Venturing into New Frontiers

Higher Ed Leadership 2017

Ken Steele

President, Eduvation Inc.
Host, Ten with Ken webcast

Chair Academy **March 2017**

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eduvation

Ten with Ken

Participate today:

PollEv.com/eduvate

ation Inc.
rohibited.

PollEv.com/eduvate

What is your role at your institution? *(Best fit)*

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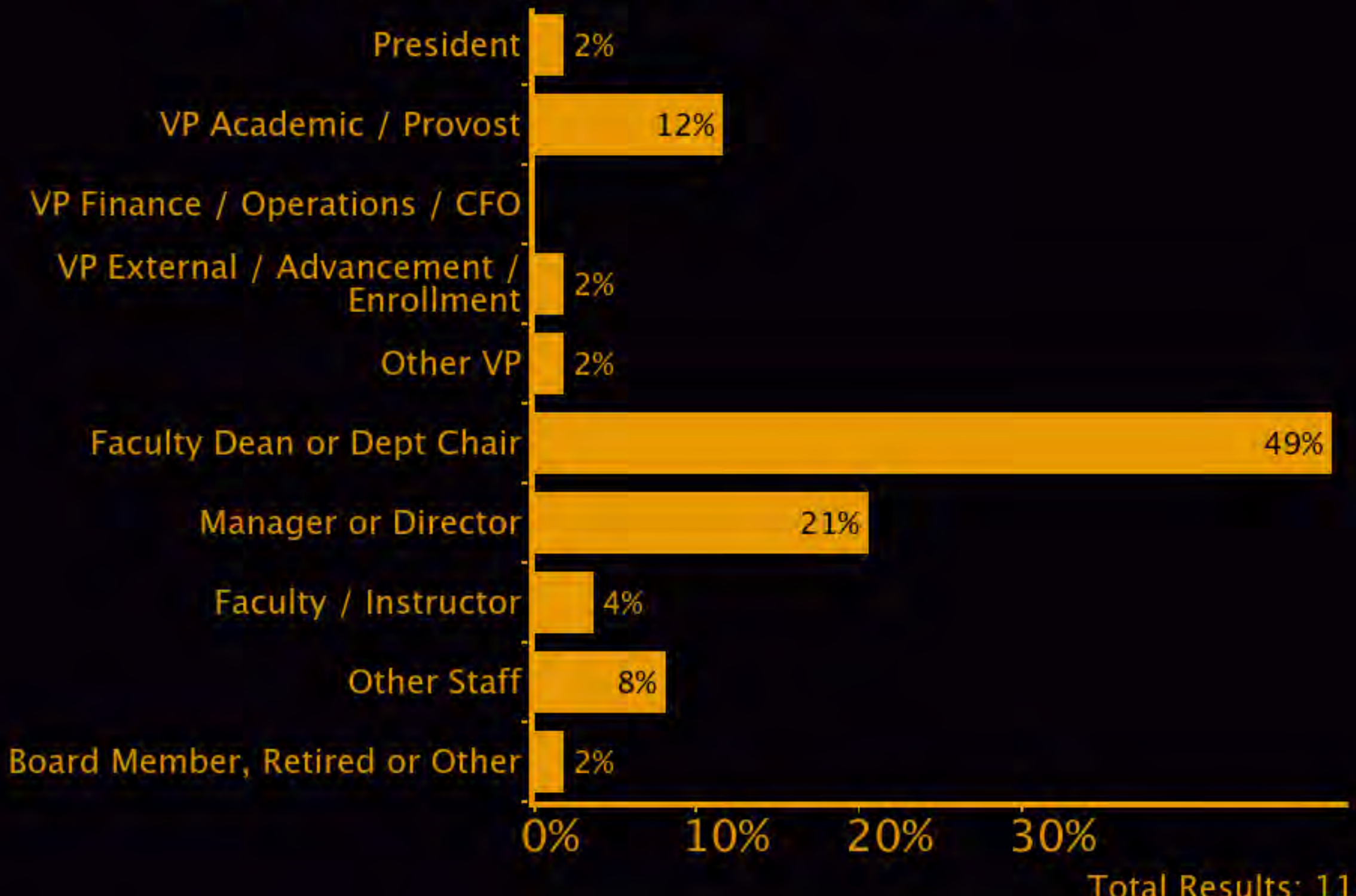
What is your role at your institution? (Best fit)

When poll is active, respond at **PollEv.com/eduvate**

Text **EDUVATE** to **37607** once to join



Total Results: 112

PollEv.com/eduvate

What are your institution's 3 biggest challenges?

(Single words, no spaces)

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What are your institution's 3 biggest challenges? (Single words, no spaces)

Respond at **PollEv.com/eduvate**

Text **EDUVATE** to **37607** once to join, then text your message

Total Results: 322

Perfect Storm

“Demographics explains two-thirds of everything.”

David Foot
University of Toronto

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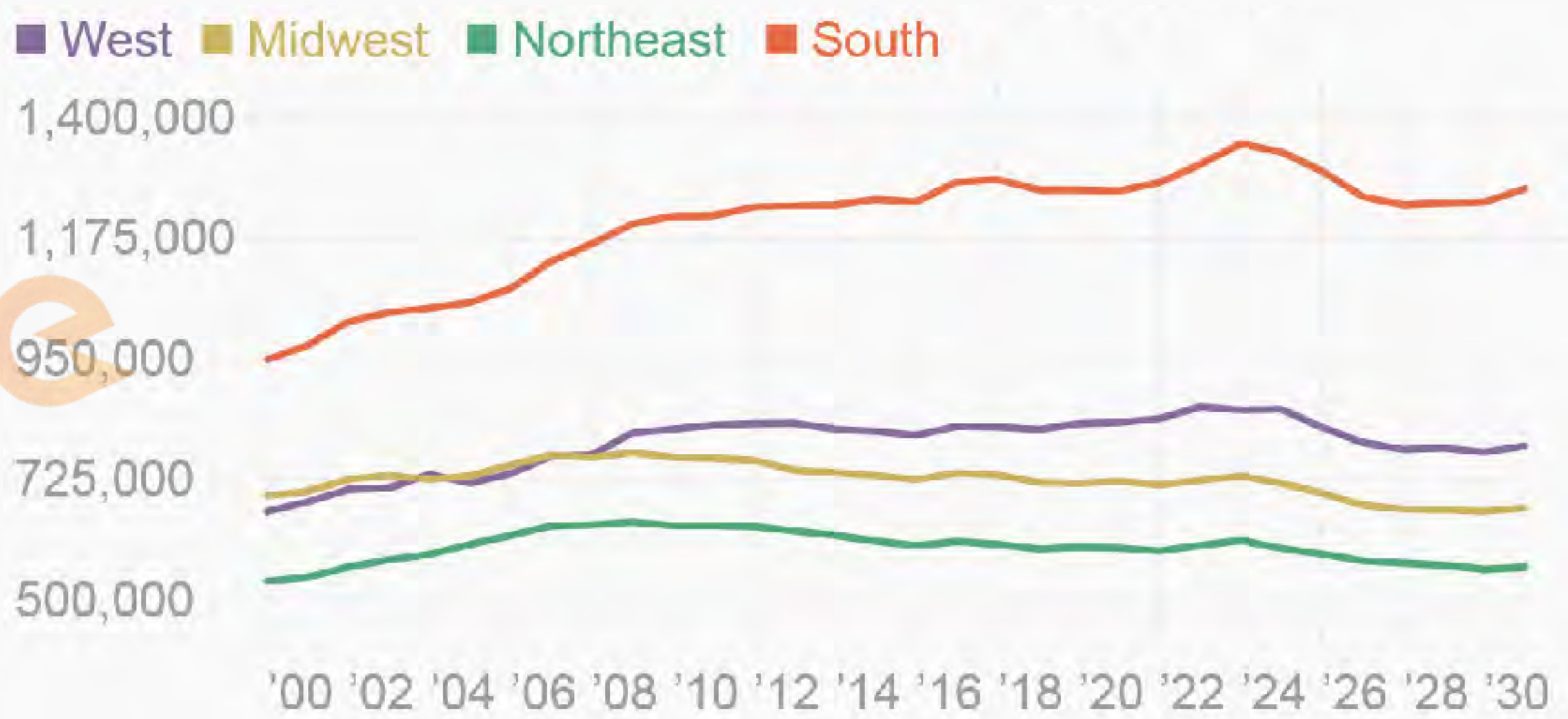
HS Graduates



Western Interstate Commission for Higher Education **Dec 2016**

From WICHE report, “Knocking at the College Door: Projections of High School Graduates”

https://www.theatlas.com/charts/BJkAbXQ7e

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Peak Campus

https://youtu.be/rXlikVKMg5U

Ken Steele **2005**

3 waves: 1) Demographic, 2) Commuter, 3) Digitization
Flat or declining enrolments at northern and remote institutions because of declining youth demographics, urbanization

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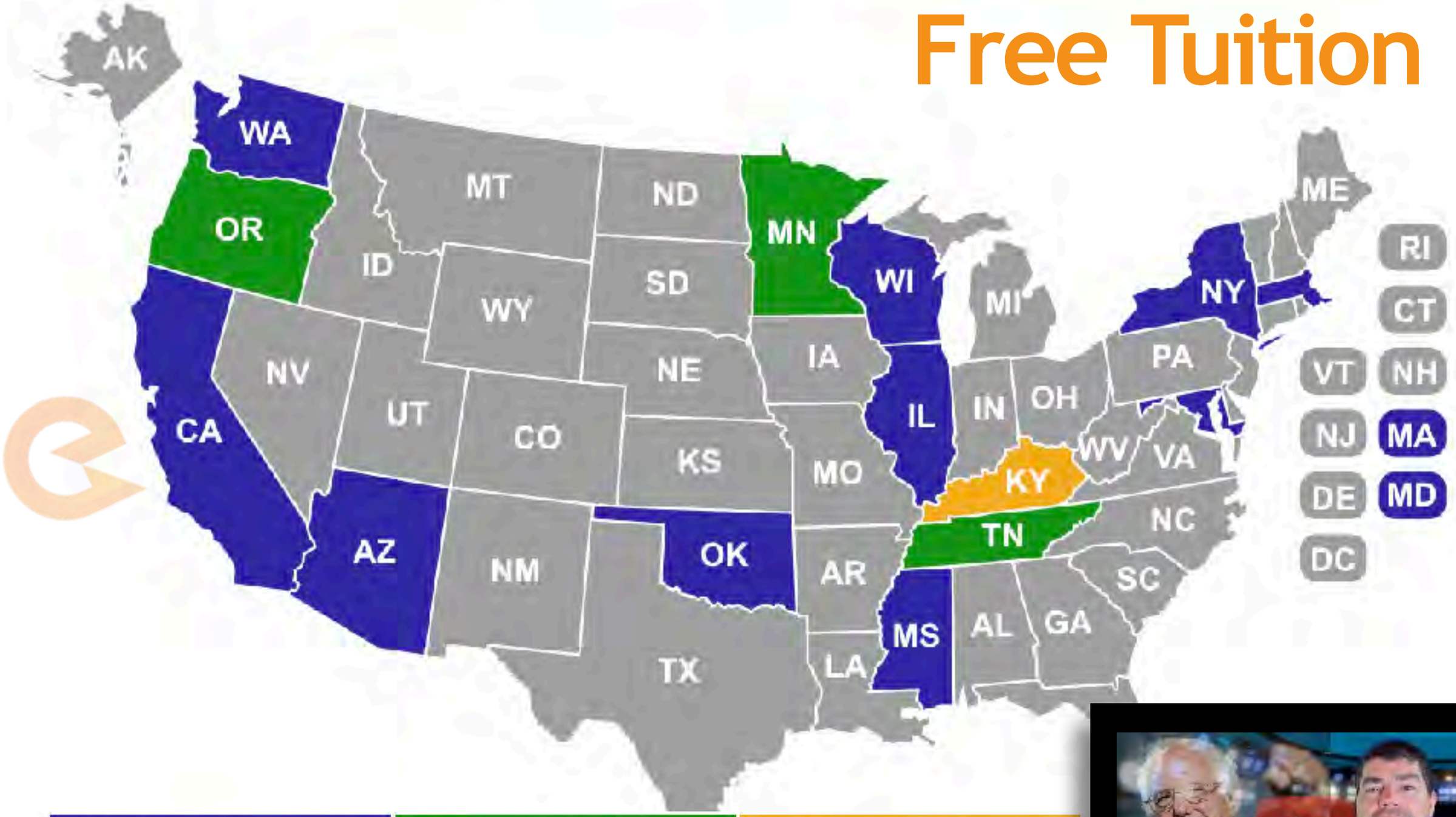
Free Tuition



https://youtu.be/CZ6nuznRV_I

National Conference of State Legislatures **Apr 2016**

Summary of states considering legislation to create free community college programs

