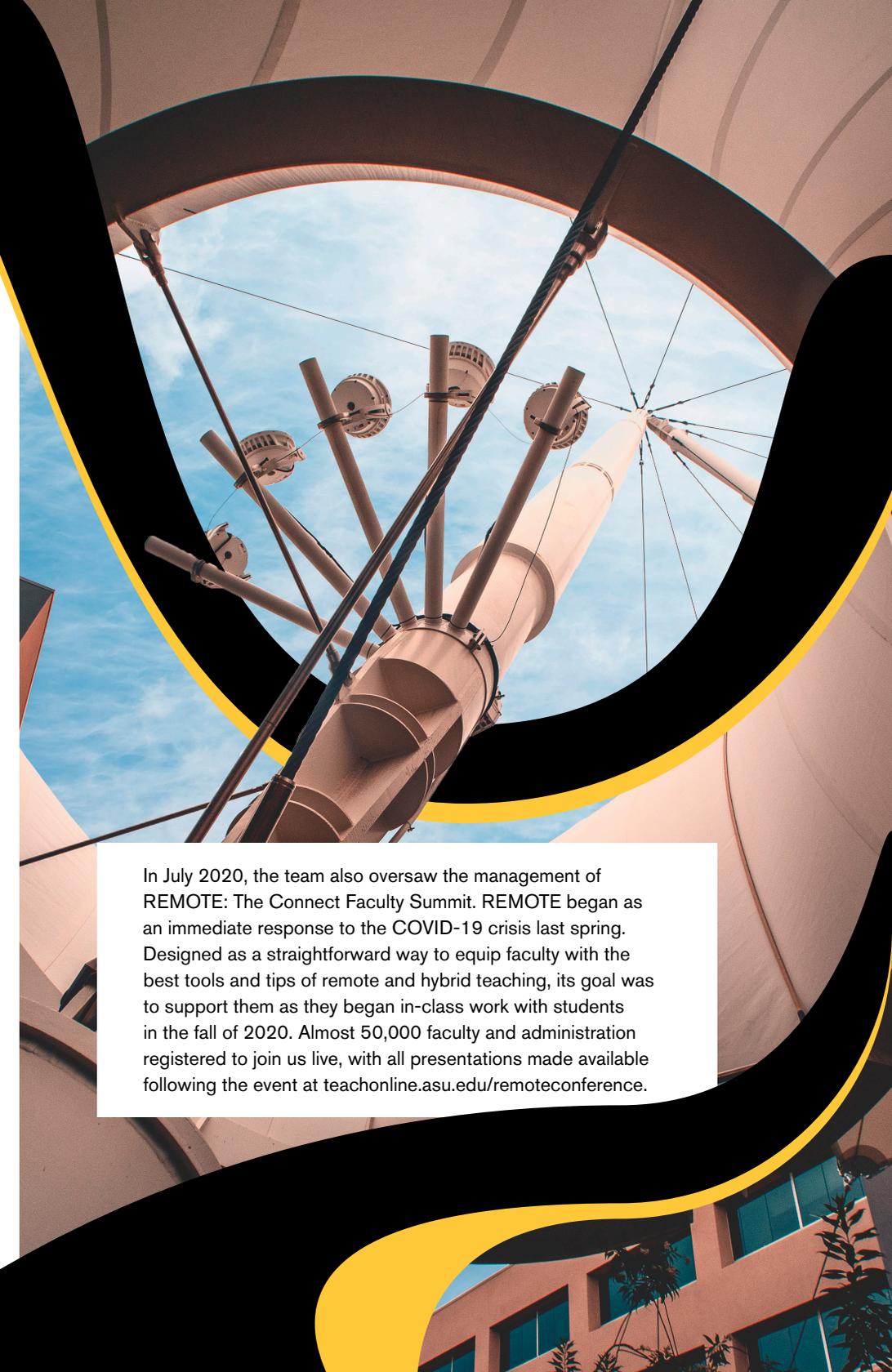
**We are bold**

We take measured risks, promising to meet our challenges.

## + Visits

Over the past two years, EdPlus hosted more than 2,000 visitors from a variety of different organizations and institutions, all planned by the Meetings and Events team led by Todd Altadonna. This team organized visits from a number of organizations, including universities, colleges, military, government, corporations, foundations, existing and potential partners, and other invited guests of ASU senior leadership. The purpose of these visits is to share our expertise surrounding digital immersion, technology-enhanced learning while identifying collaboration opportunities. Examples of visitors includes: Salesforce, Arizona Department of Economic Security, Nevada System of Higher Education, Google, and the American University of Beirut. These requests to meet with our subject matter experts have continued as ASU successfully transitioned all classes to an online format. In March of 2020, EdPlus visits transitioned to virtual meetings where we can share our expertise and collateral in a digital format. These visits included Fulbright Fellow Scholar recipients, Ohio State University, Koch Industries, and more.

The EdPlus Meetings and Events team also helps to oversee the management of several virtual thought leadership convenings and the annual ASU GSV Summit. Originally launched in 2010, with a collaboration between Arizona State University (ASU) and Global Silicon Valley (GSV), the annual ASU GSV Summit connects leading minds across the globe focused on digital learning. Our north star is that ALL people have equal access to the future. The purpose of the Summit is to drive action, learning, and career outcomes at scale. As a result, the Summit serves as a platform for elevating dialogue about raising learning and career outcomes through scaled innovation. In 2020, the ASU GSV Summit went virtual, hosting more than 13,000+ attendees and aligning with how many educators are now teaching and students are learning.



In July 2020, the team also oversaw the management of REMOTE: The Connect Faculty Summit. REMOTE began as an immediate response to the COVID-19 crisis last spring. Designed as a straightforward way to equip faculty with the best tools and tips of remote and hybrid teaching, its goal was to support them as they began in-class work with students in the fall of 2020. Almost 50,000 faculty and administration registered to join us live, with all presentations made available following the event at [teachonline.asu.edu/remotekonference](https://teachonline.asu.edu/remotekonference).



## + 2020 is a year of change

As we look back over the past year, it is easy to see the shifts occurring within higher education. We are all facing a unique set of challenges and never before in our lifetime have we had to navigate our way through a pandemic of this nature. Throughout this all, EdPlus has continued to define itself through a culture of curiosity, risk-taking, and a refusal to accept the status quo. It is this mentality that allows us to flourish as a hub of academic innovation, a place that breaks down barriers to quality higher education and improves the lives of learners across the globe. At Arizona State University, we are guided by a charter in which we measure ourselves not by whom we exclude, but by whom we include and how they succeed, and by the fact that we “assume fundamental responsibility for the economic, social, cultural and overall health of the communities we serve.” It is through these principles we have guided our work over the past twelve months.

EdPlus has intentionally created an environment where the charter of the University is supported by six guiding principles: serving learners, solving problems, achieving milestones, transforming education, striving for excellence, and being bold in our promise to meet challenges. These six EdPlus values define the culture that enables us to meet commitments and continue to be effective leaders in innovative educational delivery. These values have also helped us serve not just the university, but also the higher education community around us. We have expanded our faculty training for online and remote learning environments. We have established learning objectives and best practices to support remote digital learning. And we have engaged in knowledge sharing with other universities around digital teaching and learning. These values support our deliberate actions to push past the boundaries of the status quo and sustain our readiness to meet the shifting demands of the University and the educational marketplace.



# Refusing to accept the status quo



## + **Serving Learners**

This report reviews EdPlus' innovative contributions to higher education in 2020 across several significant areas. We are reaching new populations, both locally and internationally, through collaborative partnerships with companies and other universities that share our mission to increase access to higher education. In FY20, EdPlus served more than 64,000 learners across more than 100 countries. We doubled the number of newly onboarded online degree programs. We are helping students overcome academic anxiety and master challenging topics through Study Hall, an entry-level video series aligned to essential university courses available for free to anyone anywhere. We are increasing engagement and affinity to our online student population by bringing to life the social and cultural aspects of the University to ASU Online. And we are advancing access to essential entry-level university courses in an effort to expand opportunity, fulfill passions, and positively impact learners at every stage.

