

WILEY

EDUCATION  
SERVICES

# POWERING HIGHER EDUCATION

*Partnership Transparency and Outcomes Report 2021*





# Illuminating our impact in higher ed

As a career-connected education provider, we're rooted in the belief that education transforms lives. Throughout our 200-year history, we've evolved while staying true to our mission of unlocking human potential.

In step with the digital age, we've developed education technology that helps higher ed institutions meet the needs of today's adult learners. **These schools are at the vanguard of technology, economic equity, and social responsibility.** They're dismantling the barriers learners face in accessing high-quality, affordable, outcome-driven education. Their learners come from a range of rural and urban communities, communities of faith, and minority neighborhoods. They're public and non-profit colleges and universities, minority-serving institutions, four-year private colleges, and larger regional public universities. **They're also our partners.**

**Wherever they are—literally or figuratively—we create options for our partners to achieve their goals and provide outcome-driven education to the learners who need them.**

What we do isn't easy. **Without partners like us, most schools wouldn't be able to teach online at scale.** Building, managing, and operating online educational programs requires specialized expertise. It also demands full attention. Whether developing impactful marketing programs or training faculty to teach virtually, we provide our partners with the time and resources they need to educate learners online. In this way, **we help protect the broad spectrum of non-profit and public institutions in the U.S.,** who face increasing capital constraints and marketplace challenges.

**Each partner has unique needs and goals, so we offer multiple partnership models.**

Partners with targeted goals tend to choose the fee-for-service model, while those that need complete support opt for revenue sharing.

**Partners often choose revenue sharing because of the lower upfront capital and risk required.** Instead, we make the upfront investments and take some of that risk, so our partners don't have to.

**There are two vital things to note about our partnerships:**

**#1 Our return on investment is never guaranteed.** We don't recoup the upfront investment we've made on behalf of our partners until students are well through their given program.

Along with our dedication to the learner, this motivates us to provide the bundled academic and support services that ensure students succeed.

**#2 Companies like ours are 100% separate from our institution partners — with no involvement in their governance and operations.**

More specifically, our partners independently: (1) make decisions about faculty hiring, tenure, and all other determinations about faculty employment; (2) choose which academic programs to offer and whether they fit the institution's mission and quality expectations; and (3) retain all decisions regarding both the criteria for admissions, as well as which students meet those criteria.

Take the example of a bundled revenue-sharing agreement in which we're paid a portion of an online program's total revenue. While we help connect our partners to potential applicants, they alone decide who to admit. We believe this mutual independence is also in the best interest of learners. **However our partners want to personalize their agreements with us, we operate to reinforce *their* agency.**

In the end, these partnerships are about helping more people access the higher education they deserve. **That's why we aim to provide learners with the knowledge and credentials that will foster long-term employability and success.**

With all this in mind, the following briefing provides greater visibility into who we are and the value we bring to the higher education sector. It delves into how we support our partners and students and the quantitative and qualitative impact of our programs and services.



A handwritten signature in black ink that reads "Todd Zipper". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Todd Zipper  
President, Wiley Education Services



# Wiley Education Services

## What we solve

**Accessibility. Affordability. Outcomes.**

For the student looking for programs only available at institutions far from home, and the student that can't relocate to an area with an affordable school, we make education **accessible**.

For the single, working parent with an unfinished degree, and the cost-conscious learner who researched their program meticulously, we make education **affordable**.

For the professional completing their master's to apply for that promotion, and the aspiring entrepreneur who wants the skills to launch a profitable business, we guide learners to educational **outcomes** that foster success.



### **Our Mission**

*Unlock human potential by connecting education to meaningful career outcomes and by shaping the world's workforces.*



## WHERE WE'VE BEEN

**1807. That's when we first started empowering people to succeed through learning.** From aspiring teachers to CEOs, we've delivered career-connected education to generations of knowledge seekers across a range of industries for over 210 years.

In the 1800s, only professors had access to textbooks, so we democratized education and began making them available for students too. But students needed more than just textbooks, so in the 1900s, we expanded access to knowledge again via research. As a result, we now help make 50% of the world's research available to students, professors, and the general public.

But that was just the start. **In 2012, we brought colleges and universities into the digital age.** With our help, they were no longer bound by a physical classroom. Instead, they could help students access affordable, high-quality education and make career dreams a reality.

We then expanded beyond traditional online program management. We began offering flexible partnership models, from complete strategic support to project-based, fee-for-service initiatives.

## WHERE WE ARE TODAY

We've supported over **140,000 learners** and **built over 800 programs** in partnership with **more than 70 non-profit colleges and universities.**

**140,000+**

Learners supported

**800+**

Programs built

**70+**

Non-profit partner colleges and universities



## WHAT WE DO

We offer our college and university partners a full suite of services, including:

### Strategic labor market research

Researching and advising our partners based on local employment demands is one of our core competencies. Recently, **the pandemic has underscored how important it is to coordinate educational programs with labor market trends.** Although millions remain unemployed, there are more jobs open than people with the skills to fill them. **We seek to align that mismatch.**

### Program design and development

We collaborate with our higher ed partners to create and launch programs that graduate learners at a high rate (see [Partner performance metrics](#) for more details). **Using independently-researched best practices for engaging learners and fostering a productive learning community, we help our partners optimize active learning in the online classroom.** We also support faculty with training and resources to teach online successfully, such as webinars on creating an inclusive classroom environment or infographics on advising in times of uncertainty (see [Our COVID-19 support](#) for more details).