Source: http://www.ncsl.org/research/education/free-community-college.aspx

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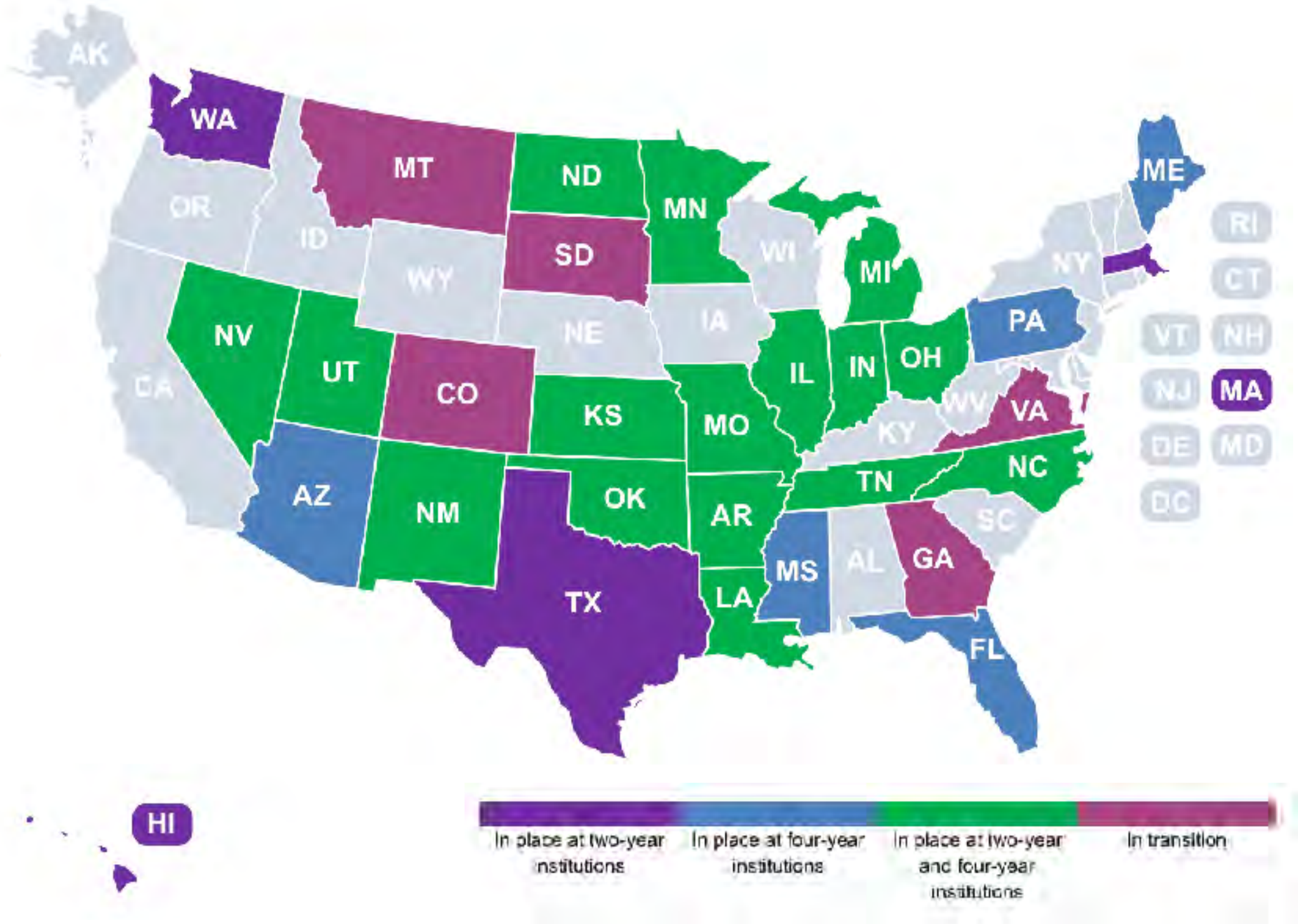
Performance-Based Funding



Source: National Conference of State Legislatures, March 5 2014.
http://www.ncsl.org/research/education/performance-funding.aspx

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Contestability of Provision

Tertiary Education Commission, NZ 2012

Some SAC funding is ring-fenced for specific outcomes or targeted groups | Unemployed, foundation-level courses
Competitive pricing process directs funds toward high-performing providers who meet the demands of learners, community, industry
$70 M in 2015 and 2016 | $100 M in 2017-18 to up to 100% of Foundational budget, and Ag/Hort/Viticulture

http://www.tec.govt.nz/funding/funding-and-performance/funding/fund-finder/sac-levels-1-and-2-competitive/competitive-process/

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Tread Water

Massification

World's Fair Chevrolet Assembly Line **1933**

Lecture halls, multiple-choice exams, emphasis on timeliness, attendance, memorization, following instructions
Prepared students for an industrial economy c 1930 | Massification, scaling the industrial model, not re-engineering it
Some say we're "processing" students, not educating them

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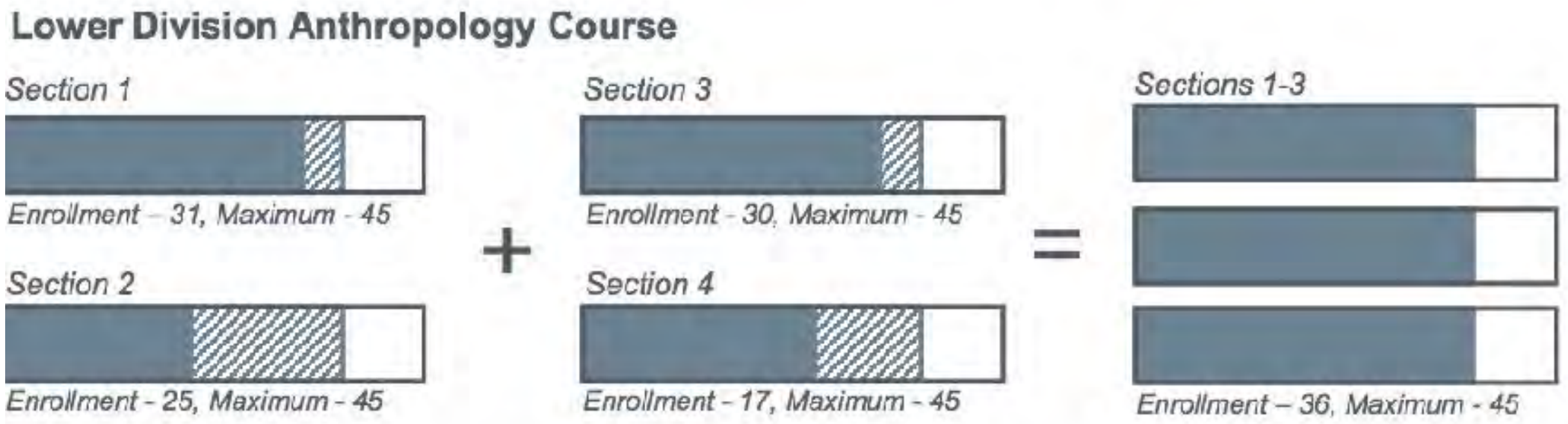
Consolidate Course Sections



Collapsing Sections

Assuming Optimal Fill Rate of 80%

289

Superfluous sections

25%

Sections taught by adjuncts

200

Adjunct credit hour savings

$330,000

Savings from adjunct

75%

Sections taught by full-time faculty

875

Full faculty credit hour savings

$1.5M

Long-term savings from faculty

Source: Education Advisory Board report, October 2014. https://www.insidehighered.com/news/2014/10/13/there-way-reduce-costs-and-preserve-appropriate-student-faculty-ratios

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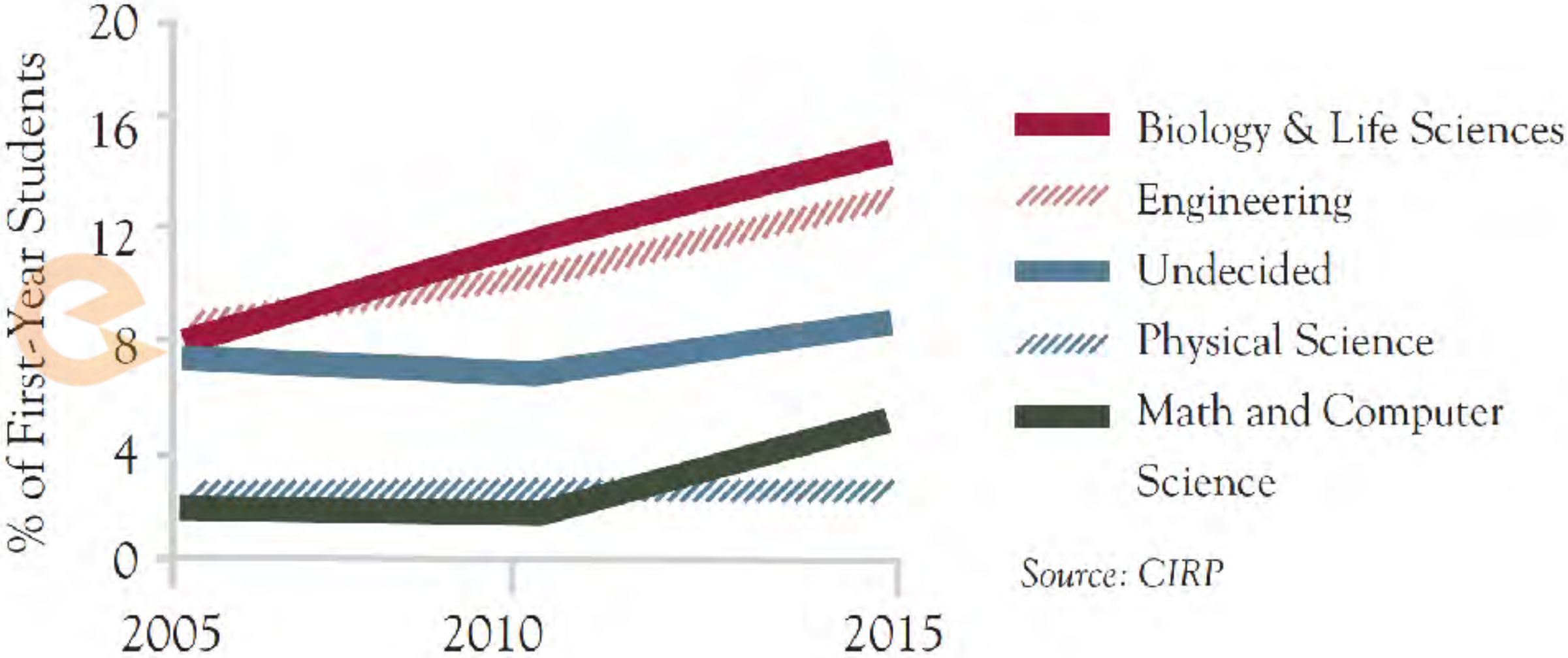
Program Prioritization



Lawlor Group **Jan 2017**

Trends for 2017 | Trends with rising popularity | Source: CIRP

https://thelawlorgroup.com/trends2017/

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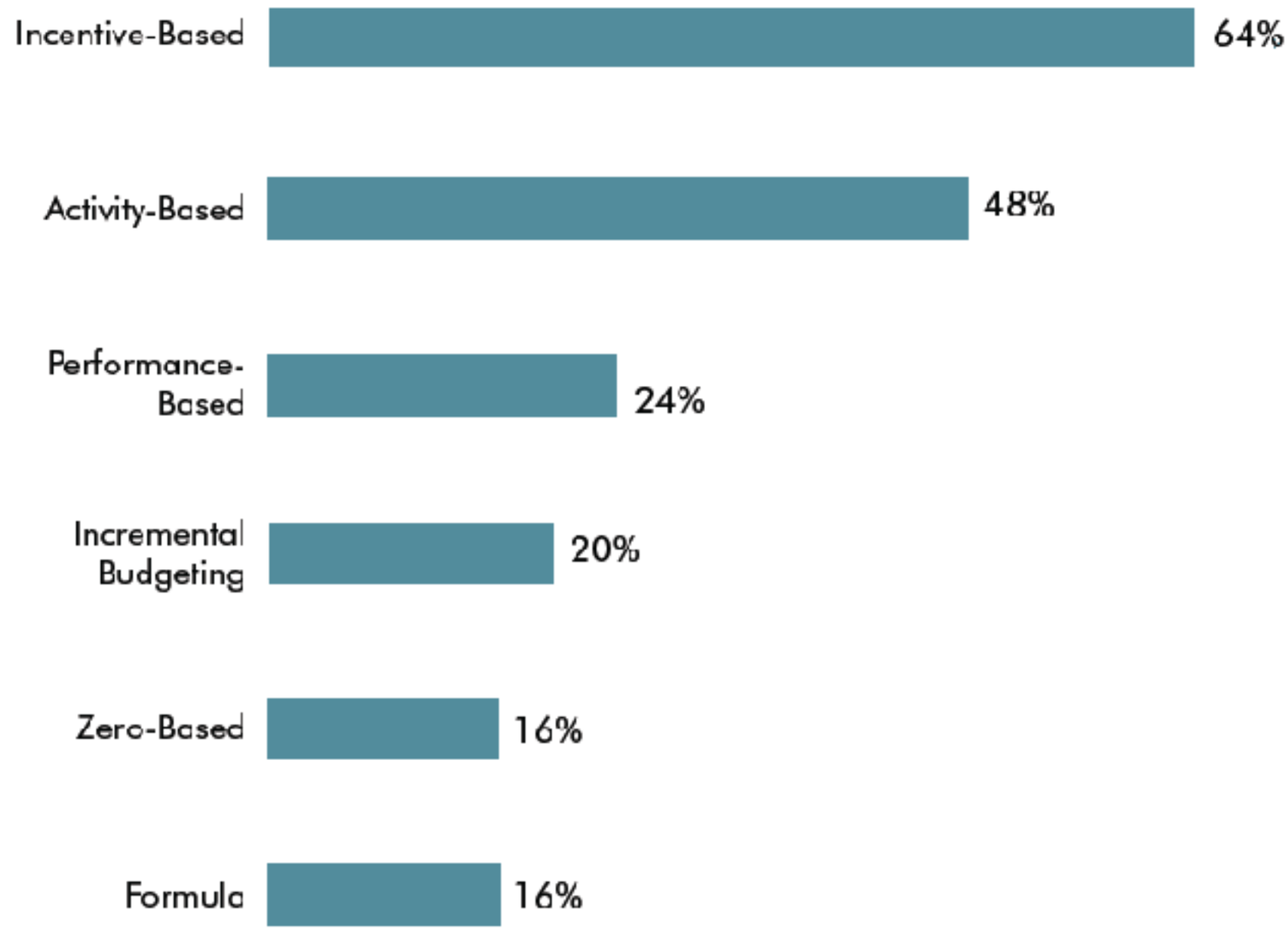
Activity-Based Budgeting