**With access to leading  
educators, students can  
achieve greatness**



## **+ ASU Zai Xian/China Online Hub**

With a focus on increasing access globally, this keystone project introduces ASU to new ways of learner delivery: international, online, in alternate languages. ASU Zai Xian is an effort between CinLearn (a subsidiary of Cintana Education) and ASU. It supports the development, launch, marketing, and enrollment to five ASU Online programs: Master of Science in Psychology, Master of Engineering (MEng) with an emphasis in Computing and Technology, Master of Applied Leadership and Management, Master of Education, and Master of Science in Aging. These degrees are administered 100% in Mandarin, from the marketing to the recruitment and the course facilitation to reach learners in China who require access to quality online educational opportunities. This project is overseen by the International Enrollment Operations team within EdPlus and includes close working groups with academic units and other departments across the University including New College, the Ira A. Fulton Schools Engineering, Mary Lou Fulton Teachers College, Edson College of Nursing and Health Innovation, the Office of the Provost, Admissions and Student Business Services.

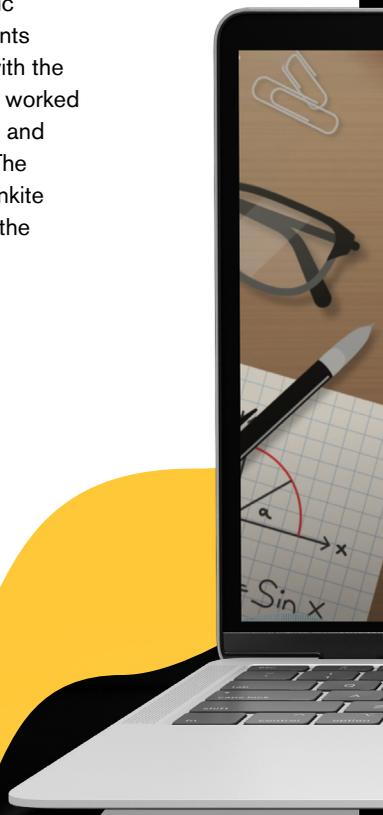
Currently, the most popular program is the MS Psychology ,with 54 new learners for Spring A 2021 and 32 continuing learners. The ASU Zai Xian team has recruited a total of 99 new and 60 continuing learners among the five programs that are delivered in Mandarin. Within the next five years, ASU Zai Xian will add two new programs and seven areas of emphasis that help build curated experiences that appeal to our market in China.



## + Study Hall

Launched in Spring 2020, Study Hall is a series of YouTube Learning Playlists connected to subject-matter material found in select college-level “101” courses. Developed through a partnership between Arizona State University and Crash Course, and sponsored by YouTube, these playlists are targeted to the needs of all learners -- at ASU and globally -- who may require supplemental education for the most complex concepts taught in introductory, or gateway, college courses. To date, Study Hall hosts 30 episodes on four Topics: English Composition, Algebra, Data Literacy, and Chemistry. ASU's YouTube Channel is the fastest-growing channel in Higher Education as a result, with 72k channel subscribers and 1 million views on Study Hall.

Overseen within EdPlus by Sean Hobson, Chief Design Officer, and Wayne Anderson, Sr. Director of Strategic Design, the project has touched a matrix of departments across the University. In addition to working closely with the ASU Marketing Hub, the team within EdPlus has also worked with Enrollment Services, the School of Mathematical and Statistical Sciences, the Department of English and The College of Liberal Arts and Sciences, the Walter Cronkite School of Journalism and Mass Communication, and the School of Molecular Sciences.



PRESENTED BY ASU

**Chemistry**

**Preview Episode**

16 videos

PRESENTED BY ASU

**Preview**

**Study Hall**

1:57

PRESENTED BY ASU

**Data Literacy**

**Preview Episode**

16 videos

PRESENTED BY ASU

**Chemistry**

**Chemical & Physical Change**

11:42

PRESENTED BY ASU

**Composition**

**The Writing Process**

9:18

PRESENTED BY ASU

**Composition**

**What Is Rhetoric?**

8:50

PRESENTED BY ASU

**Algebra**

**Preview Episode**

16 videos

PRESENTED BY ASU

**Composition**

**Evaluating**

PRESENTED BY ASU



PRESENTED BY ASU

**Preview**

**Calculating Theoretical Percent Yields**

11:24

PRESENTED BY ASU

**Composition**

**The Writing Process**

9:34

PRESENTED BY ASU

**Composition**

**Calculations**

9:48

PRESENTED BY ASU

**Algebra**

**Word Problems**

9:10

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**Multi-Step**

**Stoichiometry Problems**

9:51

PRESENTED BY ASU

**Algebra**

**Math is a Language**

10:11

PRESENTED BY ASU

**Algebra**

**Word Problems**

9:10



# + Design of the organization

## **5th wave + EdPlus' role in the Learning realms and across the enterprise**

EdPlus at ASU is the University's central enterprise unit focused on the design and scalable delivery of digital teaching and learning models to increase student success and reduce barriers to achievement in higher education.

Blending technology with teaching and learning ecosystems to achieve greater scale, more efficient delivery, and better learning outcomes in traditional and nontraditional setting; EdPlus services the University across all aspects of the ASU Enterprise: knowledge and research, academic program offerings, and lifelong learning. Through continuous advancement, EdPlus moves beyond the present university conceptions of online education to improve the overall health of local, national and international communities.

**Education matters because  
it will help reshape society by  
decreasing poverty, strengthening  
social conversation and  
advancing technology**

## + Enrollment Center

First opened in April 2018, the ASU Online Enrollment Center housed under EdPlus is one of the first stops on a student's academic journey. The team of more than 66 enrollment coaches and coach leads connect with each learner while they are still working through the application process and continue with them up until the point in which students enroll in their first course. Felicia Latta, Director of Student Recruitment, explains that the enrollment center works to focus on what each unique student wants out of their academic journey and what they might need to be successful. "We are usually the first person a student communicates with at ASU, so it is important during those conversations that we embed the EdPlus Values in everything we do – we serve learners, solve problems, achieve milestones, feel a sense of urgency, strive for excellence and we are bold!"



In order to better serve the more than 13,000 prospective students the center works with at any given time, the enrollment team is split into five teams consisting of 11-13 coaches each. These teams are divided among the different populations of incoming students, including undergraduate, graduate, and across all corporate partnerships and degree programs. In Summer 2019, the enrollment team took on its largest group of incoming students to date when the coaches began working with Starbucks partners (employees) looking to enroll at ASU through the Starbucks College Achievement Plan. During the initial months of FY20, the enrollment center helped more than 770 Starbucks partners enroll through ASU Online. That number grew to more than 1,380 at the end of FY20 during Summer 2020. The second half of FY20 also included a record number of Uber Drivers moving through the enrollment center, with more than 450 students enrolling in programs through ASU Online consisting of Uber Drivers, Uber Eats Drivers, Uber Beneficiaries and Uber Staff.

Ensuring that the application process is a seamless experience for all incoming students is a team effort and requires working with multiple groups throughout EdPlus and across the University. The Enrollment Center works closely with Educational Outreach and Student Services, Financial Aid and Scholarship Services, the ASU Online Success Center, WorkForce Management and Corporate Partnership Operations.