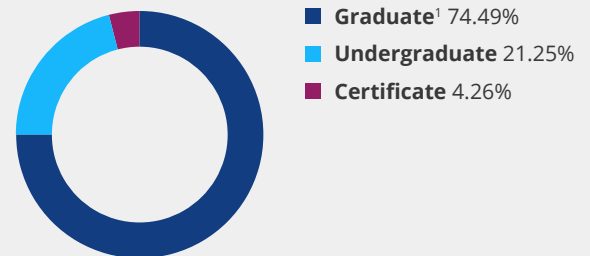
### Marketing and enrollment

Learners seek out their own routes to education programs and have more choices now than ever before. In fact, **many students research programs and universities for at least a year before requesting information,** making student recruitment complex and overwhelming. **That's why we support our partners with market research and our proprietary Behavior Analytics to develop a proactive marketing and enrollment strategy.**

“

**My academic advisor is the reason I have continued [in my program]. He was the key at the beginning and then everything else fell into place. I feel like he 'has my back.' I appreciate his attention and promptness very much.**

– Wiley-supported student



## THE LEARNERS WE SUPPORT

Most of our learners are working professionals seeking postgraduate study. But many of our undergraduate learners are adult professionals too. For example, our bachelor's students completed an average of 51 credit hours while pursuing their degrees with our partners. This indicates that they have some college education but had not obtained a degree previously.

<sup>1</sup> Graduate learners or graduate programs in this report are an aggregate of current master's- and doctoral-level learners.

This helps our partners:

- identify and match the right learners to the right experiences at the right time
- nurture conversations with learners through their individually preferred communications channels
- understand the needs of learners, even as they change

With this approach, universities and learners alike benefit from developing deeper connections earlier on. Additionally, students are empowered with more knowledge and support to apply to programs and achieve their education goals sooner.

### **Student support services**

**To help our learners complete their education, we provide ongoing, one-on-one academic advising with our [Online Learning Advising Model \(OLAM\)](#).** This student retention approach combines psychology and counseling theories, including:

- appreciative advising
- proactive advising
- shame resilience theory
- cognitive-behavioral theory



# Our partners

We support over 70 partners, such as the ones shown here.





# Unlocking human potential

## Transparency by data

Data fuels our quest to serve our partners better.<sup>2</sup> We regularly share performance metrics and outcomes with our partners to remain accountable to them, ourselves, and the students we serve together.

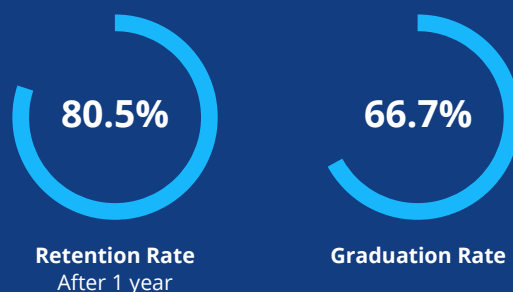
We are proud to support a variety of institutions. They range from nationally-ranked programs with rigorous admissions criteria, to local and non-profit colleges and universities, which provide their diverse communities with affordable access to higher education. Because we serve a mix of college and university profiles, we compare ourselves against blended averages of similar institutions.

## PARTNER PERFORMANCE METRICS

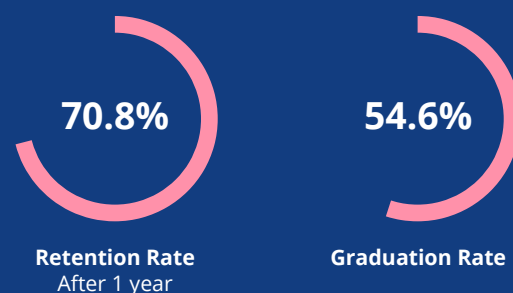
### Graduation and retention rates

Overall, **our average retention and graduation rates** across four university categories **are performing above average compared to similar non-profit online schools.**<sup>3</sup> Our schools that *U.S. News & World Report* ranked in the Top 200 have seen the best retention rates.<sup>4</sup> At the same time, our regional public institutions, which often serve as critical socio-economic mobility engines in their communities, lead in graduation rates.<sup>5</sup>

