Introduction
Good to be back!
Turbulent times in Higher Education
Leading Higher Education in Turbulent Times
L’ Université Laurentienne
President
Northeastern Ontario
University of Hearst – World’s smallest
• 250,000+ students
OXFORD

PARIS

HIGHER EDUCATION DOES NOT DO REVOLUTIONS!
Student choices:

Programmes & Technology

Les choix des étudiants:

Programmes & Technologie
Turbulent times in Higher Education
Generation jobless

The global rise of youth unemployment
Idle hands

Youth unemployment and inactivity*
By region†, 2012 or latest, m

<table>
<thead>
<tr>
<th>Region</th>
<th>Unemployed</th>
<th>Inactive</th>
<th>Total Youth</th>
<th>% of total youth population</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Asia</td>
<td></td>
<td></td>
<td>31.1</td>
<td></td>
</tr>
<tr>
<td>East Asia &amp; Pacific</td>
<td></td>
<td></td>
<td>18.4</td>
<td></td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td></td>
<td></td>
<td>21.6</td>
<td></td>
</tr>
<tr>
<td>Middle East &amp; north Africa</td>
<td></td>
<td></td>
<td>40.6</td>
<td></td>
</tr>
<tr>
<td>OECD†</td>
<td></td>
<td></td>
<td>15.2</td>
<td></td>
</tr>
<tr>
<td>Latin America</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe &amp; Central Asia</td>
<td></td>
<td></td>
<td>24.4</td>
<td></td>
</tr>
</tbody>
</table>

Sources: OECD; World Bank; The Economist
†Regions exclude OECD countries
‡Not in education or training
*15-24 year olds not in education
- 15% of postsecondary programmes online
- 20,000 courses
- 500,000 student registrations
Digital Technology = Generation Gap
Digital Technology, 
Generation Gap
WRONG
Sample

7,000 students aged between 21 and 100

<table>
<thead>
<tr>
<th>Ages</th>
<th>Number of Students</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-29</td>
<td>1,000</td>
<td>31% (46% online)</td>
</tr>
<tr>
<td>30-39</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>40-49</td>
<td>1,000</td>
<td>(average for all groups 58%)</td>
</tr>
<tr>
<td>50-59</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>60-69</td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td>70 and over</td>
<td>1,000</td>
<td>81% (60+% online)</td>
</tr>
</tbody>
</table>
“no evidence of a clear break between two separate populations”
“Those students who had more positive attitudes to technology were more likely to adopt a deep approach to studying, more likely to adopt a strategic approach to studying and less likely to adopt a surface approach to studying.”
Students who combine work and study learn better.
The Iron Triangle

- ACCESS
- QUALITY
- COST
The Central Challenge

• ACCESS  (wider)

• QUALITY  (higher)

• COST    (lower)
The **Iron Triangle**

- **ACCESS**
- **COST**
- **QUALITY**
The **Iron Triangle**

Access

Quality

Cost
The Iron Triangle

ACCESS

QUALITY

COST
“an insidious link between quality and exclusivity”
The Technology Revolution

- ACCESS  (wider)
- QUALITY  (higher)
- COST    (lower)

ALL AT THE SAME TIME!
Principles of Technology

• Division of labour
• Specialisation
• Economies of scale
• Machines and ICTs
Online Learning
Myths and distractions
L’apprentissage en ligne
Mythes et distractions
Making Sense of MOOCs:
Musings in a Maze of Myth, Paradox and Possibility
Comprendre les MOOCs: Reflexions dans un labyrinthe de mythes, de paradoxes et de possibilités
What is higher education?
L’enseignement supérieur

Diplômes

L’enseignement
DISTANCE LEARNING

student

a three-legged stool
DISTANCE LEARNING

a three-legged stool

student

materials
DISTANCE LEARNING

student

support

materials

a three-legged stool
DISTANCE LEARNING

student

support

logistics

materials

a three-legged stool
Developments to follow

Développements à suivre
Blended learning:

• Expect the blend to evolve!