**Anyone with a desire to learn  
should be able to pursue a  
college degree**

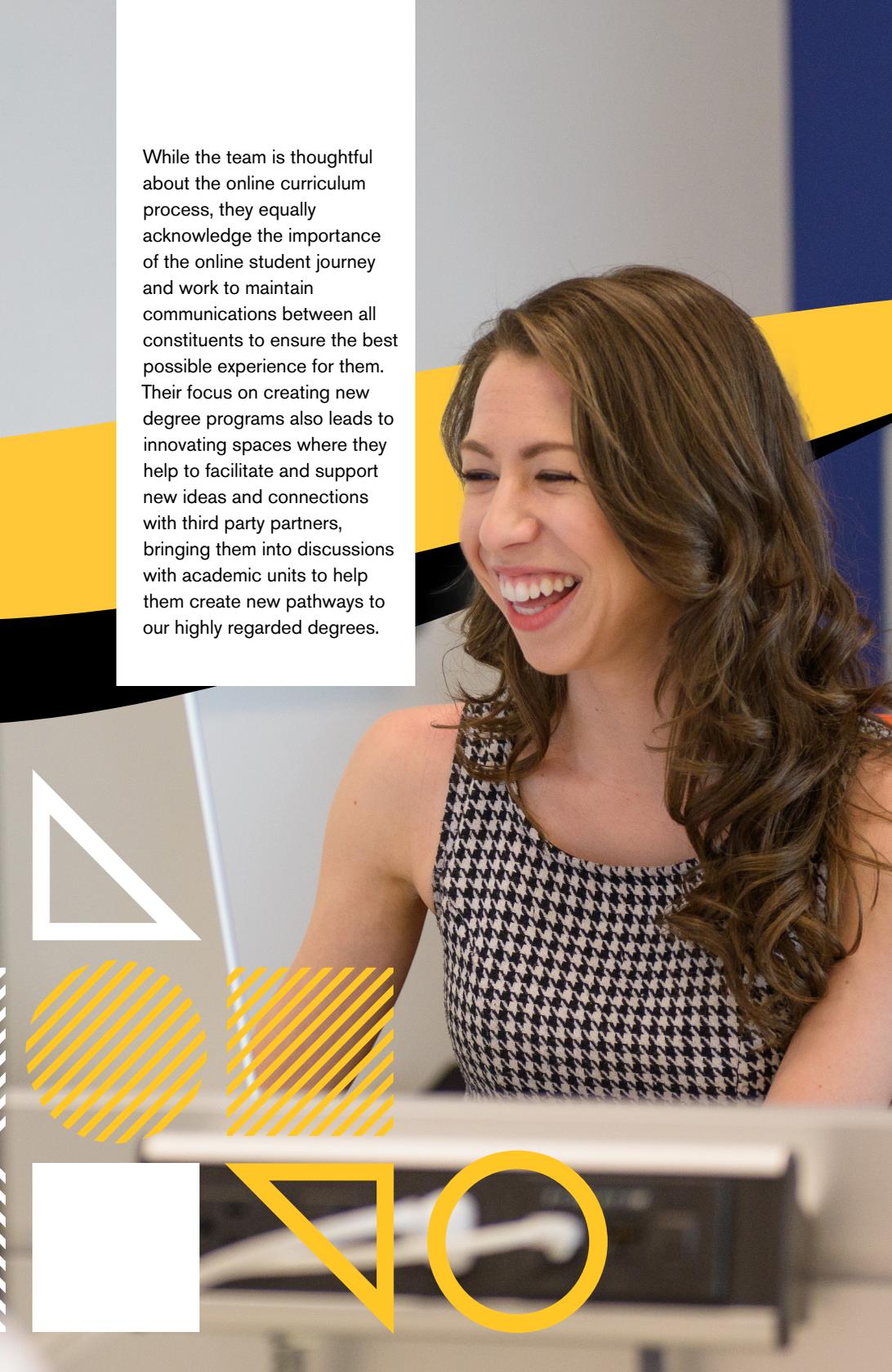


## + Program Onboarding

The EdPlus Program & Portfolio Management Team provides the connections needed between the services available through EdPlus and the academic unit and partners with all academic units at ASU that have or are interested in creating digital immersion programs. The team assists at every step in the process, providing research, academic planning support, launching administration, services alignment, and ongoing program and performance maintenance. The team consists of six staff members: an associate director that oversees the operations within the department with added program manager duties, three sr. program & portfolio managers, a project manager that oversees the program onboarding process, and a sr. course coordinator maintaining all oCourse requests and payments.

According to Erica Green, Associate Director of Program & Portfolio Management, the second half of FY20 provided the team with new challenges. "As we were starting to onboard our largest group of online programs to-date, COVID-19 hit. Our academic units were thrown into new uncharted waters and were looking for the best ways to support their students and, as a result, our requests for support increased dramatically. As interest in digital immersion grew, ground immersion programs that had not yet entered the digital modality were being more seriously considered. For the Fall 2020 launch cycle, 10 additional existing degrees popular among the campus immersion population were onboarded to ASU Online, above what was approved through the academic plan. The all-in total of 44 new programs was nearly double that of the year prior, during a time when additional academic unit needs were already running high. We worked together to find new ways to improve efficiency both internally and with our EdPlus partners in the launch process and were able to achieve successful outcomes. The outlook for next year's onboarding list has potential to double production again. We are currently managing 242 degree and certificate programs and are expecting to be closer to 340 by this time next year."

While the team is thoughtful about the online curriculum process, they equally acknowledge the importance of the online student journey and work to maintain communications between all constituents to ensure the best possible experience for them. Their focus on creating new degree programs also leads to innovating spaces where they help to facilitate and support new ideas and connections with third party partners, bringing them into discussions with academic units to help them create new pathways to our highly regarded degrees.





## + Re-entry team

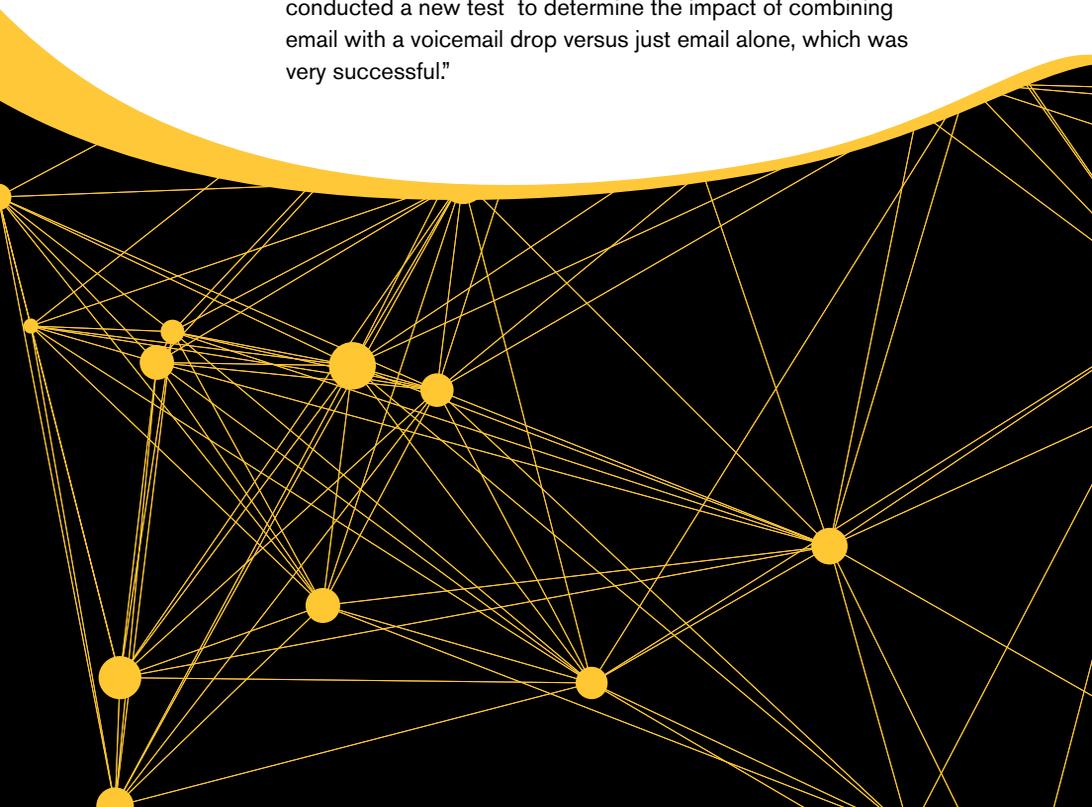
The Re-Entry Team located within the ASU Online Enrollment Center is made up of eight Re-Entry Specialists, all of whom previously worked as tenured success coaches. Aside from being trained coaches, the re-entry team is well versed in finance and academics, often working through finance obstacles, collections issues, and the need to change programs in order to earn a degree. The Re-Entry Specialists help this population of students register for classes, discuss the importance of working closely with their success coaches, and reassure them to a success coach to help keep the student moving forward. Additionally, the team works to identify the obstacles that caused students to stop out, helps to revisit student motivation, set a series of short term goals with them to repair issues at hand, and come up with a realistic plan for success that would lead to degree completion. Since the start of these efforts in Fall 2017 and through Spring A 2021, the team has re-enrolled approximately 5,042 students back into the University. The average GPA for this population of students has also increased by about .1% since their return and they have completed at least nine credits on average since re-enrolling.

