Lecture Series: Global Leadership
Leading Higher Education in Turbulent Times
'Taking, as a starting point, 1530, when the Lutheran Church was founded, some 66 institutions that existed then still exist today in the Western world in recognisable forms: the Catholic Church, the Lutheran Church, the parliaments of Iceland and the Isle of Man, and 62 universities... They have experienced wars, revolutions, depressions, and industrial transformations, and have come out less changed than almost any other segment of their societies.'

_Carnegie Commission_
OXFORD and PARIS and 62 universities...
Nixon: What was the impact of the French Revolution?
Zhou Enlai: It’s too early to say.
Storming of the Bastille 1789
Mai 1968
In 30 years time big university campuses will be relics

Peter Drucker, 1997

UBC 2014

UBC 2027?
United States
United States

“The world’s best higher education system”
“The world’s best higher education system”

“For Too Many Americans, College Today Isn't Worth It”

Wall Street Journal 2014-01-04
Higher Education in Economic Crisis
The example of US public universities

13 POINTS

Higher Education in Economic Crisis
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
13 POINTS

1.
In 2012 enrolment declined (by 2.3%) for the first time in 15 years.
(260,000 fewer students)
2. Tuition fees have increased by 5 times the inflation rate for 30 years.
The Other Learning Curve

College tuition CPI vs. U.S. Home Prices vs. CPI.

WHY DOES COLLEGE COST SO MUCH?
ROBERT B. ARCHIBALD AND DAVID H. FELDMAN

Tuition fees inflation
13 POINTS

3. Adjusted for inflation the average middle-class family earns $400 less than it did in 1988
4.
Tuition fees increased a record 8.3% in 2012, up 46% over the last decade.
5.
State funding declined a record 9% in 2012, down 30% per student since 2000
13 POINTS

6.
Tuition fees as a share of total public university revenue rose 62% over the last decade.
7.
In June 2013, total tuition fees discounts exceeded the total amount paid by parents. This is a 50% reduction from posted rates.
13 POINTS

8. Student debt has doubled since 2007
9. Student loans have topped one trillion dollars.
10. In spring 2013 default rates on student loans reached a high of 17%
13 POINTS

11. A record percentage (53.6%) of recent college graduates are unemployed.
12. Numbers of 18-34 year-old grads. living at home up from 13 to 21% since 2001
13 POINTS

13.

46% of U.S. college students do not graduate.
Turbulent and Testing Times for Higher Education
‘private schools are facing a long-term decline in enrollment’
‘even elite institutions (and some famous law schools) have not been spared’. Moody’s has downgraded their credit ratings over ‘doubts about the viability of their high tuition/high overhead business models’
‘what's really needed in U.S. higher education is major structural change. To remain viable, colleges and universities need to cut expenditures dramatically. For decades, they have ridden the student-loan gravy train, using the proceeds to build palatial buildings, reduce faculty teaching loads and, most notably, hire armies of administrators’
Three points:

• US student loan gravy train
Three points:

- US student loan gravy train
- State support down everywhere
Three points:

• US student loan gravy train

• State support down everywhere

• Massive failure of leadership
Generation jobless

The global rise of youth unemployment
Idle hands
Youth unemployment and inactivity*
By region†, 2012 or latest, m

- Unemployed
- Inactive

South Asia: 31.1%
East Asia & Pacific: 18.4%
Sub-Saharan Africa: 21.6%
Middle East & north Africa: 40.6%
OECD‡: 15.2%
Latin America: 23.2%
Europe & Central Asia: 24.4%

% of total youth population

Sources: OECD; World Bank; The Economist
*15-24 year olds not in education
†Regions exclude OECD countries
‡Not in education or training
Policymakers know what to do to diminish the problem – ignite growth, break down cartels and build bridges between education and work. New technology gives them powerful tools too.

*The Economist, April 2013*
Policymakers know what to do to diminish the problem – ignite growth, break down cartels and build bridges between education and work. New technology gives them powerful tools too.

_The Economist, April 2013_
Turbulent times in Higher Education
Turbulent and Testing Times for Higher Education
The World Conference on Higher Education
Paris - July 2009
High demand for Higher Education
New Dynamics: Diversification of providers

‘World-class’ universities
Competency-based
Private
Online
Cross-border
POST-TRADITIONAL HIGHER EDUCATION
Policymakers know what to do to diminish the problem—ignite growth, break down cartels and build bridges between education and work. New technology gives them powerful tools too.

*The Economist, April 2013*
Lord Geoffrey Crowther
Inauguration of the Open University
1969
“The world is caught in a communications revolution, the effects of which will go beyond those of the industrial revolution of two centuries ago.

Then the great advance was the invention of machines to multiply the potency of men's muscles.

Now the great new advance is the invention of machines to multiply the potency of men's minds. As the steam engine was to the first revolution, so the computer is to the second.”

*Lord Geoffrey Crowther, 1969*
Open as to:

- People
- Places
- Methods
- Ideas
- 250,000+ students
BRITAIN’S TOP NINE UNIVERSITIES

Quality Rankings of Teaching

based on all subject assessments 1995-2004

*(Sunday Times University Guide 2004)*

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…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’
Student-designed curricula:

More than a fancy liberal idea!
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
The Paris Declaration

World Congress on Open Educational Resources
Paris – June 20-22 – 2012
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.
What is a MOOC?

Massive Open Online Course
MOOCs began in Canada

University of Manitoba

Connectivism & Connective Knowledge

25 students on campus

2,300 public - free
Course x6002
Circuits and Electronics

155,000 registrations
23,000 tried first test
9,000 passed mid-term
7157 passed = < 5%
The herd instinct to Mooc!
“A shake-out in MOOCs in 2014 as the evaluation results start to come in”
MOOC – Every letter is negotiable!
Generation jobless

The global rise of youth unemployment
Many learners in the first MOOCs already had degrees.
MOOCs

Needed:

• Employment-related topics

• Credible recognition
A partnership of like-minded institutions committed to creating pathways for OER learners to gain academic credit through the formal education system.
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
MOOCs

Accelerating three trends:

• The move to online learning
### BRITAIN’S TOP NINE UNIVERSITIES

#### Quality Rankings of Teaching

Based on all subject assessments 1995-2004

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…and OU top for student satisfaction
If Harvard is going online it must be OK!
Online teaching and learning is now part of the future of universities
MOOCs

Accelerating three trends:

• Shorter courses
old wine

new bottles
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.
New Dynamics:
Diversification of provision

‘World-class’ universities
Competency-based
Private
Online
Cross-border
Viability requires surpluses

Does it matter what happens to them?
Leading Higher Education in Turbulent Times
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
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Professor Geoff PETERS

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

Groupthink
status quo

Herd instinct
new fads
Thank you

Sir John Daniel

Text and slides at: www.sirjohn.ca

odlsirjohn@gmail.com