

WEBINAR

# Program Growth to Leadership Strategy:

*Online Learning as an Institutional Imperative*

# Housekeeping

1

This webinar will be recorded, and slides will be shared via email later this week.

2

Have a question for our panelists? Drop questions in the Q&A box, we'll have time at the end of the webinar.

3

Closed captions are available. The icon to enable them is in the control panel at the bottom of your Zoom window.

## Today's Host



# Shankar Prasad

*Chief Strategy Officer, Carnegie*

Fact #1: Former Dean & VP, Online Innovation @  
Brown University, Faculty in Public Policy

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Fact #2: Girl dad (11 and 7 yo) becoming proficient  
in all things Taylor Swift

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Fact #3: Traveled to 76 countries and counting

## Today's Panelists



**Angie Kamath**

*Harvey J. Stedman Dean,  
School of Professional Studies,  
New York University*



**Kate Ledger**

*Associate Vice President of Strategic  
Enrollment and Outreach,  
Old Dominion University*



**Mark Lombardi**

*President Emeritus,  
Maryville University*

# Capturing Both Sides of *Online Education*

The gap between learner expectations and institutional strategy is where competitive advantage is created.

## The Online Learner Study

- National study of 10,500+ students interested in online education
- How they search, compare, and decide



## The Online Leader Study

- National study of 145+ senior institutional leaders
- How institutions are prioritizing, and responding to shifting demands



80%+

of online leaders we surveyed said  
online enrollment growth is a priority

75%+

say budgets are not fully adequate  
to support that growth

# Online Learning Is at an *Inflection Point*

## What the Research Reveals

The learner and leader studies reveal clear opportunities to close the gap between student expectations and current institutional delivery—highlighting where alignment with today's online learner can unlock future growth.

1

The Brand &  
Behavior  
Mismatch

2

The AI  
Misalignment

3

The Identity  
Gap

## Brand Matters More Than Ever in Online Decision Making

95%

Of online learners say brand is at least “slightly” important in their decision to select an online program

42%

Only 42% of leaders said strengthening brand for online programs was a priority



## AI Is Reshaping Online Learning

### LEARNERS:

- Integrating AI into their academic and professional lives
- Are anxious about AI's impact on their future

### LEADERS:

- Describe AI as disruptive
- Perspectives tend to include both concern and possibility



# 75%

of learners want an AI support tool built into their program—ideally with the option to escalate to a human.

## Online Learners Are Not a Single Audience

# 11

Our research segmented 11  
distinct online learner profiles

# 16%

No single profile accounted for  
more than 16% of our survey  
responses

“I think the most frustrating thing for me has been that schools think I’m applying to be a normal undergrad, but when they find out I’m online they send me resources for old people.

I just want to get a degree online, man. Doesn’t mean I’m ancient.”

*Traditional Student (4-year)*

## A Shifting Online Learner Landscape

Leaders see their online audience getting more complex, but many approaches remain broad.

25%

of leaders say their online audience has changed **significantly** in the last 3-5 years

~20

programs are supported by online teams

4

Dedicated staff support those programs

REPORT

# Navigating the Gaps Between Online Learner Needs and Institutional Reality



DOWNLOAD THE REPORT



ONLINE LEARNER AND LEADER REPORT

Understanding how evolving Online Learner needs create new opportunities for institutional strategy, innovation, and growth.

## Navigating the Gaps Between Online Learner Needs and Institutional *Reality*

CARNEGIE



# Thank you.

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the *next step*?



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