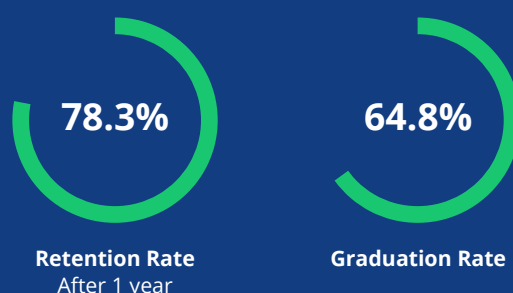
### Graduate programs



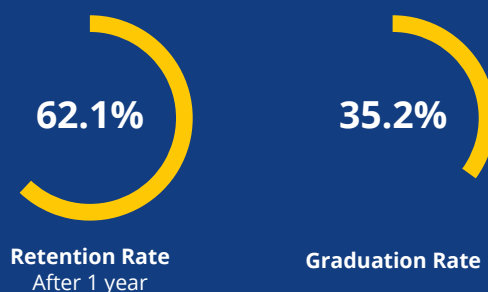
### Undergraduate programs



### Overall



### Comparable non-profit online schools<sup>6</sup>



<sup>2</sup> All data in this report was current at the time of publication.

<sup>3</sup> Graduation and retention rates at comparable universities weighted based on student counts reported by College Scorecard.

<sup>4</sup> Classifications are based on U.S. News and World Reports rankings (<https://www.usnews.com/best-colleges/rankings/national-universities>) from August 2020.

<sup>5</sup> Graduation and retention rates at comparable universities weighted based on student counts reported by College Scorecard.

<sup>6</sup> Ibid.

## OUR TOP PERFORMERS

Whether assessing graduation or retention, our online programs consistently perform above industry standards compared to similar non-profit online schools.

### Wiley retention and graduation rates for degree-seeking students

#### By university category

University category	% Retained After 1 year	Current grad %
<b>Wiley's Top 200</b>	<b>79.52%</b>	65.08%
Wiley's Small private (1-5k)	78.55%	66.09%
<b>Wiley's Regional public</b>	75.26%	<b>66.60%</b>
Wiley's Mid-size to large private (5k+)	78.38%	62.11%
<b>Wiley's Average</b>	<b>78.3%</b>	<b>64.78%</b>
Comparable non-profit online schools <sup>7</sup>	62.1%	35.2%

Most of the online programs we develop for our partners are in business, health, education, and public administration. Among these top program categories, education has the highest retention and graduation rates.

#### By type of program

Program category	% Retained 1 year later	Current grad %
Business	75.24%	64.85%
Health	79.93%	68.18%
<b>Education</b>	<b>82.91%</b>	<b>71.52%</b>
Public administration	81.39%	68.00%

<sup>7</sup> Ibid.

## OUR TOP PERFORMERS

### Wiley retention and graduation rates for degree-seeking students

#### By school



#### Concordia University, St. Paul

At **73%**, this Bachelor of Science in Nursing (BSN) program has the highest graduation rate of all our BSNs.

“ Given what the industry is like now, some of us might ask, ‘Would we even be here if we hadn’t partnered with Wiley?’ If we hadn’t, we’d be smaller. We wouldn’t have the leverage to get out in front of things. And we might be on the same chopping block as a lot of smaller schools that couldn’t make the tough decisions to invest in new ways of delivering education.

– Eric LaMott, COO and Provost, Concordia University, St. Paul



#### Our Lady of the Lake

This is our highest-performing Master of Social Work program, with retention rates of **87%** and graduation rates of **74%**.

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## MAKING METRICS MORE ACCESSIBLE

### Real-time performance dashboard

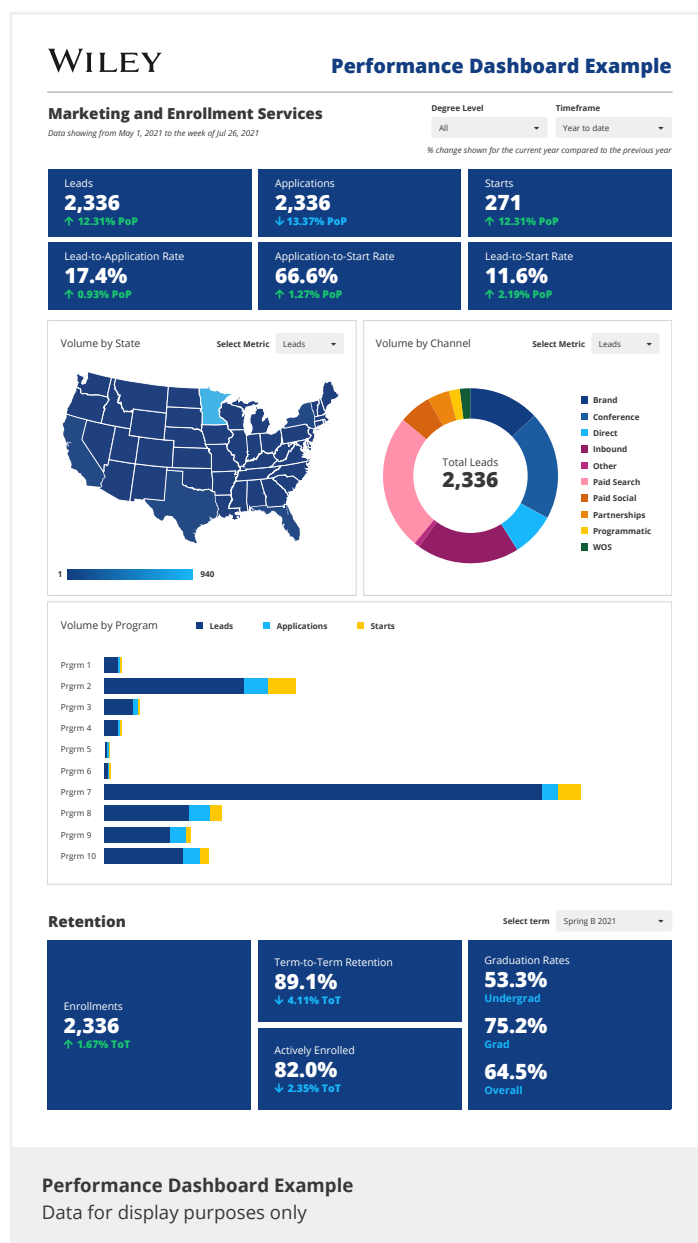
To make our universities even more nimble and successful, we are rolling out our new standard performance dashboard to all partners in 2021 and 2022. It is currently in the pilot stage and houses marketing, enrollment, and retention metrics in one view.