• Watch costs!
THE TREND TOWARDS OPENNESS

- Open Source Software

- Open Access to Research

- Open Educational Resources
OPEN EDUCATIONAL RESOURCES (OER)

educational materials that may be freely accessed, reused, modified and shared
World Congress on
Open Educational Resources
Paris – June 20-22 – 2012

The Paris Declaration
10. Encourage open licensing of educational material produced with public funds.
VANCOUVER - British Columbia is set to become the first province in Canada to offer students free online, open textbooks for the 40 most popular post-secondary courses
Open as to:

- People
- Places
- Methods
- Ideas
## BRITAIN’S TOP NINE UNIVERSITIES

**Quality Rankings of Teaching**

Based on all subject assessments 1995-2004

*(Sunday Times University Guide 2004)*

<table>
<thead>
<tr>
<th>Rank</th>
<th>University</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CAMBRIDGE</td>
<td>96%</td>
</tr>
<tr>
<td>2</td>
<td>LOUGHBOROUGH</td>
<td>95%</td>
</tr>
<tr>
<td>3=</td>
<td>LONDON SCHOOL OF ECONOMICS</td>
<td>88%</td>
</tr>
<tr>
<td>3=</td>
<td>YORK</td>
<td>88%</td>
</tr>
<tr>
<td>5</td>
<td>THE OPEN UNIVERSITY</td>
<td>87%</td>
</tr>
<tr>
<td>6</td>
<td>OXFORD</td>
<td>86%</td>
</tr>
<tr>
<td>7</td>
<td>IMPERIAL COLLEGE</td>
<td>82%</td>
</tr>
<tr>
<td>8</td>
<td>UNIVERSITY COLLEGE LONDON</td>
<td>77%</td>
</tr>
<tr>
<td>9</td>
<td>ESSEX</td>
<td>77%</td>
</tr>
</tbody>
</table>

…and OU top for student satisfaction
Ernest L. Boyer

Chancellor of SUNY 1970-77
US Commissioner of Education 1977-79
President of the Carnegie Foundation 1979-95

165 honorary degrees
‘My Degree – My Way’
The Pedagogy of Discovery: Free Range Learning
Launch of the

Open Education Resource university

Kamloops, BC, Canada
1 November 2013
Founding anchor partners

Athabasca University  BAOU (Gujarat's open university)  
Empire State College (SUNY)  
Nelson Marlborough Institute of Technology  
NorthTec  Open Polytechnic  
Otago Polytechnic  Southern New Hampshire University  
Thompson Rivers University  University of Canterbury  
University of South Africa  
University of Southern Queensland  
University of Wollongong  
OER Foundation (non-teaching)  
BCcampus (non-teaching)
the unbundling of higher education
What is a MOOC?

Massive Open Online Course
OER

MOOCs
The herd instinct to Mooc!
…offer regular programmes online
M O O C – Every letter is negotiable!
MOOCs

Accelerating four trends:

• More online learning
• Shorter courses
• New types of awards
• Partnerships
what are OPEN BADGES?

Learning today happens everywhere. But it's often difficult to get recognition for skills and achievements that happen online or out of school. Mozilla Open Badges helps solve that problem, making it easy for any organization to issue, manage and display digital badges across the web.
old wine

new bottles
new wine

new bottles
Academic Partnerships
We assist leading universities around the world in the development and marketing of their online degree programs

Transforming Higher Education for the 21st Century
THE AIM

“to lead students into online award-bearing programmes and have them graduate at rates at least as good as those of their fellow students on campus”.
Specialisations

one-year online, ready-made programmes on advanced employment related topics. Each is made up of three certificates and has been developed by a well-known university for offering by other universities.
Meeting students’ needs

Satisfaire aux besoins des étudiants
- 15% of postsecondary programmes online
- 20,000 courses
- 500,000 student registrations
Ontario Online
(announced 13 January 2014)

‘will give students across the province one window of access to high-quality, transferable online courses while reducing course duplication’
If Harvard is going online it must be OK!
Online teaching and learning is now part of the future of universities
Generation jobless

The global rise of youth unemployment
Turbulent and Testing Times for Higher Education
What to do?

Que faut-il faire?
A Guide to Quality In Online Learning

Authors:
Neil Butcher & Merridy Wilson-Strydom

Editors:
Stamenka Uvalić-Trumbić & Sir John Daniel
A Guide to Quality in Online Learning
Research shows that a key determinant of the quality and impact of educational institutions is the quality of their leaders.
Bad news and good news
STRATEGY

Ownership

HIGH

LOW

GOOD

POOR

1

2

3

4
STRATEGY

Top down
A VISION

PARTICIPATION
Bottom-up
Professor Geoff PETERS

- 100,000 >>>>> 200,000 students
- Financial strength
CULTURE
OF
QUALITY
Collaborative leadership

Groupthink
status quo

Herd instinct
new fads
Turbulent and Testing Times for Higher Education
Thank you

Sir John Daniel, O.C.

Slides at: www.sirjohn.ca

odlsirjohn@gmail.com