CAUBO *University Manager* **Spring 2016**

Survey of Canadian institutions, 39 respondents. Budget models being implemented or currently envisaged.

http://www.kelmanonline.com/httpdocs/files/CAUBO/universitymanagerspring2016/index.html

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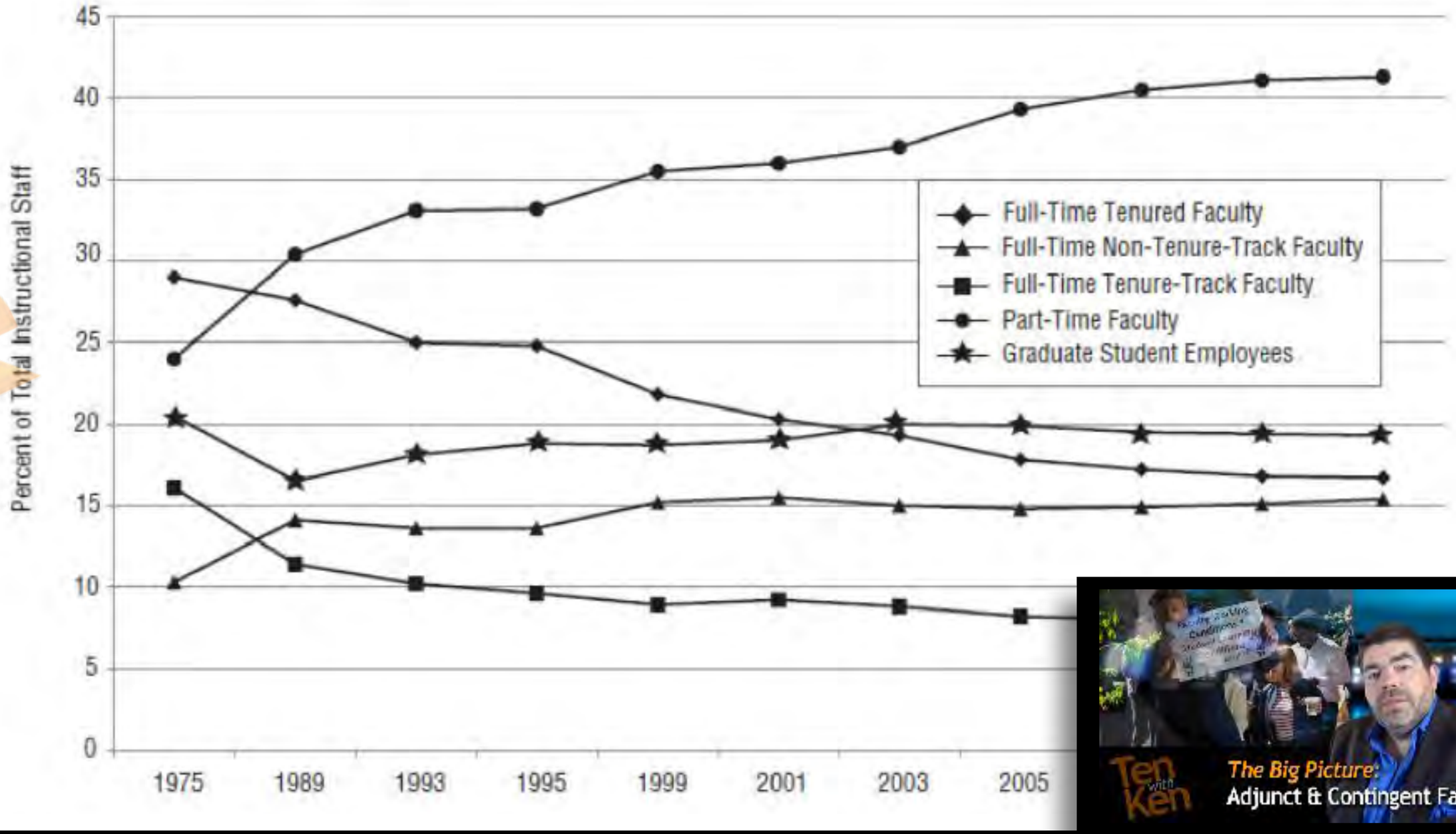
Contingent Faculty



https://youtu.be/KyId_inHp1Y

US House Committee on Education and the Workforce **Jan 2014**

All degree-granting institutions, national totals, US 1975-2011. Based on US Dept of Education IPEDS Fall Staff Survey.

Source:http://democrats.edworkforce.house.gov/sites/democrats.edworkforce.house.gov/files/documents/1.24.14-AdjunctEforumReport.pdf

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askON

online research help

Shared Librarians

www.AskOn.ca **Mar 2014**

18 public libraries and 10 college libraries in Ontario | Collaborate to host “AskON” real-time library chat services 62 hours per week, in English and French | Librarians take shifts answering confidential questions from college and university students, online or by SMS text message.

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COLLEGEBOREAL.CA

CAMBRIAN COLLEGE

Northern COLLEGE

NORTHERN COLLEGES
collaboration
DES COLLÈGES DU NORD

canadore college

SAULT COLLEGE

Confederation COLLEGE

Northern Colleges Collaborative Programming Project Apr 2015

$3.6 M for 3 yrs: partnership between Boréal, Cambrian, Canadore, Confederation, Nothern and Sault Colleges
Design and deliver shared programming, students can take courses at any college towards credentials
8 areas: business, hospitality, media arts, health, community services, technology, trades and aviation

https://news.ontario.ca/tcu/en/2015/04/northern-colleges-work-together-to-expand-access-to-programs.html

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University System of Georgia Nov 2014

Corvias Campus living to build 3683 new beds, manage 6195 existing | 3 M square feet of rez on 9 campuses
$517 M over 65 years | Frees up $550 M in capital debt from the USG's balance sheet
First time a state system has signed a multi-campus deal for housing

http://www.ncppp.org/corvias-campus-awarded-housing-p3-deal-for-georgia-campuses/

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University of Alberta Aug 2014

Tennant and Intellibot Autoscrubbers, “zamboni for hallways.” Chemical free, use ionized water, use 70% less water, and paid for themselves within 8 months.

Video heavily edited by Ken Steele. Original Source: www.intellibotrobotics.com

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Security Bots

Knightscope K5 **Dec 2015**

Cute but not-too-friendly autonomous presence | Detects anomalies and reports back, 300 license plates per min
300 lbs | 24hr battery charge | $6.25/hr | Like early Daleks, stymied by curbs and stairs | Primarily deterrent
Mobile command centre app for iOS, Android etc.

http://knightscope.com

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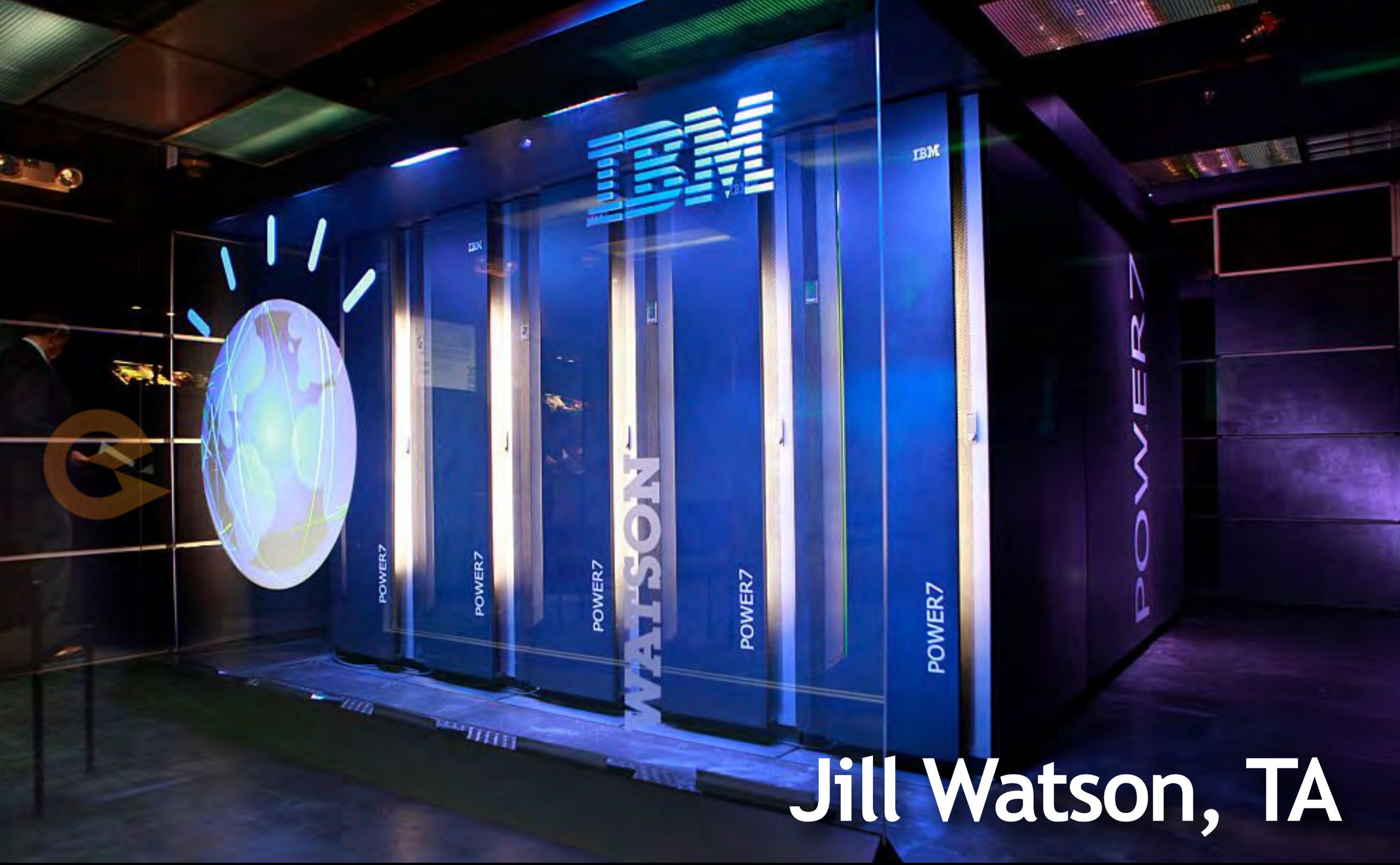

Jill Watson, TA

Georgia Institute of Technology May 2016

IBM's Watson served as one of 9 TAs for an online grad course in AI | Reminders of due dates, answered 40% of routine questions
Spoke colloquially on behalf of the TAs, students couldn't discern it wasn't human, wanted to nominate her for an award
Only answered questions when she had a 97% confidence rate

http://www.wsj.com/articles/if-your-teacher-sounds-like-a-robot-you-might-be-on-to-something-1462546621

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Outsourcing to Harvard

https://youtu.be/ccQsWCCTabA

Amherst College **May 2015**

Amherst students can access reserved slots in an 11-week Harvard Business School management course via HBX
$1,800 for 3 classes, up to 90% financial aid, get Amherst credit for it | Amherst decided against its own MOOCs

Source: http://www.bloomberg.com/news/articles/2015-04-28/amherst-outsources-business-education-to-harvard