We already track and report this data to our partners regularly, and **this new dashboard will make it easier for them to access all their performance data in one place.** It's updated weekly and is accessible 24/7.

## UPCOMING DATA

### What we're adding

As we strive to unlock human potential, we have even bigger, bolder plans to help our learners find success. We already guide them to meaningful careers, but **we also aim to play an active role in their job placement.** Expanding our services will also allow us to access and measure invaluable employment data directly. Data will include job placement rates and employment outcomes (e.g., increases and promotions) and student loan information (e.g., default rates and average student loan debt). **Adding these capacities will further our mission to improve lives through career-connected education and tear down barriers to society's advancement.**





# QUALITATIVE FINDINGS

## What our partners and learners say

Quantitative data is indispensable in measuring our partners' success, and so is qualitative data. We also rely on case studies and testimonials like those below to understand our impact on our higher ed partners and learners.

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### From our partners

“

If you want to drive your program, you want to work with a partner like Wiley.

– Polly Smith, Senior Vice President for Market Innovation and New Ventures, Utica College

“

A few years back, we had thought about doing an OPM tuition-share agreement. But we decided we wanted the flexibility and to see how our online services would evolve. That way, we'd have the opportunity annually to see what our goals are and where we would need to move forward with a partner.

– Jason Rhode, Executive Director for Extended Learning, Northern Illinois University

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### From our learners

“

While I have years of experience in connecting community groups, public officials, and citizens alike, I have yet to gain a further understanding of what policy and public administrative change is needed to make my country and the democracy it was founded on stronger. I am seeking a master's degree in public administration and policy to bridge this gap...to build relationships through a vast network outside of the classroom.

– Wiley-supported student

“

The purpose for me to get a degree in HR isn't for the money...This degree is simply a conduit to help me help more people.

– Wiley-supported student

# Tailoring partnership models

Once we align on objectives and the combination of services, technology, and research a school needs, we then create a tailored partnership agreement based on one of the following models:

## REVENUE SHARE

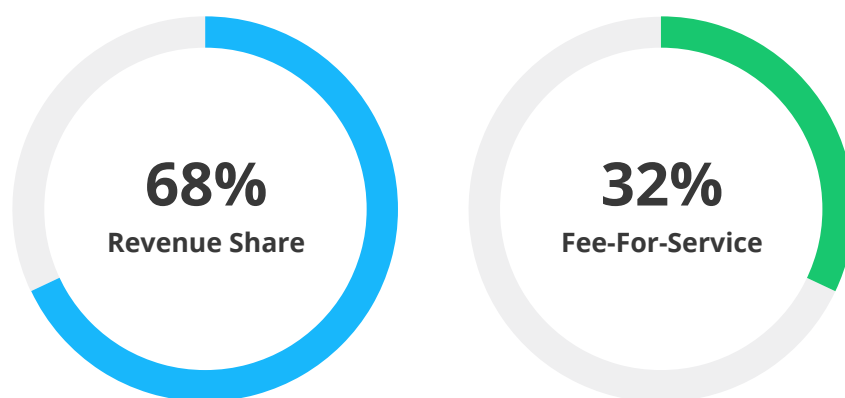
**The revenue share model fits colleges and universities that need complete support expanding their online programs.** We make substantial upfront investments for these schools by providing economies of scale, tools, technology, and resources that they couldn't build on their own. Because each school has unique needs, **this model is customized at both the institution- and program-level.**

**We only share revenue on programs that we help our partners operate.** On average, our revenue share is between 30-40%, with opt-outs included in some agreements (see [Tuition cost alignment](#) for more data). **Most of our partners (68%)**—whether domestic or international—**choose this model.**<sup>8</sup>

## FEE-FOR-SERVICE

For universities that don't need the full suite of offerings, **we also unbundle our services to help partners reach targeted goals.** For example, typical support might involve marketing and enrollment, market research, instructional design, or faculty development. **Thirty-two percent of our domestic and international partners opt for this model.**

### By the numbers



**% of partners per model**  
(domestic and international)

<sup>8</sup> Some of our partners use both revenue-share and fee-for-service models.