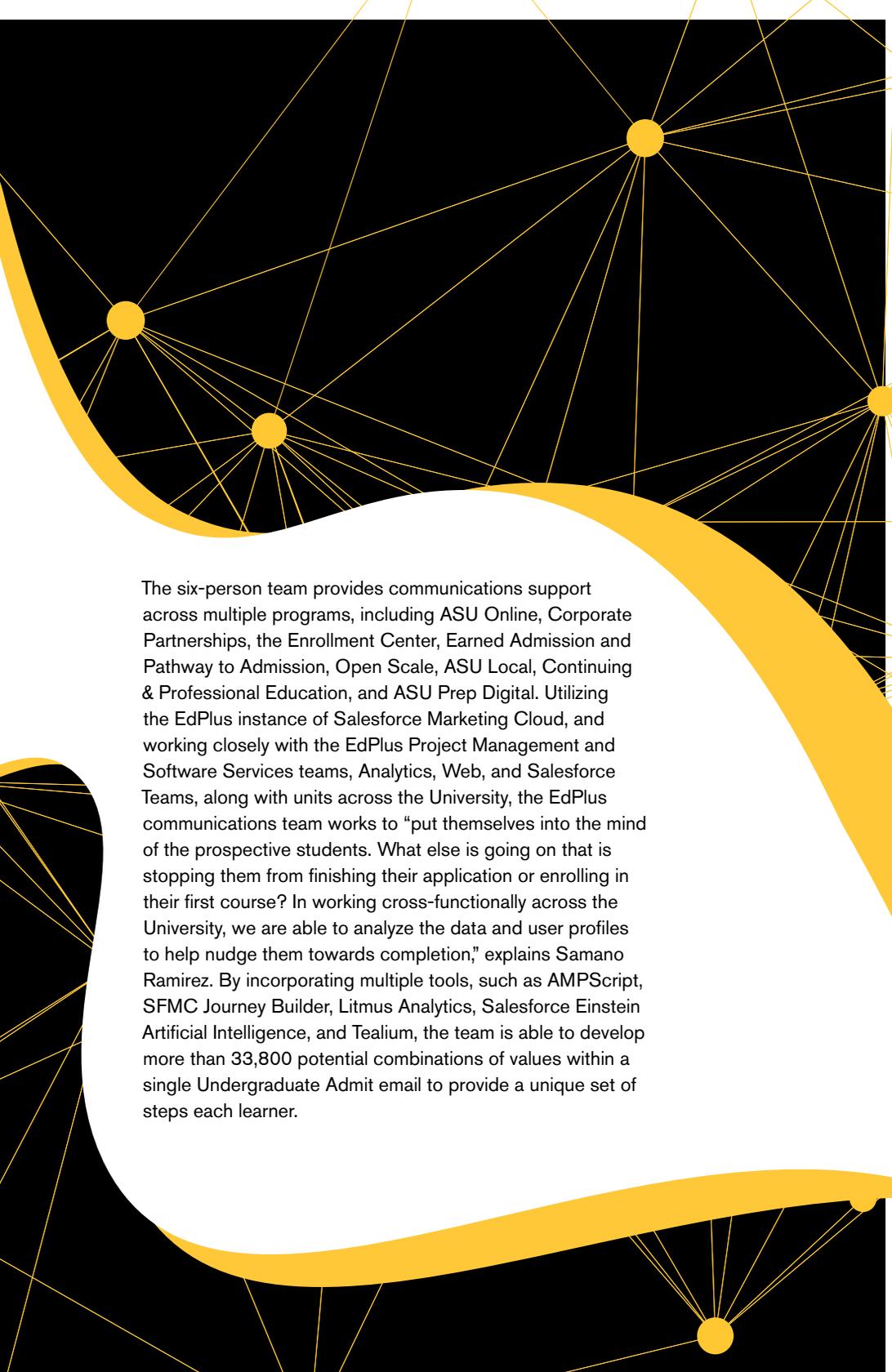
Sr. Director of Student Success Laura Bettine highlights how the team was able to work with a student who was determined to finish his degree. "The student had several conversations with coaches prior to coming to re-entry about returning, but had maxed out his student loans and didn't think he had any options of finishing. He was about 33 credits away from completing his degree. He really wanted a degree to reach his goal of teaching Physical Education courses. His first conversation with re-entry focused on securing other funding options, even though the thought of taking on more debt was scary. The re-entry specialist said that she heard a sense of relief in his voice that he could do this and he wanted to get it done ASAP. He didn't miss his opportunity. He was able to secure Private Funding and re-enroll in courses to finish out his degree. The student took five classes in Fall 2018, and five in Spring 2019 before finally graduating from Arizona State University. This student is now enrolled as a graduate student through the Mary Lou Fulton Teachers College in a Physical Education program."

## + Communications

Led by Carlos Samano Ramirez, Associate Director of Communications, the communications team within EdPlus focuses on developing and deploying targeted nurture campaigns which provide time-and-stage-based messages to prospective digital learners in order to move them toward their desired goal. By understanding behavioral insights and utilizing nudge theory throughout each campaign, which includes Email, SMS, Voicemail Drops, and Artificial Intelligence, the team utilizes a four-step communications approach focused on Personalization, Purpose, Value, and Timeliness.

Having launched their current process flow in November 2019, the communications team has launched more than 40 student journeys encompassing over 550 automated emails in the EdPlus Marketing Cloud instance (as of August 2020). During the second half of FY20, the team also tested Voicemail Drops in conjunction with Email sends, leading to a 28 percent increase in higher movement into the enrollment funnel. "Previous voicemail drop tests highlighted the fact that some prospects were going back to old emails to click on a link and take action. So we conducted a new test to determine the impact of combining email with a voicemail drop versus just email alone, which was very successful!"



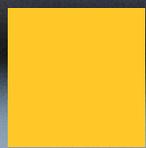


The six-person team provides communications support across multiple programs, including ASU Online, Corporate Partnerships, the Enrollment Center, Earned Admission and Pathway to Admission, Open Scale, ASU Local, Continuing & Professional Education, and ASU Prep Digital. Utilizing the EdPlus instance of Salesforce Marketing Cloud, and working closely with the EdPlus Project Management and Software Services teams, Analytics, Web, and Salesforce Teams, along with units across the University, the EdPlus communications team works to “put themselves into the mind of the prospective students. What else is going on that is stopping them from finishing their application or enrolling in their first course? In working cross-functionally across the University, we are able to analyze the data and user profiles to help nudge them towards completion,” explains Samano Ramirez. By incorporating multiple tools, such as AMPScript, SFMC Journey Builder, Litmus Analytics, Salesforce Einstein Artificial Intelligence, and Tealium, the team is able to develop more than 33,800 potential combinations of values within a single Undergraduate Admit email to provide a unique set of steps each learner.