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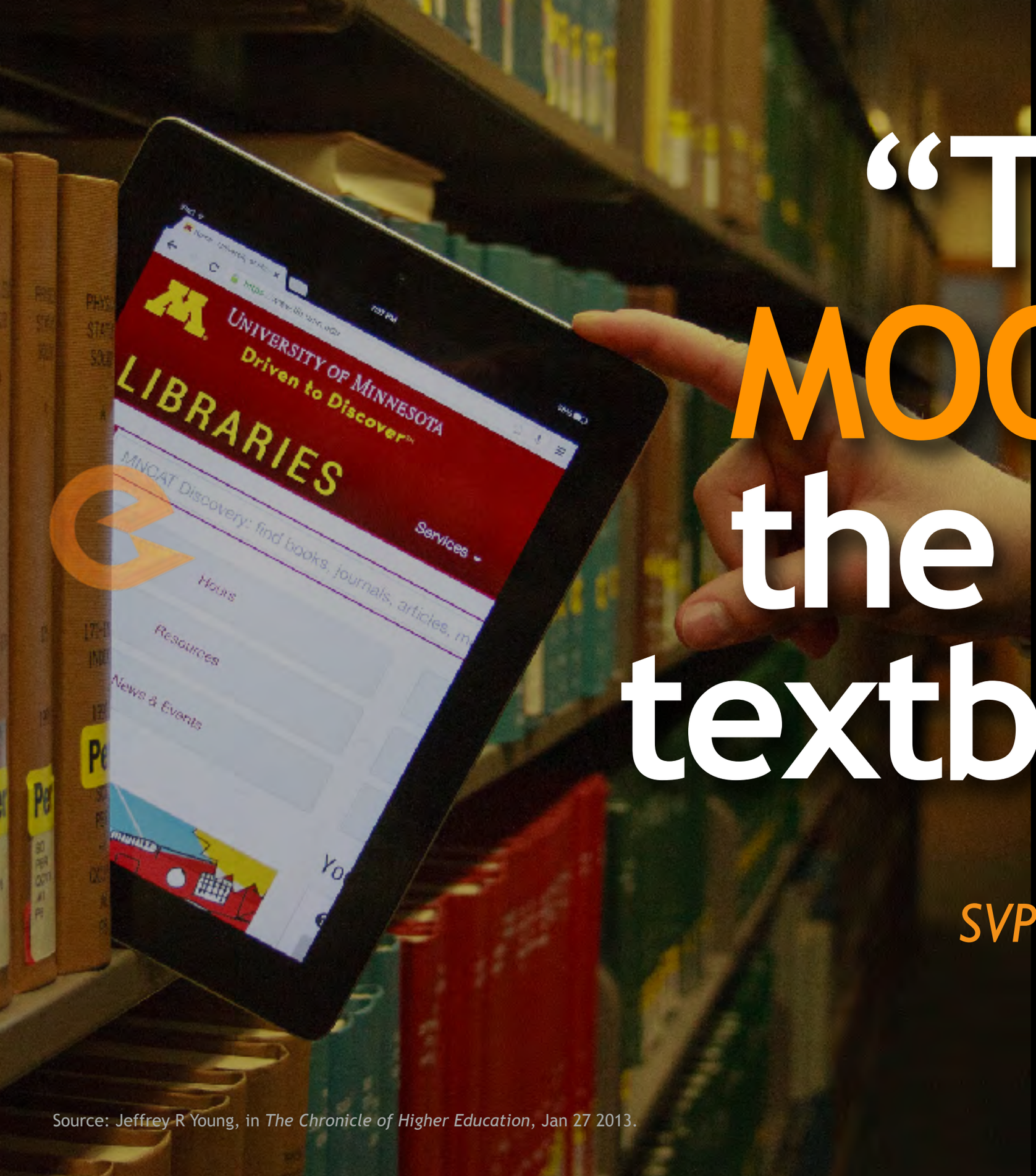

“The MOOC is the new textbook.”

David Finegold
SVP for Lifelong Learning
Rutgers University

Source: Jeffrey R Young, in *The Chronicle of Higher Education*, Jan 27 2013.

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Blended Learning

https://youtu.be/yW_3asg92zM

+0.35

US Dept of Education **Sept 2010**

Evaluation of Evidence-Based Practices in Online Learning | Meta-analysis of 1,132 studies from 1996-2008, largely PSE
Online learning outcomes statistically identical to face-to-face instruction (+0.05 effect size, p=.46)
Collaborative learning, Blended learning results were best (+0.35 of the SD effect size) | Many variables were not controlled

https://www2.ed.gov/rschstat/eval/tech/evidence-based-practices/finalreport.pdf

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Mandatory 20% Online

Algonquin College **Mar 2014**

20% online | 30% by 2017 | All FT students mobile by 2015 | 39% less sq ft | Saves $80M in facilities and $2M annual operating

Source:Kent MacDonald and Phil Gaudreau, "Confronting Costs, Controlling Destiny," in *The New England Journal of Higher Education*, March 21 2014.

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What approaches to "treading water" still have strategic potential for you?

(Choose top 3)

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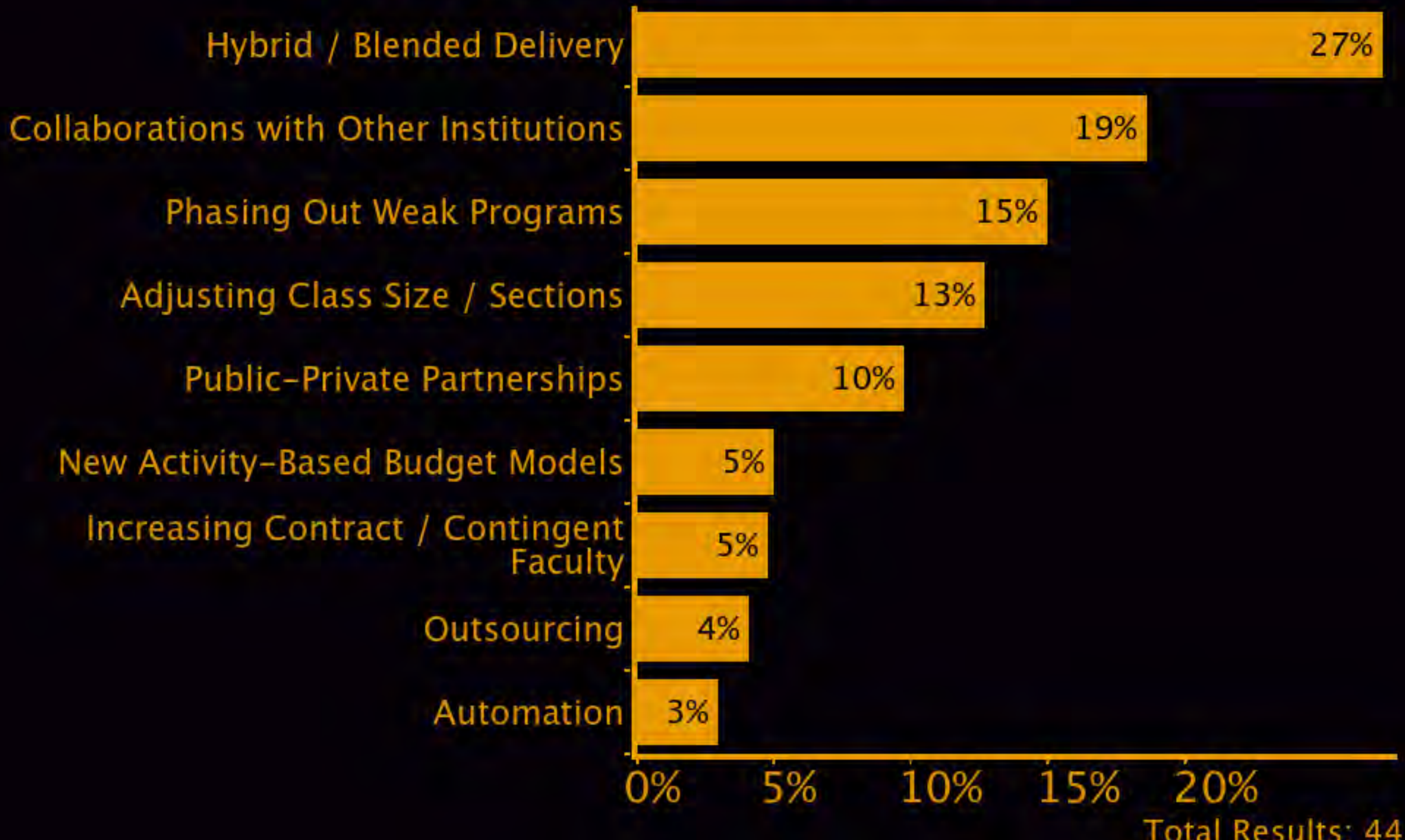
What 3 approaches to "treading water" still have strategic potential for you? (Choose top 3)

When poll is active, respond at **PollEv.com/eduvate**

Text **EDUVATE** to **37607** once to join



Total Results: 441

Outspend Your Rivals

Campus Facelift

https://youtu.be/98WmaioSrAQ

Sault College 2012

New 75,000sf academic wing | Learning commons on every floor | 19 flexible classrooms
Enrolment grew 30% in 3 years

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Ruffalo Noel-Levitz 2016 Cost of Recruiting Report

Median cost to recruit a single undergraduate student in 2015 | Survey of 206 officials
Budget includes u/g recruitment/admissions staff salaries and benefits, equipment, supplies, travel, publications, web costs, consultants, but NOT scholarships or grants

https://www.ruffalonl.com/papers-research-higher-education-fundraising/2016/cost-of-recruiting-an-undergraduate-reportCopyright ©2017 Eduvation Inc. All rights reserved. www.eduvation.ca

Study North **May 2016**

$4 M marketing program to attract students to 6 Northern Ontario colleges, funded by Northern ON Heritage Fund
Market research, marketing materials, 5 FT recruiters, 3,200 leads from 62 HS events, 67 students recruited
$500 travel incentives for tours, $1,000 entrance incentives | $20k economic impact per student

www.studynorth.ca

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NV02

Education New Zealand **Sept 2007**

Source no longer available online :42 sec

https://youtu.be/pxmRfUfzZ5o

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“The New Class”

Memorial University of Newfoundland **Sept 2016**

Weekly “Reality TV” webcast following 10 new students at St John’s campus | Hosted, directed, shot by students
Stars (L-R) Andreas, Wesley, Sinh, Chris, Sierra, Amber, Iris, Jeremy, and Rowan. (Alaina missing from pic)

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Differentiate

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Go-forwardness

Dissolve Stock Footage **Mar 2014**

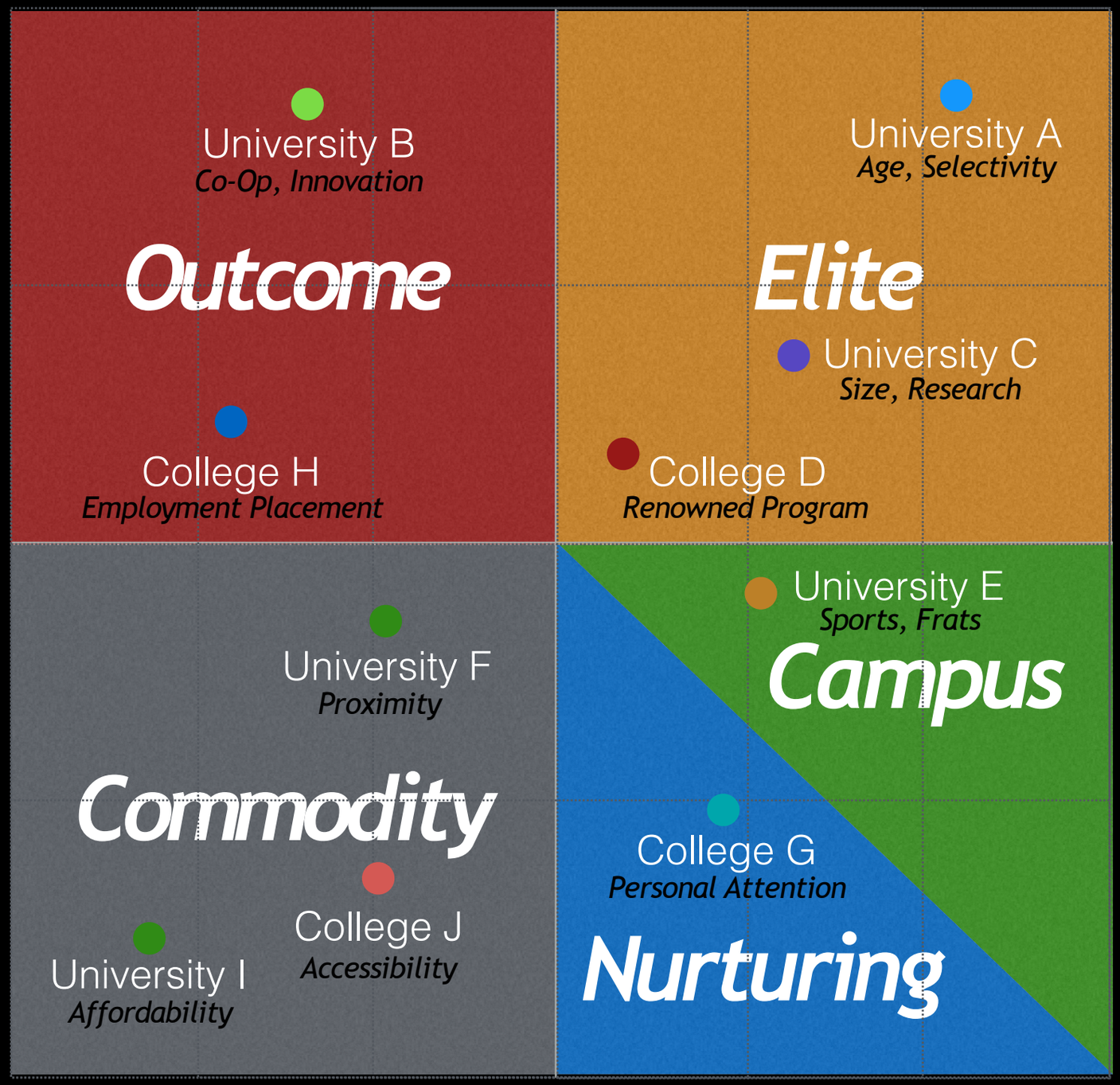
“Generic Brand Video” 1:14 min

https://youtu.be/2M1Bju2dbTo

Heavily edited by Ken Steele. Original Source: http://youtu.be/2YBtspm8j8M

Reputation for Student Experience

Reputation for Academic Quality



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Block Plan

Colorado College **adopted 1970**

4 blocks per semester, 8 per yr | Students/Profs have 1 class at a time | Allows field study, study abroad, visiting scholars
9am-noon M-F, labs in afternoon for 3.5 weeks | 4.5-day “block break” | “school’s out for summer” 8x a year

https://www.coloradocollege.edu/basics/blockplan/

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Freedom from Grades

Brown University, RI **est 1764**

Ivy League | “New Curriculum” in 1969 | Eliminated Gen Ed requirements, students “the architects of their own syllabus”
Option to take courses for Satisfactory/unrecorded No Credit - key innovation | Interdisciplinary courses
Also ABC/No Credit option

https://en.wikipedia.org/wiki/Brown_University#The_New_Curriculum

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Z-DEGREE

Tidewater Community College, VA 2013

Developed 21 courses, business degree using only OERs | Zero cost for textbooks, saves ¼ the cost of college | First in the US
Lumen Learning helped integrate OERs, curate content, provided courseware | Drop rates decreased by 6%