## TUITION COST ALIGNMENT

### Affordability meets quality

**Our higher ed partners are always in control.** We are here to support and advise, to simply strengthen the direction they already want to take. They set the cost of tuition and largely maintain a consistent model for their degree programs, regardless of modality. Most importantly, **our partnership models do not incentivize our partners to drive up tuition costs.**

We are proud of our partners' affordability and caliber. **Their programs tend to cost less than those provided by other schools without sacrificing quality.** For instance, our average online Master of Business Administration (MBA) is about \$6,500 less than the market average. Likewise, our average online Bachelor of Business Administration (BBA) is about \$6,700 less than the market average.

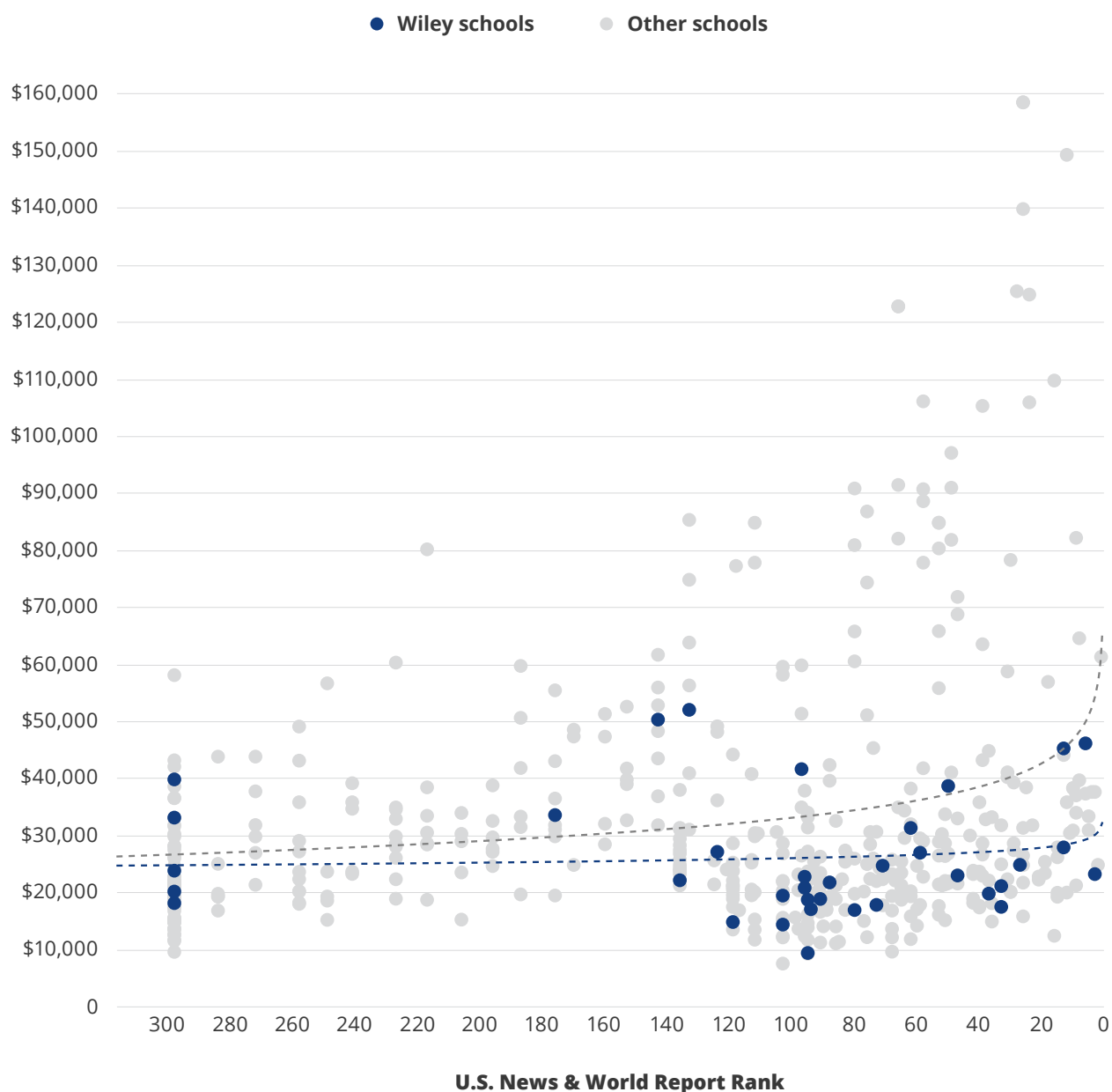
The graphs on the following pages show how affordable and high our programs rank compared to others.