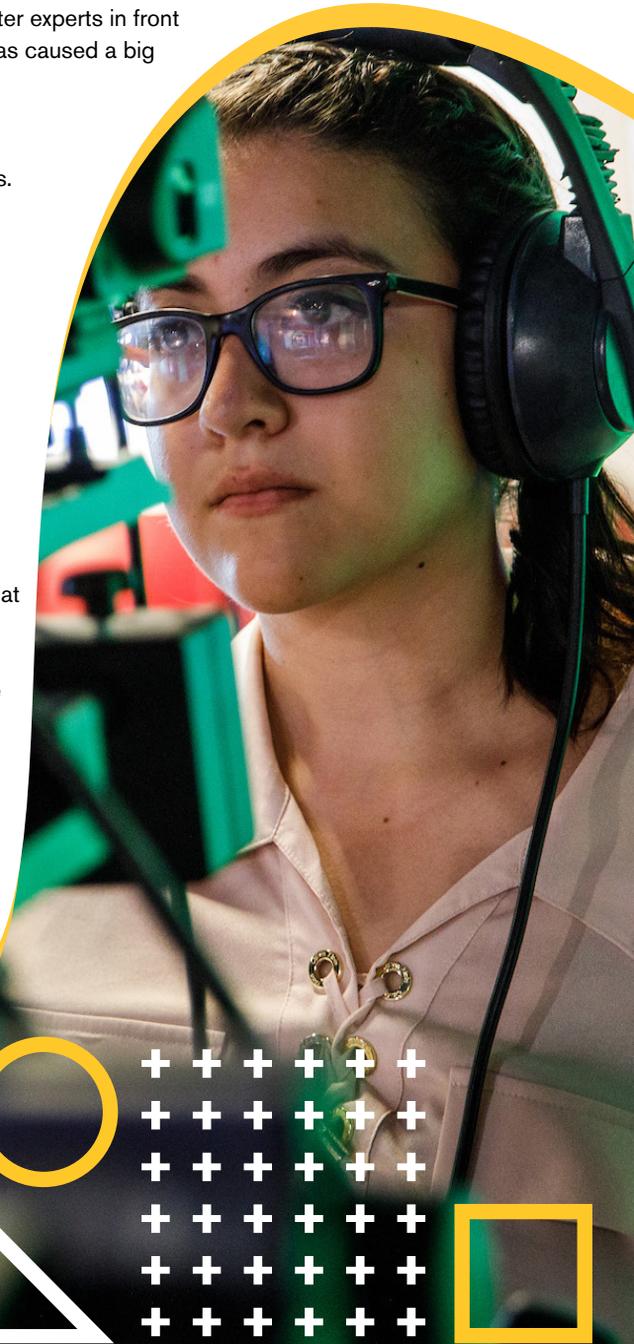
## + **New Media Team**

### **Media Development**

The New Media team housed within EdPlus supports ASU faculty in the creation of media content for their online courses. This eight-person team collaborates with faculty across all academic units to facilitate transformative instructional media production experiences in order to collectively create high-quality, innovative, efficient, and effective educational media. Their support is central and expands beyond ASU Online, supporting a number of projects and initiatives within EdPlus as well as the ASU Learning Enterprise for products such as Continuing & Professional Education and Open Scale. Throughout the past fiscal year, one of those projects included Study Hall, a partnership between the University and Complexly to produce high quality, entertaining educational content for YouTube. The New Media team assumed full responsibility for the recording of Study Hall, a series of video courses aimed at preparing students for core university subjects. The team's success in maintaining and even exceeding the high production value bar set by Complexly has resulted in a more long-term relationship and further collaboration on the project. It is this flexibility and innovation that allows the New Media team to be leaders in the academic media space. Their media studio operations and facilities continue to be a highlight for visitors to EdPlus at SkySong, with more than 80% of all EdPlus guests paying a visit this past year. Guests welcome the opportunity to learn from their best practices and the keys to success in producing high volumes of professional-quality educational media that is often the backbone of our online course materials.



In addition to maintaining their high standard for media production, the team has utilized their attention to detail for maintaining a safe and sanitary environment for their crew behind the camera and the subject matter experts in front of it. The global pandemic has caused a big shift in how we all do work. The EdPlus studios have remained fully operational during these uncertain times. The New Media team has taken this as an opportunity to strengthen their resolve to continue the work they do as well as maintain the healthiest environment for all involved while adding remote assistance and other new support models to assist faculty during this time. Matthew Robinson, Manager, Online Learning explained, "We are proud that the high level of service and support has thrived in spite of the challenges due to the pandemic."







## ASU Online Success Center

Laura Bettine, Sr. Director of Student Success at EdPlus, describes success coaches as an integral part of the online student experience. The more than 90 coaches currently working in the ASU Online Student Success Center are focused on relationship building and helping students work on realistic goals as students work their way to degree completion. Coaches serve as accountability partners and are perhaps responsible for student retention more than anyone else. “We expect the coaches to have conversations that help keep students enrolled in their programs. We learn what their motivations are, and when we see students start to struggle and lose their passion, we are able to talk them through it. We are able to help them remember and understand why they are doing this, whether it was for themselves, their family, a promotion at work. But none of this would be able to happen without first establishing that relationship.”

**Our work is the forefront of  
what we believe to be the  
future of global education**

Over the past year, while working with the approximately 85% of online students who were actively engaged in coaching, the Student Success Center also made updates to how they can communicate with their students. Having previously relied on phone calls, text, and chat, coaches now have the ability to connect face-to-face with their students using Zoom, providing yet another personal touchpoint in their work with online students. In addition to working one-on-one with students, coaches also work with academic units and departments across the University, such as Financial Aid and Scholarship Services, and the Disability Resource Center, to help make sure students have all the resources they need to be successful. In order to serve the more than 64,000 fully online students enrolled at ASU Online in FY20, the coaching center is divided into six different teams: undergraduate core, Starbucks, corporate partnerships, graduate students, student re-entry, and military.

The Success Coaches working on the military team work with active duty, veterans, and military family members. Kissa Powell, Success Coach Lead overseeing the military team and an Air Force veteran, explains that the team is set up to serve the unique needs this population of students will have. For example, active duty students have the ability to be sent away at a moment's notice, veterans have challenges ranging from PTSD and ADA requirements, and family members have to work around deployments and frequent moves. "As a success coach working with the military population, our team is aware that this is a population with specific needs, and we need to take a different approach that might not come up with other teams. Our students are facing challenges that have the ability to start and stop their momentum towards their degree." To help serve the needs of our military student population, the military coaching team helps provide affinity and a connection to ASU. They work with them on their goals, connecting them to their academic units and help map out resources so that they are able to continue their education in light of any challenges that may come up.

Kissa shared the following story to help demonstrate the role of the coaching center. "In working as a Success Coach Lead, part of my role is to take escalated calls from within our military team. I had a student that I started working with in October 2019. This student had a very elevated response to a faculty member. When the call was referred to me, I took over the conversation and provided a place for the student to vent and talk through what they were feeling. I was able to relate to them as a veteran myself and connect with them on a personal level. We have now been speaking for around 10 months, and in working with the student, we have been able to transition from them screaming into the phone to now being level-headed. The student now looks forward to our conversations and is optimistic about their outcomes. They have not gotten promoted at work and understand that they were in an extremely bad place in the beginning. We are able to discuss what is motivating them to go back to school and complete their degree. This student is now looking to continue their education to receive their master's degree because they have liked their experience so much."



**85%**

**of online students  
actively engage in  
coaching**

## + Academic Units

At the heart of the EdPlus operation are the deep connections with the academic units that make up the core of the knowledge enterprise at ASU. These academic units house the world-class faculty and staff that support the multitude of learning endeavors that take place in the digital realm. From our Earned Admission pathways to graduate programs, the six person team with EdPlus, in addition to the work done by the Strategic Design team, Instructional Design and New Media, and the Action Lab, enables the units to expand their reach and access to a broader, more global community. Because of this partnership, the relationships that EdPlus forms with the academic units become paramount to the success of ASU as a whole.

These close partnerships have led to the redesign of ASU 101 and the First Year student onboarding process, the Writers' Studio and English Composition research and redesign, Operation Math, which includes work done on adaptive learning through the Learning Experience and Student Success team, and Strategic Curriculum and Program redesign. Each of these collaborative efforts across EdPlus teams and the academic units were done to further the success of learners at every stage.

While relationships exist in pockets throughout EdPlus, the program and portfolio management team serves as the central point of communication to provide consistent support to all of the endeavors underway to expand learning. The team is focused on developing partnerships with faculty, leadership, and staff within each academic unit which not only helps serve existing programs but helps to expand our offerings. These partnerships are strengthened through regular communication, customized to the needs and requests of the constituents. Additionally, a series of meetings and trainings are scheduled during the new program launch process, as well as regular strategic and performance meetings which can be held quarterly, monthly and/or bi-weekly. To ensure additional support is given in real-time as needs arise, open lines of communication are also arranged with online leads and key contributors. Finally, the team also provides support to new initiatives such as open-



scale learning, corporate partner relationships, and academic initiatives for student success and retention. Program managers work diligently to navigate the nuances of multi-stakeholder relations, placing the needs of learners first while balancing the particular intricacies of ASU, the academic unit, and supporting the operations of a large online portfolio.