Lumen Case Study: https://youtu.be/4reQtJjq8EA

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Program Innovation

Interdisciplinary Degree

https://youtu.be/iY4UhfQefdU

Health, Engineering & Entrepreneurship

McMaster University *Approved* **May 2016**

5yr Hons BHSc in Health, Engineering Sciences and Entrepreneurship | Integrated Biomedical Engineering & Health Sciences
Co-op option, project-based design courses | Interdisciplinary, translational design, innovation and entrepreneurship
McMaster's problem-based learning approach

http://future.mcmaster.ca/programs/ibehs/

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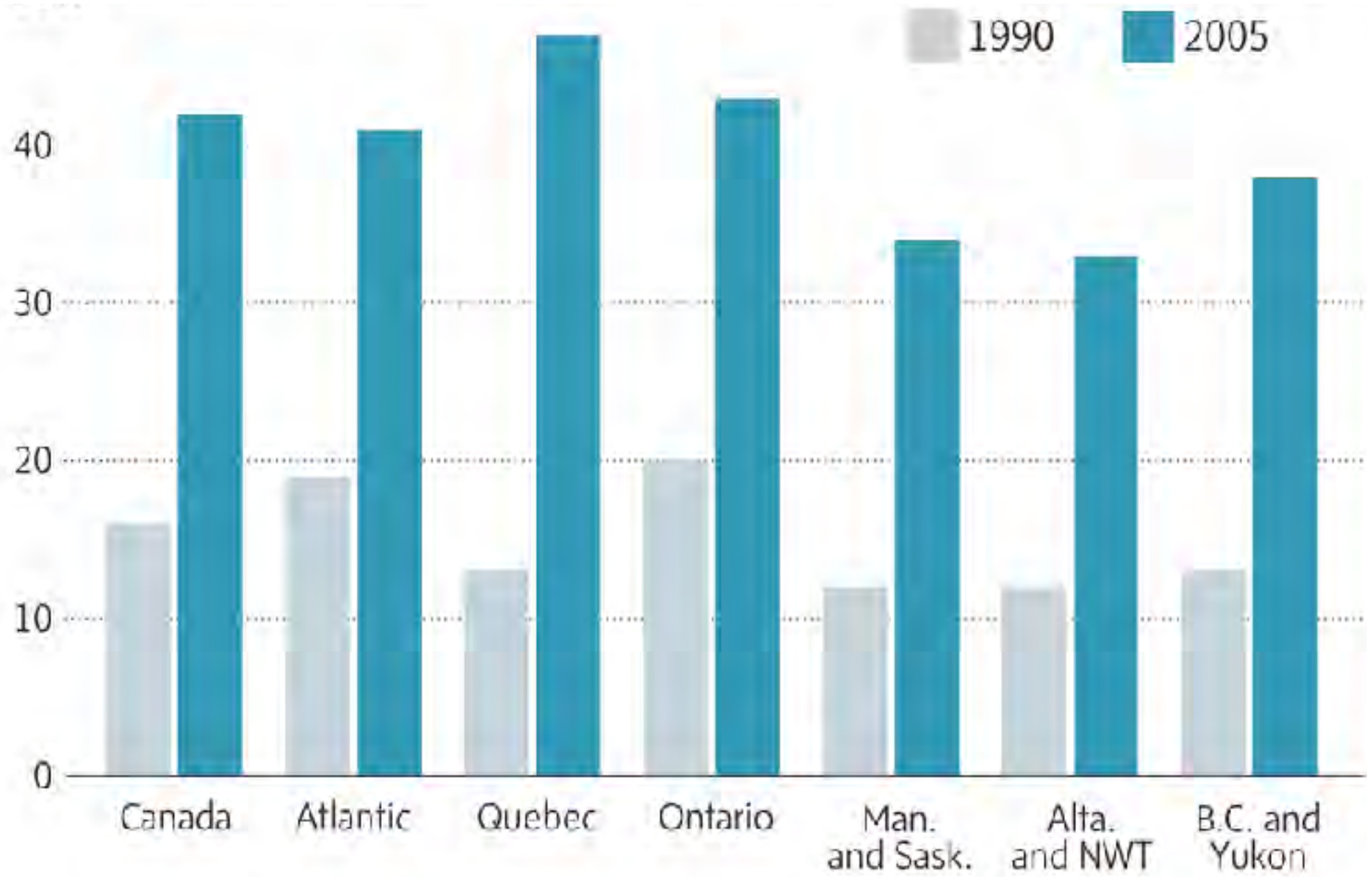
PSE Expectations

PSE Pathway	Career Directions	Priorities
University	Scholars	Disciplinary Expertise Research Skills, Depth
	Professions	Competencies Work Experience
College	Flexible	Interdisciplinary Work Experiences Creativity, Breadth
Work	Trade/Tech	Hands-On Learning Work Experience Narrow Specialist Skills
	Unskilled	Getting along with Mom and Dad living in their basement

Source:

Post-Grad Education



Globe & Mail **Oct 2013**

Percentage of BA students who pursued further education after graduation

Source: Globe & Mail, Oct 2012

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New Collaborative Degree

Biotechnology BSc / Dipl

Queen's University / St Lawrence College *Approved* Jun 2015

Joint Bachelor of Science Degree/Diploma in Biotechnology | Students earn credit at one institution toward the other
4yr Hon BSc in Biology with specialization in Biotechnology, and 3yr Adv Dipl in Biotechnology, all in just 5 yrs

http://oucqa.ca/program-approvals-menu/program-approvals/?search=&institution=0&y=2015&level=Undergraduate

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New Collaborative Degree

BIT Photonics

https://youtu.be/s0dObn7XMG4

ALGONQUIN COLLEGE

Carleton UNIVERSITY

Carleton University / Algonquin College *Approved* **Apr 2015**

Bachelor of IT in Photonics and Laser Technology and Adv Dipl in just 4 yrs | Co-op, applied research, final year project
Multidisciplinary: Laser physics, bio-photonics, fibre optic telecom, holography, optical system design

http://www.bitdegree.ca/index.php?Program=PLT

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Guelph-Humber

+19%

Earn a Degree + Diploma

Earn 2 highly acclaimed credentials: a university honours degree and a diploma in 4 years in one of our 7 undergraduate programs.

University of Guelph-Humber **Aug 2014**

Degree AND diploma in 4 years | 7 career-focused programs, include work experience | 19% increase in student confirmations in 2014 - while Ontario universities overall saw a 3% decline (and up 44% since 2010) | Has pitched Ontario on doubling by 2024

Source: http://www.macleans.ca/education/college/students-like-diploma-degree-option-at-guelph-humber/
Photo:

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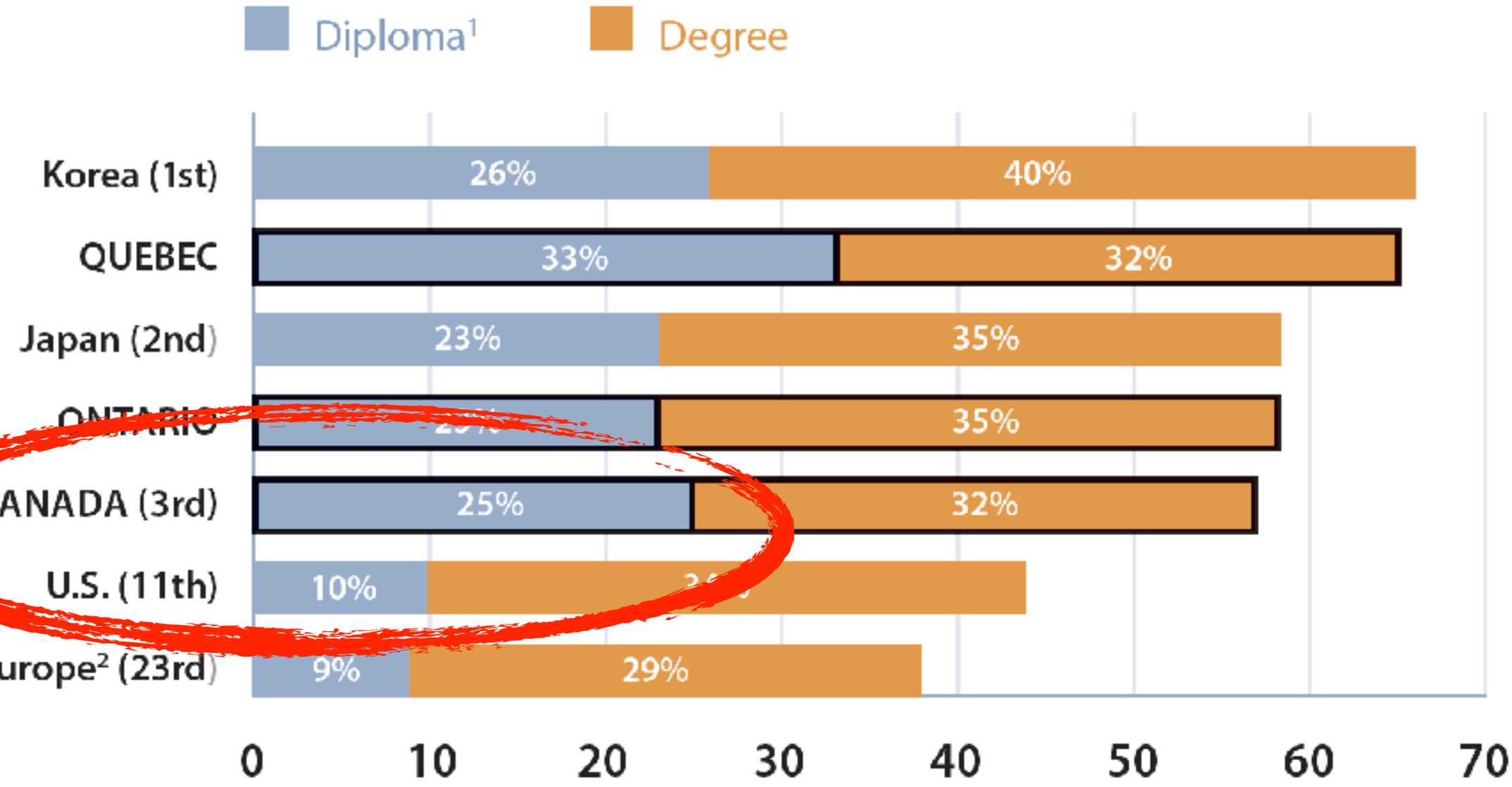
PSE Attainment



Colleges Ontario **Environmental Scan 2015**

PSE attainment for Ontario, Quebec, and selected countries, population aged 25-34, 2012.
Excluding OECD "non-tertiary" (12 mo or less programs) and many apprenticeship programs.
Source: OECD Education at a Glance 2014

Grads in the Edonomy *http://www.collegesontario.org/research/2015_Environmental_Scan/CO_EnvScan_15_GradsintheEconomy_WEB.pdf*

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Adapt to Conditions

Universal Design for Learning

Center for Applied Special Technology, MA **1995**

Universal design principles based on neuroscience of learning | Reduces need for accommodations and exceptions
Major emphasis at UoGuelph, Trent, UTSC | Helps with sensory and cognitive disabilities, ESL,

More info: http://www.washington.edu/doit/programs/center-universal-design-education/overview

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Indigenous Students

For postsecondary institutions:
Credit courses, degree/diploma programs in **Aboriginal languages**
Mandatory course on Aboriginal health issues in **Medicine**, **Nursing** schools
Mandatory course on Aboriginal Law in **Law** Schools
Mandatory history of Aboriginal peoples in **Journalism** and **Media** Schools
SSHRC research program to advance understanding of reconciliation

Truth & Reconciliation Commission **June 2015**

94 Recommendations to provincial, federal governments, PSEs, corporations, churches, the Pope himself.

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Limited-Residency

Prescott College, AZ est 1966

Private non-profit non-sectarian Lib Arts | Limited-Residency Undergrad, Masters, PhD programs | ~$15,000/yr tuition
Design own degree plan - student-directed competency/concentration | Some prior PSE recommended
Campus colloquium once a year, work with a local faculty advisor/mentor | Capstone project in senior year | Enviro strengths

http://www.prescott.edu/academics/limited-residency/

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Udacity Nano-Degrees Fall 2014

Compact, flexible, job-focused, stackable | 6-12 months, $200 per month | Hands-on courses, capstone project, career guidance
Web developer, iOS mobile developer, data analyst programs | $1.5 M from AT&T Aspire foundation | AT&T has reserved 100 internships, will accept nano degrees for entry-level jobs

