



Client Success Story

Transforming the Digital Learning Experience at USC



Client

Founded in 1880, the University of Southern California (USC) is a leading private research university primarily located in Los Angeles—a global center for arts, technology, and international business. For the 2024-2025 academic year, there were 21,000 undergraduates and 26,000 graduate and professional students. There were 4,626 full-time faculty and 19,957 staff.



Issue

Driven by the need for a modernized system that would enable an effective learning experience, USC embarked on one of its largest technology transformations yet, moving

from a 25-year university-wide instance of Blackboard Learn to D2L's Brightspace as the Learning Management System (LMS) of choice. Given contractual factors of the existing LMS, the move needed to be completed in just 11 months. Due to inconsistent use of the prior LMS, the biggest challenge remained how USC would implement Brightspace in less than a year while enabling faculty, staff, and student adoption of the platform. USC also needed to find ways to tailor this effort to the uses of 23 schools and their respective programs.



Approach

Forging Strong Relationships

Building relationships with key contributors across campus and external to USC was instrumental in the transition to Brightspace.

From the beginning of the project, Deloitte stood up a “Foundations Week,” which encompassed level-setting on ways of working and aligning on overall goals of the project across key stakeholders including the Center for Excellence in Teaching (CET), Information Technology Services (ITS), Academic Team, Provost's Office, and D2L. The team remained in communication across five workstreams: Project Management, Change Management and Communications, Technical Project Management, Academic & Learning Project Management, and Sustainable Team Support.

Training Early and Often

A training series was delivered by USC's CET with support from ITS team ahead of the LMS launches to the users. Training focused on key differences between platforms and

was tailored for each academic or business unit. The program team also provided D2L webinars and chat bot-embedded resources for self-paced learning. ITS launched a Brightspace Help site with USC-specific instructions for faculty, staff, students, and teaching assistants to use, incorporating over 100 instruction guides.

Making Data Driven Decisions

The program team deployed a series of in-platform surveys to understand how Brightspace was meeting campus needs. The team received 10,000 student responses

and over 300 faculty and staff responses to the main survey. This feedback inspired improvements and additional training resources to address the biggest learning curves.



Impact

The team supported over 47,000 students and 6,000 faculty, transitioning to Brightspace, including 40 third-party tools which were integrated for ease-of-use.

During the transition, the team successfully migrated over 30,000 courses across

Undergraduate programs, such that several graduate and professional programs opted to migrate from their own LMS instances to the university-wide Brightspace.

To support decision-making, a Product Governance Committee was established and held decision-making responsibilities for Brightspace and enable USC's long-term continuous LMS improvement.

Brightspace adoption exceeded legacy LMS adoption rate by more than 5% university-wide.

For more information, please contact us.

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