## + Student Engagement

Responsible for overseeing the student engagement efforts for the more than 64,000 students enrolled through ASU Online, this two person team works to connect online students to both the brand and services of Arizona State University and to facilitate student-to-student connections within the online student population. Casey Francis, Assistant Director of Social Engagement, and Lexy Townsend, Student Engagement Coordinator, strive to create communication channels that allow various groups across the University an opportunity to present their services and offerings to online students. Ensuring the complete university experience for students regardless of learning modality requires not only working with multi-functional teams within EdPlus, including the enrollment and student success centers, software services, and marketing, but connecting across the ASU enterprise with units such as the Provost's Office, Study Abroad, ASU Alumni Association, Educational Outreach and Student Services, and the University Technology Office.

The student engagement team inside of EdPlus dedicates time and energy to ensuring online students have a personalized experience across the digital campus platforms in order to meet their needs and accelerate their learning outcomes. Following the creation of the student engagement team, it was determined that ASU Online students needed a place similar to the Memorial Union on ASU's Tempe campus. A place where students, regardless of major, could come together to discuss their University experience, ask questions, and celebrate their successes; thus, the Sun Devils Connect Facebook group was born. With zero investment, this group has grown into a robust community providing students a place to interact peer-to-peer and allows EdPlus to moderate the page and gain real-time insights into the student experience.

Fight For The Sun Devils  
Fight For The Sun Devils  
Lions, Maes, and Dons  
Eyes front, Sun Devils  
Cheer, cheer, Sun Devils  
Fight For The Sun Devils  
For it's Hal, Ha  
And it's onward

In 2020, the team has shifted their focus to ensure that students are supported in their desire to bring to life the social and cultural aspects of the University to ASU Online. This involves providing support to a number of student-led initiatives, including the development of an ASU Online Student Government, allowing online students to have a larger voice in University issues, Greek Life, and clubs and organizations for online students.



## + Partnerships

When you think of Arizona State University and corporate partnerships, you likely think about the Starbucks College Achievement Plan. Now entering its sixth year, we have grown to more than 16,000 Starbucks partners participating in the program. However, over the course of the past six years, the strategic and corporate partnerships team within EdPlus has continued to grow, working not only with Starbucks, but with additional partners that include Uber, Adidas and Aramark to name a few. Ensuring corporate partners and their students thrive at ASU requires a network of dedicated teams, working cross-functionally, that work within our design aspirations. Speed and scale are our allies in making education effective and affordable. And to serve our partners, we find opportunities and pathways to create master learners while solving problems and delighting our stakeholders and partners.

The dedicated partnerships team, led by Kelly West, Director of Corporate Partnership Operations, and Laura Wapelhorst, Director of Strategic Partnerships, are masters of creating experiences that put the learner first in every part of the study journey. Through research-based design and innovative web development, the team creates experiences that explore individual learner needs and match them to ASU's rich portfolio of courses. Engaging with cross-functional teams across the University, the corporate partnerships team engages with a dedicated group of enrollment coaches that provide hands-on assistance to every learner, assisting with the application process through enrollment in the first course. With industry-leading tools like Tealium and Marketing Cloud, the marketing and communications team within EdPlus deliver personalized, purposeful, and timely communications and experiences to students throughout their journey. Following enrollment in a student's first course, students enrolled through a corporate partnership also work with a specialized Success Coaching team that understands the students the commitment and balance these students face. Additionally, the

Financial Aid and Scholarship Services team has the important job of ensuring enrolled corporate partner students are receiving the appropriate scholarships and company-backed tuition reimbursement while regularly answering questions that appear on the My ASU student account. This can be a stressful topic for students, but the student-facing and student-first FASS team ensures students clearly understand their corporate benefit.

In November 2018, ASU and technology company Uber, launched a pilot education program that established itself as a “first” in the gig-economy space. The program provides access to drivers or a member of their family, with 100% tuition coverage for undergraduate degree programs, as well as a certificate in Entrepreneurship and courses in English language learning. Fast forward to 2020 and the program has launched nationwide in every city where Uber and Uber Eats are available. Serving more than 6,000 learners, the program is an example of how this partnership works across the University, including the EdPlus Enrollment Center, Corporate Partnership Operations, Strategic Partnerships, Financial Aid, along with Earned Admission and Continuing and Professional Education housed within the ASU Learning Enterprise. Each of these groups shows how flexible work and flexible education can come together to create opportunities that transform lives.

Every day the team provides access to education and supports hundreds of learners on their journeys through our partnerships. Our calling is great. Our mission is strong. And the road ahead is bright.

The logo features the Uber logo in white on a dark background, followed by the ASU logo in yellow and white, and the text "Arizona State University" in white. The background of the bottom section of the page is a dark, close-up photograph of a car's interior, showing a metal door handle and a black plastic panel.

**Uber** **ASU** Arizona State  
University



## + AI Ghurair Foundation for Education

As part of the University's mission to continue expanding access to higher education, ASU partnered with The AI Ghurair Foundation for Education (AGFE) to provide both online education and degree programs and career readiness to Arab and Emeriti youth. The Open Learning Scholars Program (OLSP) and the Young Thinkers Program (YTP) were two projects developed through this partnership to globally advance the ASU charter throughout the Middle East and North Africa (MENA) region.

The Open Learning Scholars Program was developed through our commitment to enhance education and provide pathways for all eligible learners. The team behind this initiative, overseen by Lisa Flesher, Sr. Director of Enterprise Response and Implementation, is responsible for the operational components behind offering 550 scholarships to high-achieving, disadvantaged Arab youth to complete their master's degree through ASU Online. **Powered by teams across EdPlus and the University, including communications, marketing, UX and Design, program management, salesforce, E2X, engagement, and the Enrollment and Success Centers, this 11 person team strives to improve the online international student experience.**

For example, they worked together with the team behind the Starbucks Degree Achievement Plan to create the first internationally focused online orientation, content which was later implemented for all EdPlus orientation offerings. Lisa Manning, AGFE Program Manager, explains how this partnership ties into the University's education access mission, "We are all about access and international activation. AGFE awards scholarships to those who have been historically excluded from the opportunity for advanced degrees and

additionally identifies programs for this partnership that current physical universities in the region do not offer. All of our scholars and sponsored degrees are selected because of their potential to have a direct, beneficial impact from within the region.” As of FY20, the Open Learning Scholars Program has awarded 444 scholarships to students from 19 different Arab countries.

The Al Ghurair Young Thinkers Program is an online education and career readiness platform developed to help you achieve success. Developed through a five-year grant with AGFE and overseen by team members within Arizona as well as the United Arab Emirates, this dual-language university and career readiness platform for Emirati and Arab youth has more than 20,995 registered users. The team works across all facets of the University, including EdPlus Marketing Operations, Finance and Contracts teams, the Global Academic Initiatives Office, and the ASU Knowledge Enterprise.

While previously working the team members in Dubai to showcase YTP during in-person events in the region, the second half of FY20 brought on new challenges as the team had to adjust to the closed environment created by the COVID-19 pandemic and an increased emphasis on remote work and digital events and conferences. While all in-person events originally scheduled were canceled much of the advanced work had already been completed. Since then,



the team has pivoted to supporting AGFE and other partners, including Careers UAE, Tawteen, and Crown Prince Court, with webinars and other digital support for the transition to online learning.

A number of measures were taken to proactively support program partners, such as adjusting in-person workshops to webinar formats and supporting partners through the delivery of additional presentations at digital conferences. The YTP team continues to support partners as they lead with the digital strategy for new user acquisition and plan digital conferences for the fall and possibly beyond. Additionally, the team has demonstrated that YTP can continue to grow its user base 100% digitally, through webinars, social media promotion, digital challenges and other online strategies. In fact, 40% of total user registrations, and over 50% course enrollments and completions have happened since March of 2020.



## + Orchard Project

Launched in February 2021, Orchard Project is a set of interconnected technologies that serves learners and educators, both at ASU as well as other partner institutions. Originally developed as a learning asset management system for the University, it now enables learners throughout their educational journey to explore different learning experiences aligned to their interests, to discover and form new interests and goals, and to attain those goals through engaging, personalized learning experiences. For educators, Orchard Project provides an opportunity to discover and share learning content that can be rapidly deployed in different configurations to create customized learning experiences and to leverage data analytics to offer learners the right support at the right time.