Source: New York Times, http://www.nytimes.com/2014/06/18/business/economy/udacity-att-nanodegree-offers-an-entry-level-approach-to-college.html?hpw&rref=technology&_r=2
Photo: http://blog.udacity.com/2014/06/announcing-nanodegrees-new-type-of.html

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EduBITs

OTAGO POLYTECHNIC
Te Kura Matatini ki Otago

Otago Polytechnic (NZ) Dec 2016

5-credit microcredentials, combine 3 or 4 to make a 15-credit course | Stackable, just-in-time, online or in workplaces
Bite-sized learning, granular competencies | Sustainable business practice, project mgmt

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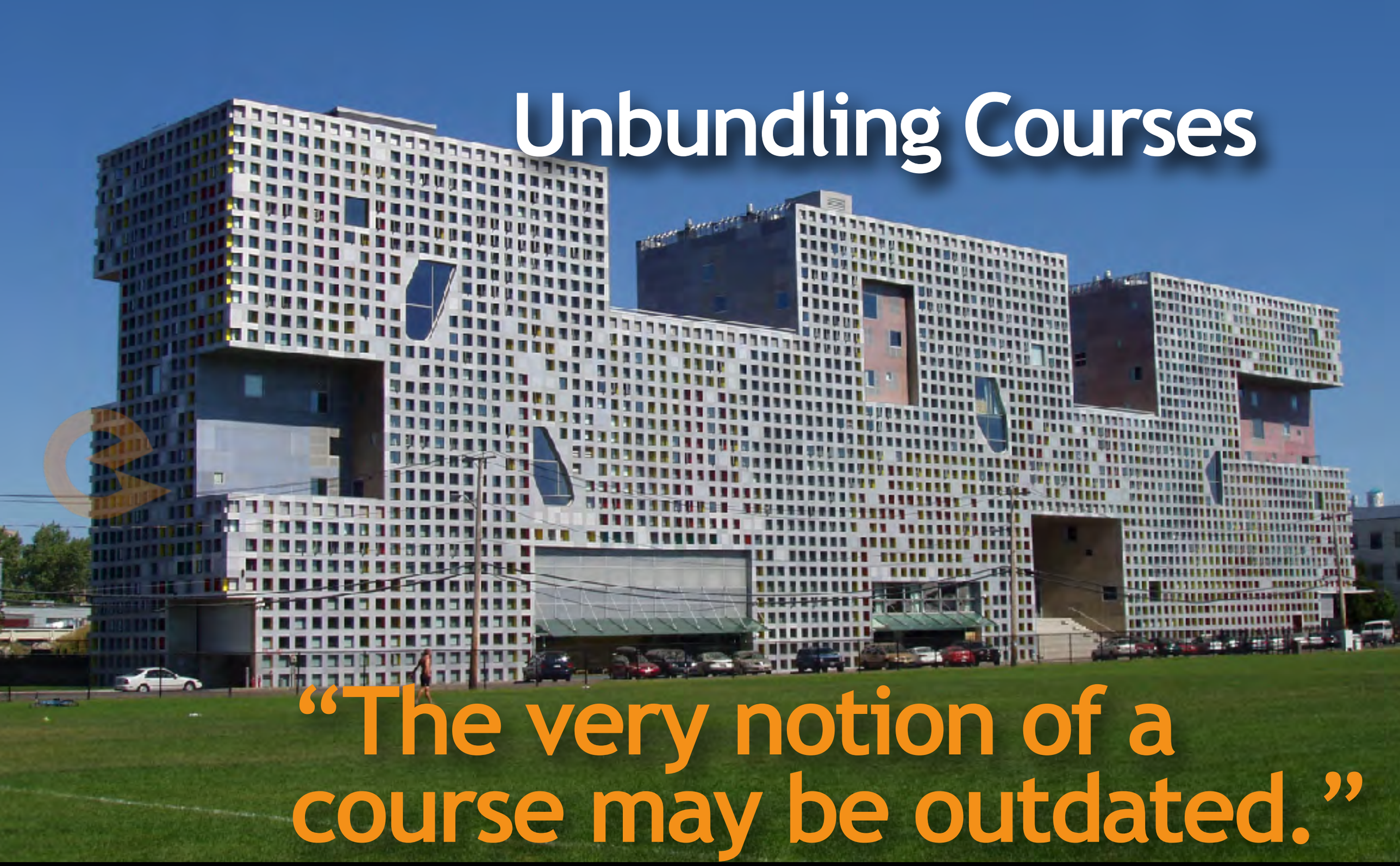
Unbundling Courses



“The very notion of a course may be outdated.”

MIT **Jul 2014**

Committee proposes discrete learning modules instead of courses | MOOC users explore significant parts of courses
40% of MIT students, 25% of profs felt some courses would benefit from modularization | 34 courses in Science and Engineering

Source: http://web.mit.edu/future-report/TaskForceFinal_July28.pdf
Photo: Simmons Hall dormitory, MIT, from Wikipedia

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Open Loop University

Stanford d.school **July 2014**

Source:http://www.stanford2025.com/#fast-forward

https://youtu.be/5HFHyPI2vd0

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eMBA by Subscription

eCornell **Apr 2014**

>30 professional business certificates | Self-paced, asynchronous | 6-8 hr courses, defined 2-week period | $40 per person per month | Active problem-solving, practice opportunities | 90% completion rate

Source: Carl Straumsheim, “The (Off-Campus) Future of MIT”, Inside Higher Ed November 25, 2013.

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“We will be moving to a future where increasingly individuals will need/want ‘just-in-time human capital development.’”

Don Wright
President, BCIT

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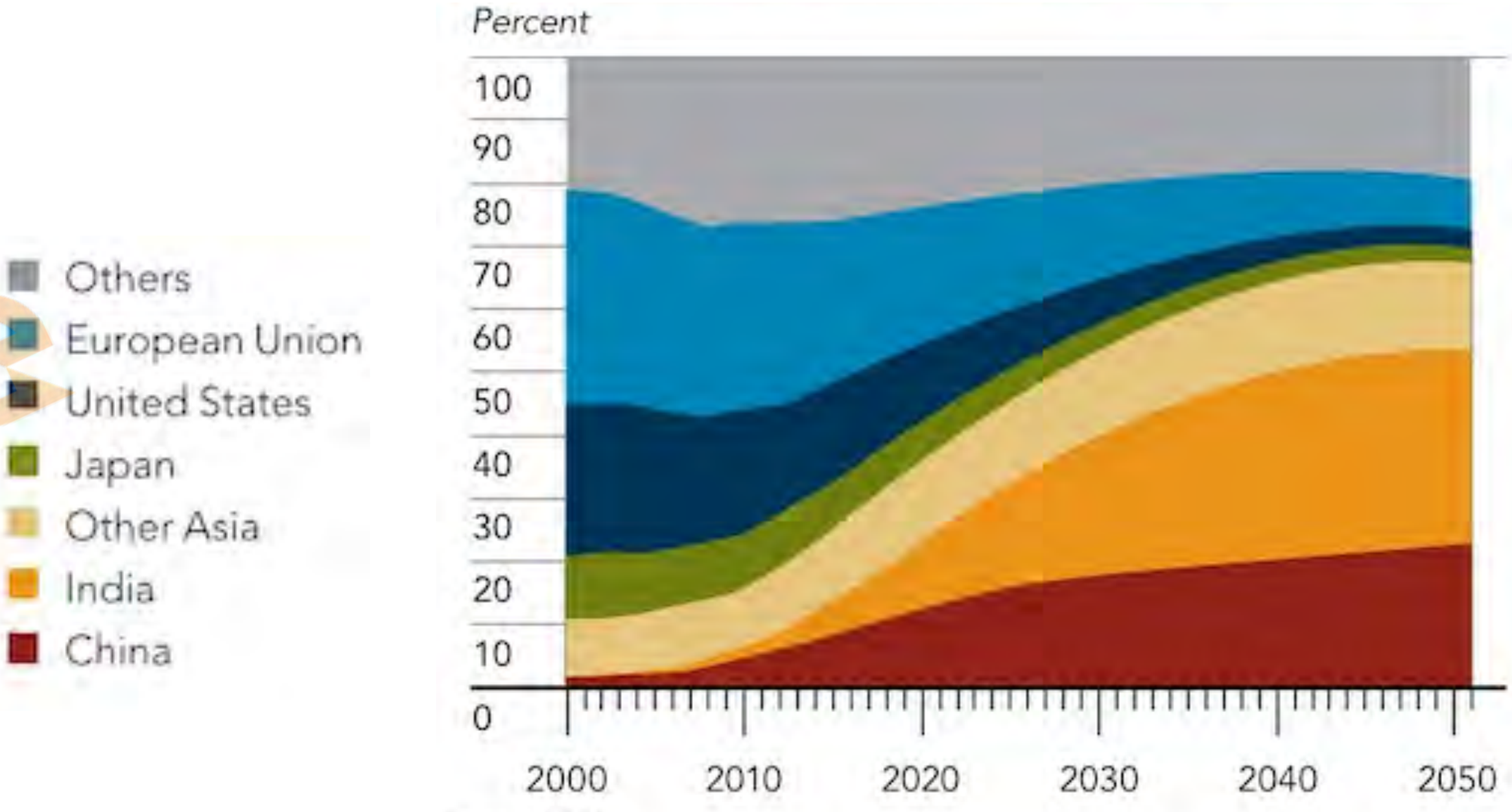
Explore New Markets

Emergent Middle Class



OECD Development Centre **Jan 2010**

shares of global middle-class consumption, 2000-2050
Working paper 285, "The Emerging Middle Class in Developing Countries"

https://www.oecd.org/dev/44457738.pdf

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$1.5 M
Loss in 2015

Algonquin College Jazan 2013

Men's college in Jazan, Saudi Arabia | Expected $20 M profit over 5 years | Instead lost $1.5 M in 2015
Major language deficits, drop-outs | Kingdom specified 80% attendance would trigger funding, only 15% of students met it
37 international colleges have opened in Saudi Arabia since 2013

http://ottawacitizen.com/news/local-news/algonquins-saudi-arabian-campus-isnt-the-only-foreign-college-losing-money-in-the-kingdom

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Global Sales Force

Thompson Rivers University

9 Field Offices

45 Associates

Agents in over 180 cities worldwide

TRU World **Since 1989**

One of Canada's largest international programs | $27 M revenue | Network of agents & events in >180 cities worldwide
Active associate network in 45 countries, field offices in Bangkok, Beijing, Hanoi, Hong Kong, Chandigarh. Kuala Lumpur, Oslo, Santiago, Dubai | ESL, univ prep, vocational/tech training, undergrad and grad, contract training

http://www.tru.ca/truworld/assets/sos/world_growth_strategy.pdf

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Pathway Programs

Navitas **Jun 2015**

$980 M revenue from Pathway programs, up 12% | >22,000 students in 35 colleges: 14 in Australia, 10 in UK, 6 in US, 2 in Canada
$224 M from Professional & English programs, down slightly | ESL, settlement services, and delivers vocational programs (Australia)
Also operates 54 campuses of SAE Institute (Creative Media) in 28 countries

Source: www.Navitas.com

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Americas MBA

São Paulo
Emerging markets, corporate social responsibility

Vancouver
Global strategy, cross-cultural management

Mexico City
Competitiveness, family business

Nashville
New ventures, innovations

Beedie School of Business, Simon Fraser University **Mar 2011**

The 4 largest economies in the Americas: Fundação Instituto De Administração (Brazil), Instituto Tecnológico Autónomo de México (Mexico), Vanderbilt University (US), and SFU | 60 executives (15 from each school) | Yr1 at home, 4 residencies (8.5 days) in Yr2
All coursework in English | No additional tuition, but travel/accommodation expenses

Source: AmericasMBA.com

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Training Subsidiaries

Mohawk College Enterprise Apr 2010

6 business developers | Online training, customized training, assessments | Clients include Arcelor-Mittal, HydroOne | Partnership with Ivy Tech in Indiana to deliver compressed electrical/mechanical apprenticeship programs

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Telus MBA

University of Victoria **July 2015**

Specialized 2-yr MBA for full-time TELUS employees, blended delivery | RFP'ed to 10 schools, Telus MBA in Leadership & Strategy
First cohort of 20 began Fall 2015, may expand to TELUS business clients in 2016 | Company screening and uVic admissions
Telus pays for program, overhead and profit for uVic, and provides all the online ed technology too

Source: uVic media release http://communications.uvic.ca/releases/release.php?display=release&id=1483

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Sponsored MOOCs

Udacity **Nov 2013**

Sebastian Thrun announces revenue model: the “Open Educational Alliance” | AT&T paid $2 M to sponsor Masters in IT from Udacity and Georgia Tech | $6,600 tuition | $1.3 M in profit - more than Udacity has made so far

Source: “Udacity’s Sebastian Thrun, Godfather of Free Online Education, Changes Course,” by Max Chafkin, in Fast Company, January 2014. http://www.fastcompany.com/3021473/udacity-sebastian-thrun-uphill-climb

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PollEv.com/eduvate

What new frontiers excite you most?