# TUITION COST AND U.S. NEWS & WORLD REPORT RANKING

## U.S. online MBAs

Master of Business Administration (MBA)	Wiley	Others
Schools	38	513
Average tuition	\$25,591	\$32,132
Median tuition	\$22,320	\$25,530

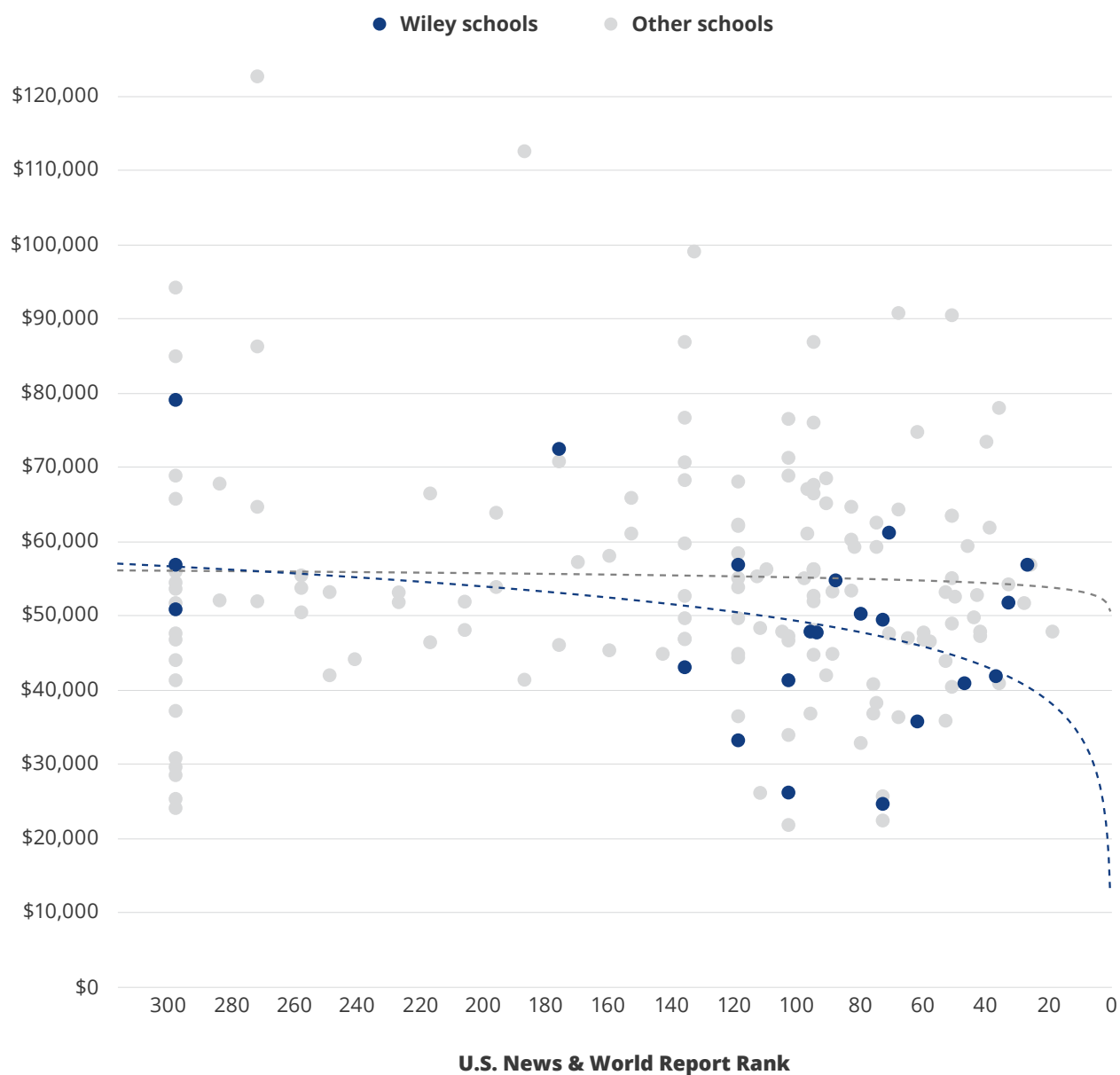


\*The scatter plot does not include Wiley-supported programs that are not ranked by U.S. News & World Report.