Housed within EdPlus and overseen by the Technology and Innovation Group as well as the Grants and Emerging Initiatives Team, Orchard Project is a collaborative effort across the University, co-creating solutions with departments such as the University Technology Office, the Learning Enterprise, and the Learning Futures Collaboratory. ASU's School of Life Sciences was the first academic unit to be involved, working with the Orchard Project team to load their content into the platform. The Orchard platform is being developed to serve learners and educators through four distinct components: Learning Object Database, a repository leveraging current technologies and standards to tag, search, surface, and recommend digital learning objects; Learning Experience Mapper, an authoring platform where subject matter experts, instructors, and instructional designers can scope and sequence learning objects from the learning object database; Adaptive Learning Engine, a component leveraging learning maps and business rules, combined with learning performance data, to personalize learning experience for students; and the Learning Experience Platform, where the learner interacts with the learning objects surfaced through the publishing and sequencing platform and the adaptive engine.



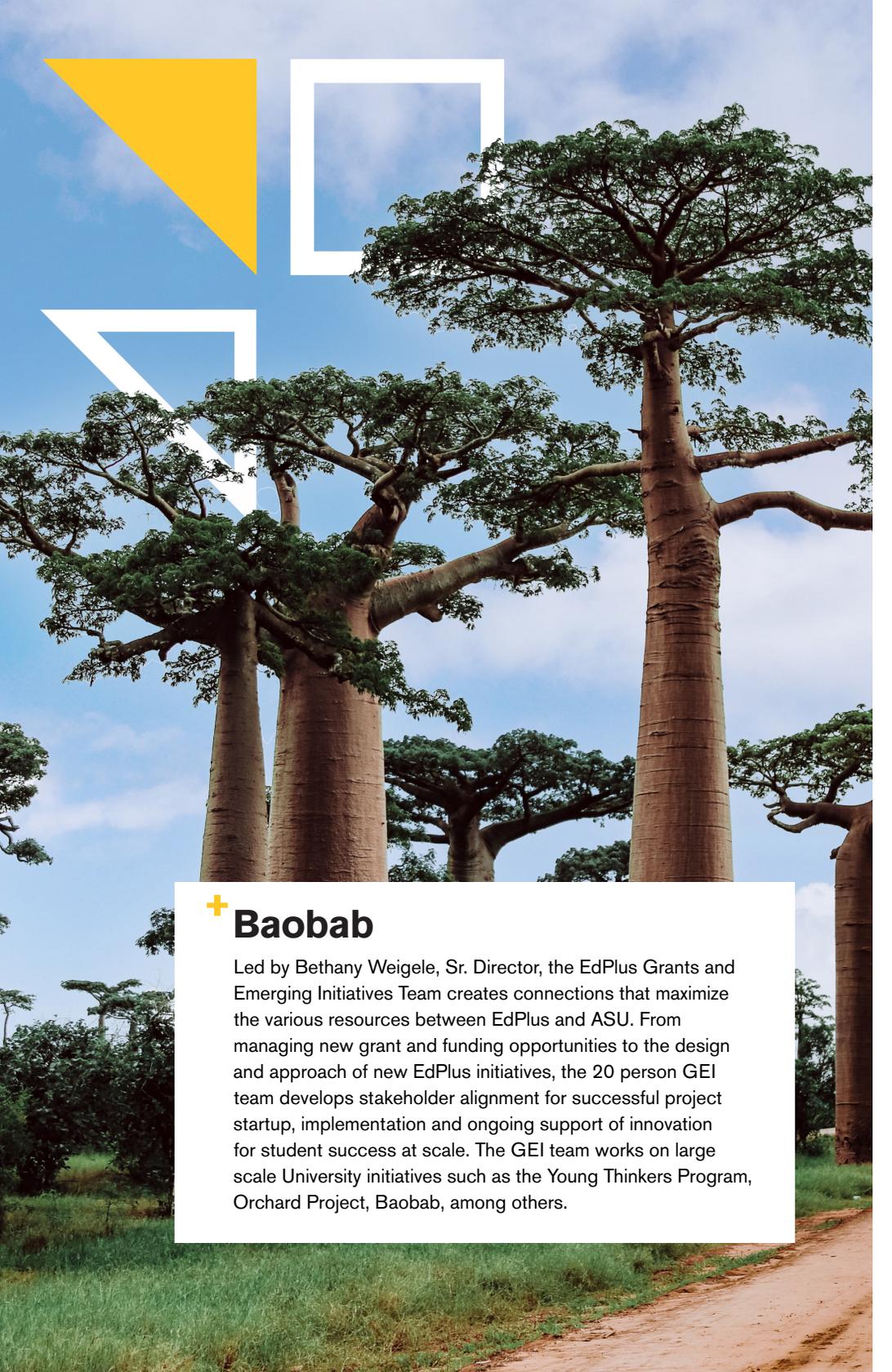
## + Dreamscape Learn

Announced in September 2020, ASU's new partnership with Dreamscape Immersive, the world's leading virtual reality company, is a cross University collaboration including EdPlus, the University Technology Office, School of Life Sciences, Herberger Institute for Design and the Arts, and the ASU Foundation, among others. Developed through the work of curriculum and instructional design experts at ASU, students at the University and beyond will be able to benefit from VR immersive learning experience. Dreamscape Learn will add avatar-driven VR experiences to both campus-based and online courses, starting with introductory biology and eventually expanding throughout the sciences and beyond. The partnership will also include the establishment of immersive, experiential Dreamscape Learn Pods on ASU campuses, where students will work beside leading-edge science, arts and engineering faculty to solve problems, explore and engage with virtual worlds and spaces that are attuned to specific courses and disciplines.

Since the start of the project, the EdPlus team has been tasked with overseeing a number of components within the Dreamscape partnership. In addition to research into technology and how it can be incorporated into the academic curriculum to advance learning outcomes, EdPlus has worked to develop the online portal, including the website and reservation system, has overseen the user experience testing for the mobile app and online portal, embedded the Dreamscape Learn experiences into the BIO 181 and BIO 182 courses, and is driving the development of the VR and 2D experiences for online courses.







## **+ Baobab**

Led by Bethany Weigele, Sr. Director, the EdPlus Grants and Emerging Initiatives Team creates connections that maximize the various resources between EdPlus and ASU. From managing new grant and funding opportunities to the design and approach of new EdPlus initiatives, the 20 person GEI team develops stakeholder alignment for successful project startup, implementation and ongoing support of innovation for student success at scale. The GEI team works on large scale University initiatives such as the Young Thinkers Program, Orchard Project, Baobab, among others.

During FY20, we celebrated the five anniversary of our work for Baobab, the platform developed out of our partnership with the Mastercard Foundation Scholars Program. The collaboration, in which the Grants and Emerging Initiatives team within EdPlus helped to design the scalable alumni strategy for the program utilizing human-centered design to understand Scholar motivations, was initially developed initially using a \$9.7 million grant from the Mastercard Foundation. The Baobab platform now serves over 7,000 young Africans (80% of Scholars with reliable internet) offering a variety of professional development opportunities for the network, including Soft-skill, leadership and entrepreneurship short courses, curated opportunities board with scholarships, jobs, internships, conferences, and venture capital, and group and individual mentorship programs. During the early part of the fiscal year, in summer 2019, the Mastercard Foundation granted ASU an additional \$250,000 to begin coding the minimum functionality needed to offer Baobab to all recipients of Mastercard Foundation programs allowing platform access for up to 100,000 users. This work is happening in tandem to our final year of the first Baobab grant.

During the second half of FY20, the need for the Baobab platform has become ever more necessary as various partner institutions respond to the COVID-19 crisis. In response to this need, the Mastercard Foundation and the team within EdPlus was able to utilize the existing functionality to deliver content that was relevant to the challenges the Scholars were facing. For example, the team, working with groups across the University, also released two new ASU courses allowing Scholars to continue their learning if their home institutions were shut down. "I couldn't be more proud of the Baobab team's rapid response to meeting the emerging needs of the Scholars on Baobab. We released extremely low bandwidth alternatives for course delivery, text messaging of learning opportunities, new ASU courses for continued skill development, and webinars discussing the diverse impacts of racism on our users. The team leveraged a wide array of expertise to enable student success regardless of the changing realities," said Weigele.