(Select 3)

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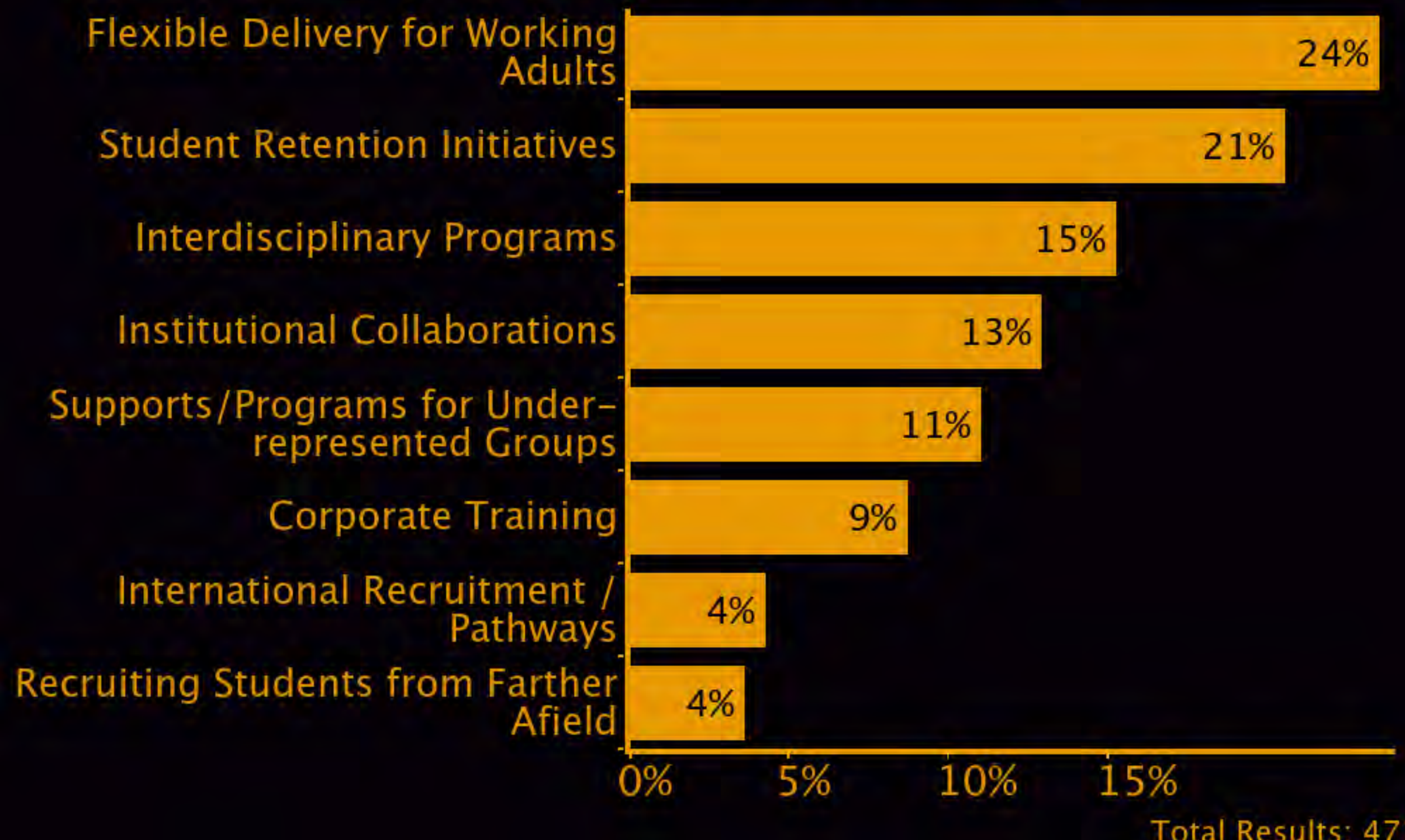
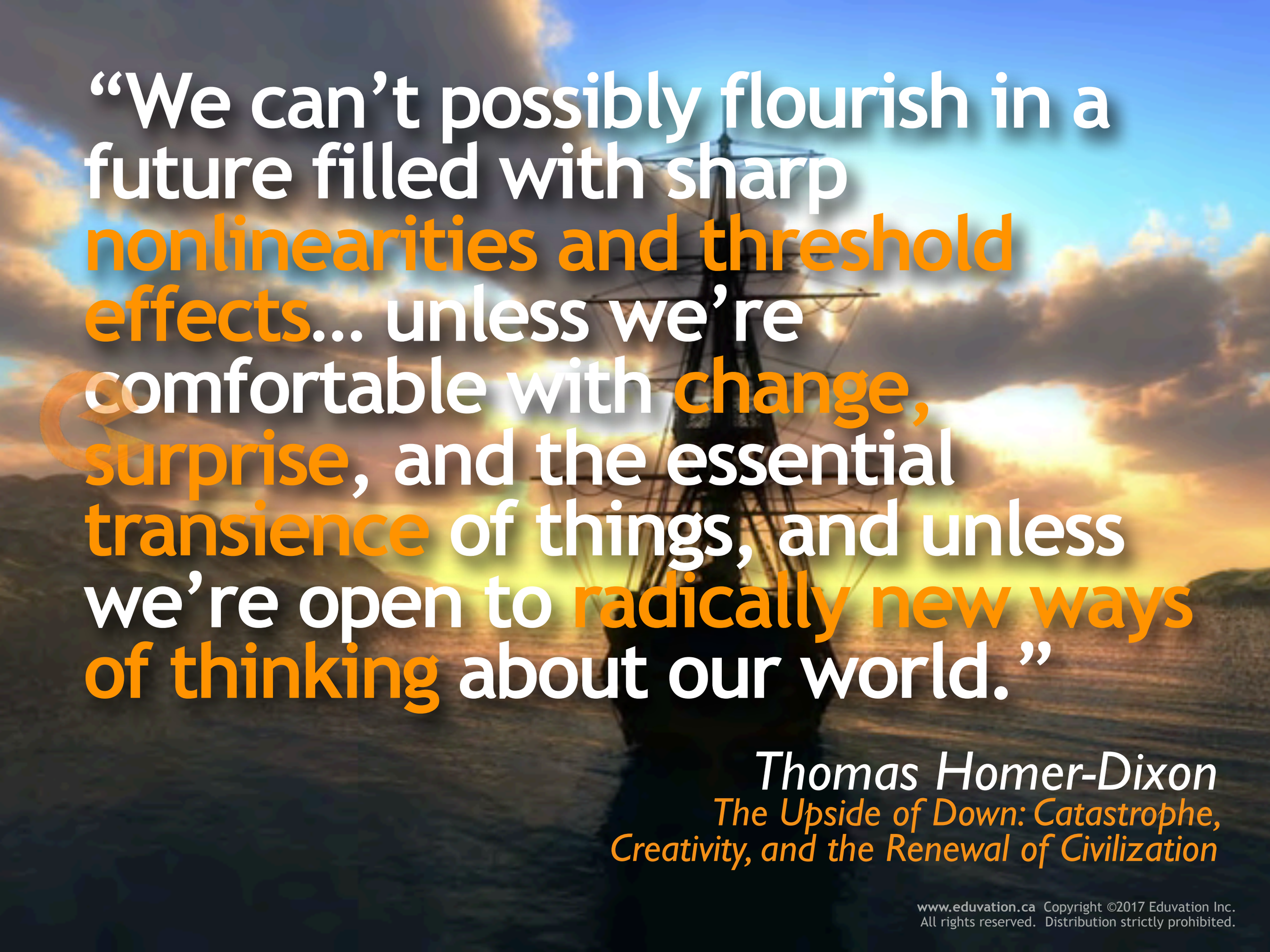
What "new frontiers" excite you most? (Choose top 3)

When poll is active, respond at **PollEv.com/eduvate**

Text **EDUVATE** to **37607** once to join



Total Results: 471



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"Hunkering down, denying what's happening around us, and refusing to countenance anything more than incremental adjustments to our course are just about the worst things we can do."

Thomas Homer-Dixon

The Upside of Down: Catastrophe, Creativity, and the Renewal of Civilization

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Venturing into New Frontiers

without Shipwreck or Mutiny
Strategies for Campus Leadership

Ken Steele

President, Eduvation Inc.
Host, Ten with Ken webcast

Chair Academy **March 2017**

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The "Perfect Storm"

Ken Snowden / CAUBO **March 2015**

"Components are not new, but the combination over the past few years has shaken confidence in the financial stability of universities and led to questions about the sustainability of the current business model."

https://www.caubo.ca/knowledge-centre/surveysreports/canadas-universities-cost-pressures-business-models-financial-sustainability/

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PollEv.com/eduvate

What other trends or new frontiers could I have mentioned this morning?

(Phrases or sentences)

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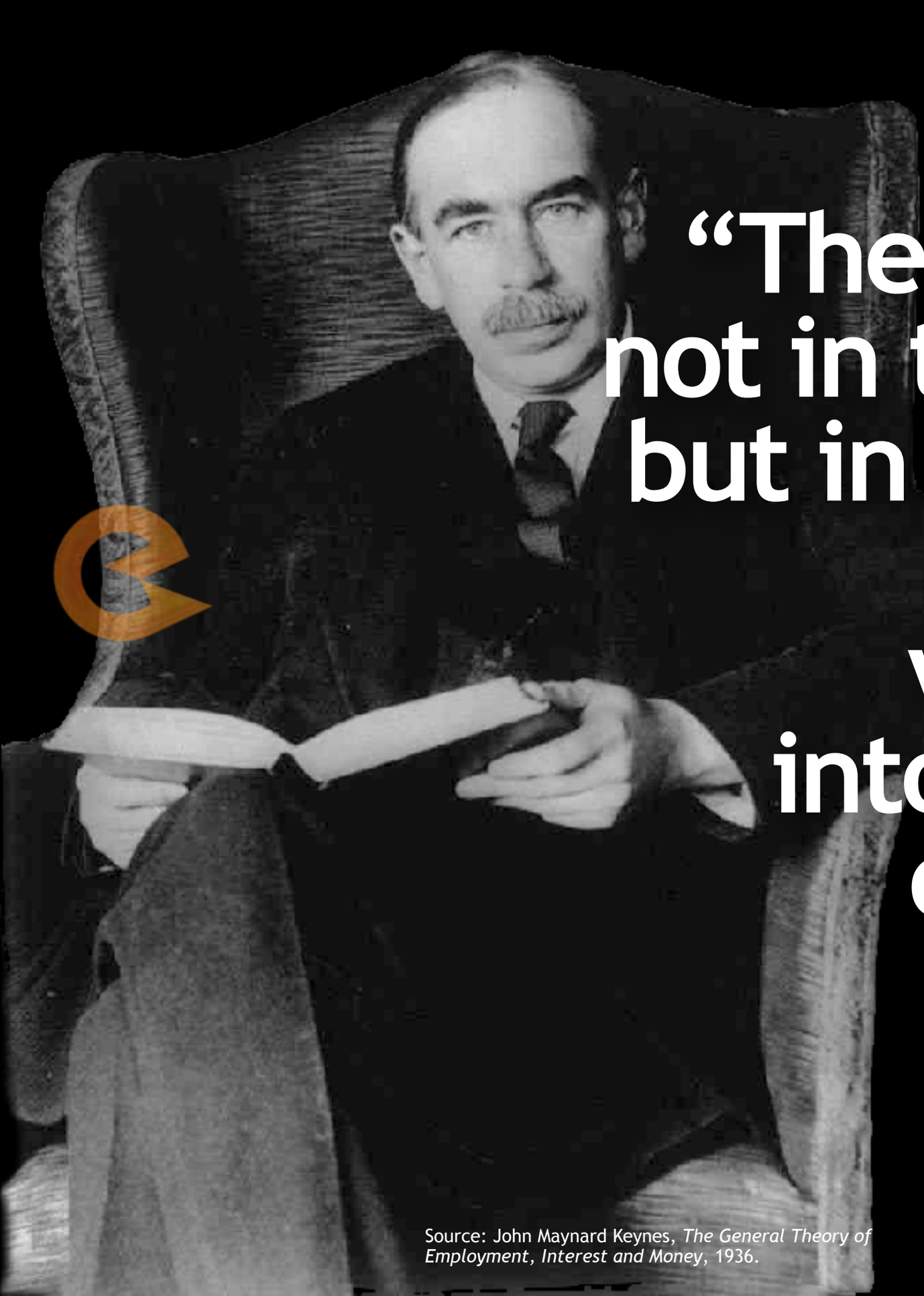
A successful Luddite revolt against further automation fighting the Borg
Population shrinkage and closure of immigrant fliw because of resource preservation particularly water
Customization of internet of things
Our developmental math group is discussing self placement. Is this a trend nation wide?
Dealing with increasing students entering without college readiness.
Value
Average G.P.A. of students entering colleges and universities in Canada
Apprenticeships
Student diversity in Canada (race, age, gender, location)
Integrating research and teaching
What does research on teaching and learning indicate would be useful to explore as new innovations?



"The difficulty lies, not in the *new* ideas, but in escaping from the *old* ones, which ramify... into every corner of our minds."

John Maynard Keynes
British Economist, 1936

Source: John Maynard Keynes, *The General Theory of Employment, Interest and Money*, 1936.