## U.S. online BBAs

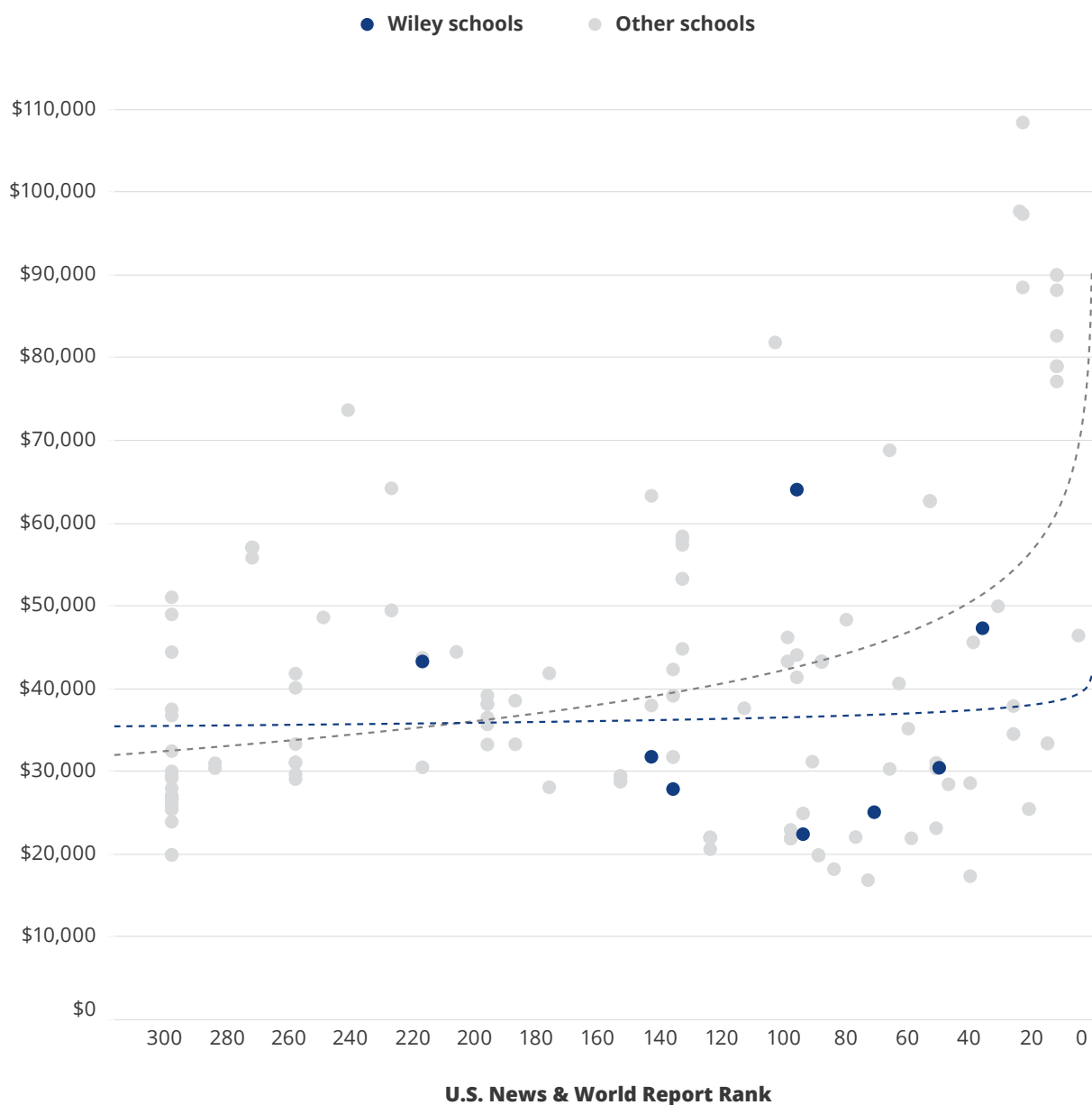
Bachelor of Business Administration (BBA)	Wiley	Others
Schools	23	202
Average tuition	\$48,665	\$55,352
Median tuition	\$48,600	\$53,760



\*The scatter plot does not include Wiley-supported programs that are not ranked by U.S. News & World Report.

## U.S. online MSN-FNPs

Master of Science Family Nursing Practitioner (MSN-FNP)	Wiley	Others
Schools	8	95
Tuition average	\$36,607	\$41,035
Tuition median	\$31,188	\$37,640



**No matter the degree program, we partner with colleges and universities to develop quality, affordable educational content that prepares learners for successful careers.**

# Transparency by quality

## OUR POLICIES

Data is not the only way we hold ourselves accountable. We also do it with the quality of our policies and our support. These protocols and best practices underpin all our partnerships and include:

- a common set of definitions for terms used in data reporting and contracts (e.g., enrollment, tuition, retention, etc.)
- a code of conduct
- a disclosure page linked to our homepage with data and practices
- a commitment to a set of standards defining marketing, recruitment, enrollment, and retention practices and ethics
- quarterly student and faculty (NPS®) satisfaction score assessments

“There are a lot of things universities were just simply never designed to do—digitally market their programs, manage their 24/7 technical support shops, innovate with the latest behavioral analytics to sense when a student is stressed. We teach, we research, we administer. [A] lot of what Wiley is able to do is not part of our core capabilities, and thank goodness we’ve figured that out!

– Marc Austin, Executive Director of Academic Innovation & New Ventures, George Mason University

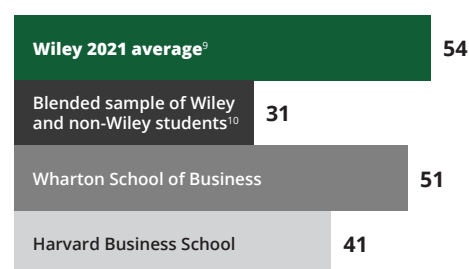
## Student and faculty Net Promoter Scores (NPS®)

### What is a Net Promoter Score®?

Net Promoter Scores or NPS® is a universally utilized metric that demonstrates customer satisfaction. Any score above zero is good, a score above 30 is great, and a score above 70 is excellent.