## + Action Lab

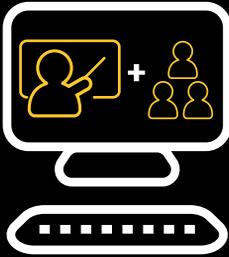
Led by Julie Greenwood, Vice Dean for Educational Initiatives, the Action Lab forges cooperative working relationships between EdPlus, academic departments, and commercial partners to create data-driven actions that result in student success. By making critical data available to stakeholders, the team behind the Action Lab is able to provide timely information that leads toward a deeper understanding of problems and points toward opportunities for solutions. Data capture, visualization, analytics, and predictive modeling are aspects of the value that the Action Lab produces. The result of this work are initiatives that are leveraging data and resulting in concrete changes producing increased student success.

In FY20, the Action Lab played an important role in the launching of Operation Math, an initiative aimed at improving success in six entry-level mathematics courses. The initiative, designed by Julie Greenwood, brought together math faculty, math leadership, as well leadership from The College and the Provost office. Through research partnerships with curriculum and educational platform providers such as McGraw Hill/ ALEKS, CogBooks and Gradarius, the Action Lab was able to provide actionable insights through data visualizations which deepened leadership understanding of what was happening in these critical math courses. Predictive modeling generated by the Action Lab has also played an important role in alerting mathematics faculty to students who may be at risk, so scaffolding and support can be focused on these students. For example, predictive modeling pilots in FY20 proved that in the first week of college algebra, over 80% of students who may be at risk of failing could be identified and helped. Researcher Jim Cunningham explains the vision, “The Action Lab is about leveraging data and research to make students successful. Data-driven initiatives along with partnerships and alliances can make ASU’s vision of inclusion and success a reality.”



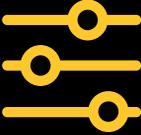
# Operation Math

The Inscribe-Learning Assistant Model



Instructors & Learning Assistants

+

 <p>Advising</p>	 <p>P.A.S.S.</p>	 <p>Integrated Messaging</p>
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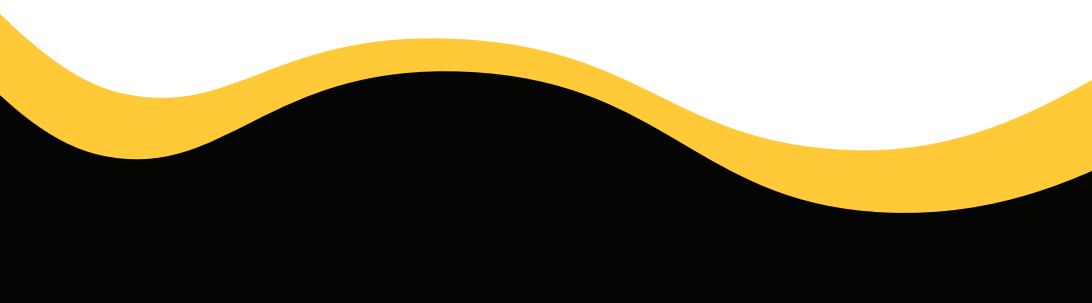
## + UX and Design

Working to advance the learner experience and enable better learner support, the 11 person UX and Design Team, led by Amanda Gulley, Director of User Experience, oversees the design, development, research, and product management of the user experience across the digital portfolio of offerings within EdPlus. The UX and Design team focuses on both quantitative and qualitative measures to create usable, desirable, and credible experiences. EdPlus gains a competitive advantage because this high-maturity team focuses on more than just visual design, but gains a deeper understanding of our learner needs through data that aids in continued innovation. When highlighting the work done by the team, Gulley explains, "This team is paving the way for User Experience across the university and higher education. We have only scratched the surface to what's possible. Most design teams are solely focused on just the pixels on the screen, but we have mastered the design of user-centered experiences with data-driven methodologies."



Throughout the past year, the team worked on a number of digital design projects, including extensive updates to the ASU Online website. In working with cross-discipline teams across EdPlus and the University, the team implemented more than a dozen UX, design, and web updates including General Data Protection Regulation compliance and SMS testing, homepage and 200+ degree page redesigns, user behavior data enhancements, API build-outs, over 20 new marketing pages and personalization. Following these efforts, the UX and design team increased customer satisfaction (CSAT) by 3%, the net promoter score by 14%, and increased scores across the board for information browsing, look and feel, navigation, site information, and site performance. Other performance metrics include a 69% increase in the conversion rate for form submissions and a 21% increase to visits to the application directly from the ASU Online website after the launch of the new degree pages and 20+ marketing pages. “The ASU Online website continues to remain competitive because we push the limits of design and invest our time taking big ambitions and creating practical realities. We are hyper-focused on what the student needs. Everything we design is backed up by research and testing to ensure the experience we build has transformative value to our students.”

In 2020, the team oversaw an extensive redesign of the Starbucks College Achievement Plan website, based on recommendations from a UX analysis conducted in 2019. As with every web project, the UX and Design team worked with multiple groups in the launch process, including EdPlus Project Management, Content, SEO, Development, Marketing Technology, Analytics, and Quality Assurance teams. Part of the lifecycle of a digital experience at EdPlus is to analyze the performance of a website post launch to better understand where the opportunities are to continue optimizations on the site. Following the UX analysis, the team found that Starbucks employees were less familiar with ASU and were more likely to have higher trust toward the Starbucks brand. The UX and Design team was able to use



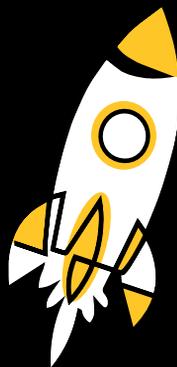
this data to work with the University in creating corporate partner guidelines where they would see value in co-branding an experience where the partners brand was more prominent.

Additional data from the analysis showed that learners needed more information about the partnership in order to make a decision. Through storytelling, the EdPlus content and SEO teams curated four pages of content including more student stories, support services, enhanced FAQs and a more detailed homepage optimized toward search. It truly takes a village to stand up quality, so the road doesn't end once the content is created and the design is delivered. By using the EdPlus Rocket Design System, the teams were able to streamline both the development and analytics workstreams, which provided a large data set of user behavior that the teams would use to collect deeper insights into the redesign's performance.

This project was a tremendous success due to the team's ability to use data and user input to drive the necessary changes needed. One of the biggest impacts for prospective students was reducing the barrier to entry by adding an option for them to apply directly on the site. With this change, we saw more students moving directly to the application and converting on their first visit. Other positive metrics included a 78% increase in organic traffic due to the SEO enhancements and increased content across the site, in addition to more user engagement from the new interactive redesign.

## + Rocket Design System

Throughout FY20, the Creative and Technology Development team within EdPlus held regular monthly workshops with colleagues across the University in order to share their expertise and insights within the areas of Marketing Technology and Analytics (MarTech), User Experience and Design (UX), and SEO. “Our team members were presenting at events hosted by the Enterprise Marketing Hub and started receiving feedback and questions from other units across the University.” Understanding the need for additional information to be shared more broadly, the team within EdPlus established monthly University-wide training within the following communities: MarTech (150+ community members), UX (190+ community members), and SEO (95+ community members). “We have received feedback that people are excited to be learning about what we are doing within EdPlus. Other units across ASU have been able to make changes internally based on what our teams have presented.” The Rocket Design System (RDS) is one example of a project developed within EdPlus, which after being presented to the larger ASU Core Brand Group, has now been adopted as design standards by the Enterprise Marketing Hub.



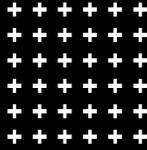
The RDS, launched in 2019, enables our product teams to share learnings across silos, avoid duplicate work, and focus more on user experience problems rather than UI problems, complete with guidelines, principles, philosophies, and code. Following its launch, Nielsen Norman Group (NN/g), the industry leader in user experience, used the work of the EdPlus UX and Design team as an example of best practices in case studies to teach UX professionals across the world.



ASU Online



Open Scale



CPE



Action Lab

**+ Education at scale + speed  
for everyone, everywhere**

[edplus.asu.edu](https://edplus.asu.edu)