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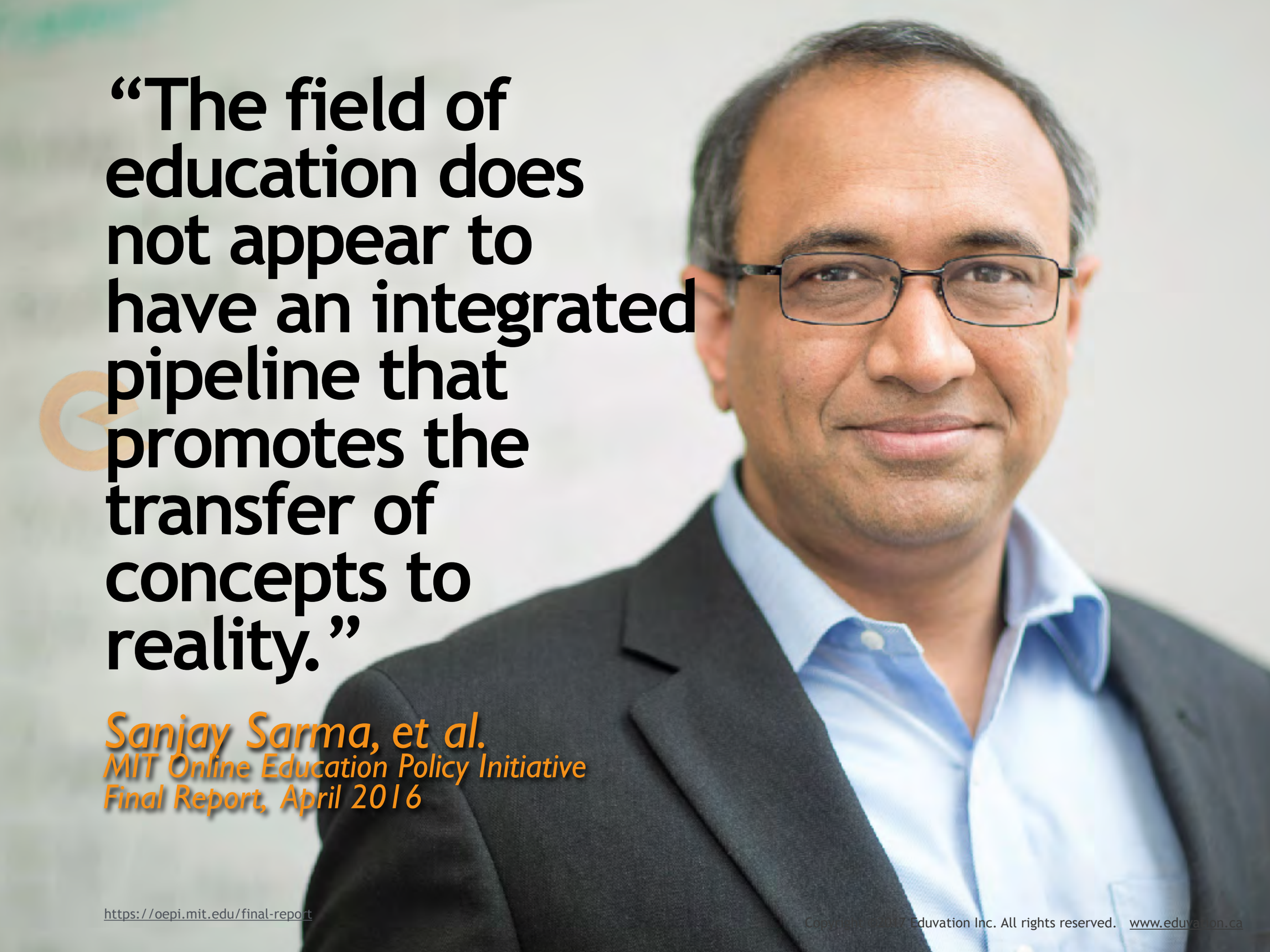

“The field of education does not appear to have an integrated pipeline that promotes the transfer of concepts to reality.”

Sanjay Sarma, et al.
MIT Online Education Policy Initiative
Final Report, April 2016

https://oepi.mit.edu/final-report

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Drivers of Innovation:

- Policies / Needs
- Funders
- Vision
- Budget
- Changing Students
- Labour Market
- Research
- Technologies
- Frustration
- Competitors

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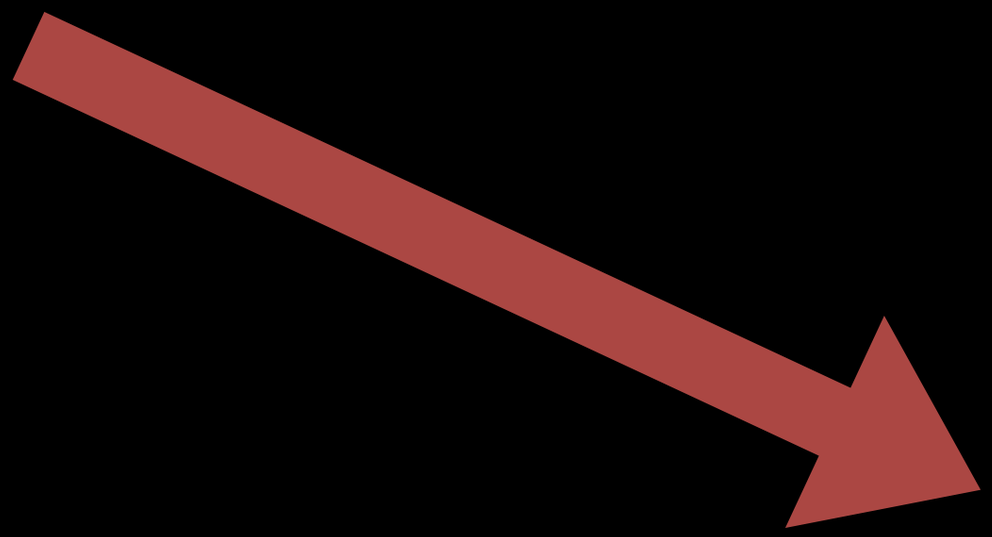
Innovation Decision Point

Upside Reward

- Benefits for others
- Benefits for self
- Recognition
- $ Reward

Status Quo



- Frustration/Resentment
- Embarrassment
- Extra Workload
- Blame / CLM

Downside Risk

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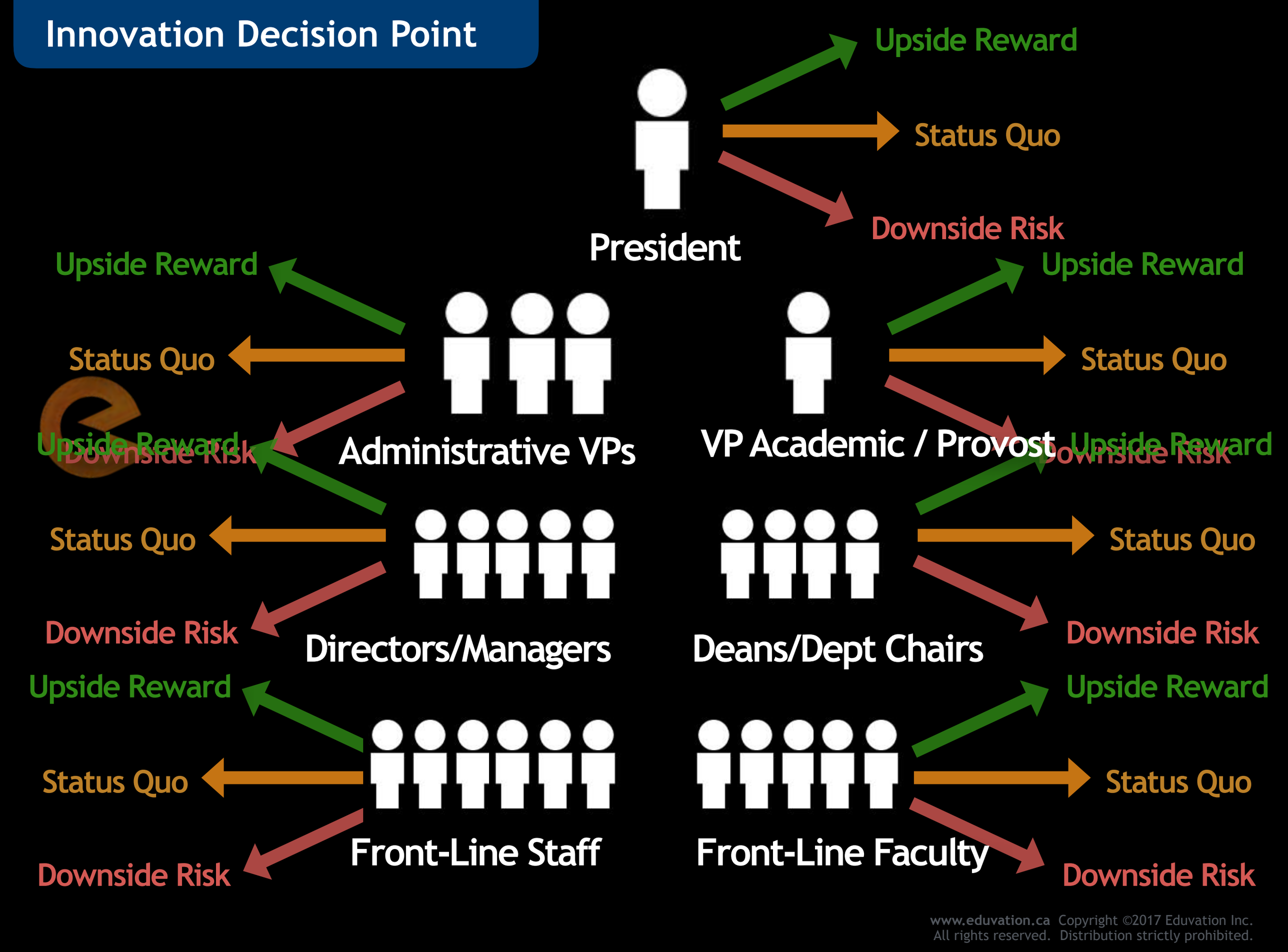
Innovation Decision Point



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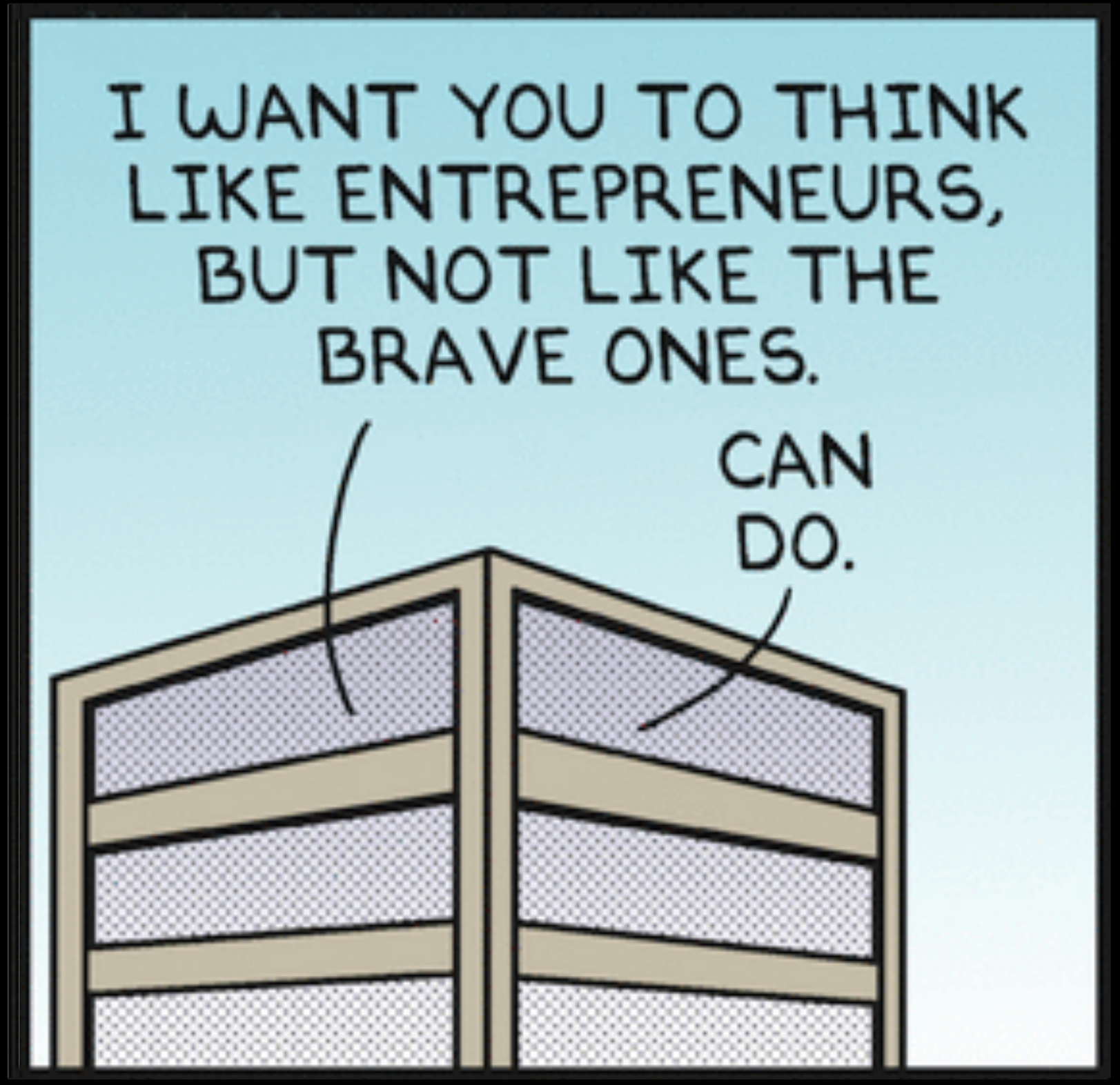

Dilbert July 11 2016

"Be Like Entrepreneurs"

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Watch Ken's webcast

www.TenWithKen.com

Thank You

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