## STUDENT NPS®

Wiley learners vs. others



## FACULTY NPS®<sup>11</sup>

Wiley faculty



<sup>9</sup> Wiley-supported student NPS derived from a cohort of partner schools averaged throughout FY21.

<sup>10</sup> Capranos, D. & Dyers, L. (2020). Online student behaviors and attitudes: A survey of prospective students, current learners, and recent graduates of Wiley Education Services' partners. Orlando, FL: Wiley edu, LLC

<sup>11</sup> The Wiley faculty NPS is derived from the Course Developer survey, which was sent to faculty who designed and developed a course with a Wiley learning designer. Faculty were asked, "How likely are you to recommend your Wiley learning designer(s) to a colleague?"

## OUR COVID-19 SUPPORT

Wiley has supported our communities and partners during periods of trial and uncertainty for over 200 years. The COVID-19 pandemic has been no exception. In fact, **we mobilized quickly to support our partners.** Here's a more in-depth look at some of the critical services we've dedicated to all higher ed institutions in the wake of this global disruption:

### Virtual Resource Center

In March 2020, we rolled out a [Virtual Instruction Resource Center](#) on our website to support all faculty as they transition to virtual learning environments. These resources are free, easily accessible, and available to all higher education administration and faculty. **Resources include infographics, case studies, reports, and a series of blog posts** on topics such as lesson planning and building community among students virtually.

**The demand for these resources has been nothing short of enormous.** In the first month, the Virtual Resource Center and Office Hours (see below) had very high traffic and became our website's top two landing pages. These two pages had more visitors than our entire site receives in the average month.

### Live support

We knew that faculty and administrators throughout higher ed would need real-time, personal support now more than ever. That's why **we provided additional live support for anyone working in higher ed, whether they were our partners or not.** Firstly, we launched a First Responder Committee to respond to questions via email and social quickly. We also ramped up our personalized 1-1 support for faculty and began Virtual Office Hours with our in-house learning designers and the [Wiley Fellows](#). With so many educators needing to shift to online instruction rapidly, we provided extensive hands-on support to transition classroom-based activities and assignments into virtual formats.

“

**I attended an Office Hours today that was excellent. The panelists were very helpful in this time of uncertainty and change.**

– Wiley Office Hours attendee

### A closer look Wiley Fellows

Wiley Fellows is a hub of leadership and innovation in the higher ed community, made up of professors, program directors, and administrators from our partner schools. They are experts in online instruction, faculty development, course design, and emerging technologies. Fellows also have the opportunity to publish and present their research.



# SUPPORTING OUR PARTNERS

## Evaluating their needs

We bring students and universities together. **But we don't take a "one-size-fits-all" approach.** Each of our college and university partners has a unique mission and vision, so we begin every relationship with a thoughtful conversation. First, we seek to understand their needs and objectives. Then our market research teams help identify their best opportunities. From there, we pinpoint the combination of services, technologies, and additional research our partners will need to meet their goals.

## Our services

### Connecting universities and students

We help our partners reach students who would otherwise have a harder time getting an affordable, quality education. Our service offerings span market research, marketing, enrollment and retention, technology infrastructure, and faculty support, including instructional design and faculty development. With all these services in place, we help partners reach more students, provide meaningful learning experiences, and drive better learning outcomes for our students.

### Connecting education and career

We don't stop at linking students to universities. We go further and connect students to impactful career paths through [Wiley Beyond](#) and [mthree](#).

#### *Wiley Beyond*

Employers need to attract, upskill, and retain talent. Wiley Beyond does just that by helping employers position workplace-sponsored education as an employee benefit and a business solution.

#### *mthree*

Businesses need more employees with high-level technical skills than ever before. They also need more diverse talent. Through mthree, we've cultivated and placed over 1,000 highly-skilled graduates in areas such as business analysis, software development, and project management in Fortune 500 companies across the globe.



# Conclusion, not the end

The faculty, administrators, and learners that we serve are the reason we exist. With them, we will achieve our mission of unlocking human potential. Together, we will create education and partnership pathways to success.

As the higher education landscape has evolved, so have we. Yet, we remain committed to thoughtful, quality educational services and training. As we continue our journey, we will keep striving for:

**Accessibility.** Online education bridges time and space. From rural Montana to metropolitan New York, we will continue to make sure learners get the education they need where they are and when they can learn best.

**Affordability.** Too many people struggle with social and financial inequities. We will continue to make sure the price of education isn't one of them.

**Outcomes.** Changing the world means changing people's lives. We will continue to help learners gain the skills, degrees, and credentials that lead to better jobs and better quality of life every step of the way.

Clearing the way for seekers of knowledge and beyond.

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