

Introduction



Good to be back!



Turbulent times in Higher Education





Leading Higher Education in Turbulent Times

A scenic view of a large blue lake with a city skyline in the background under a clear blue sky. The water is calm, reflecting the sky and the buildings. The city skyline includes several tall buildings, with one prominent white building in the center. The sky is a deep blue with a few wispy clouds. The text "L' Université Laurentienne" and "President" is overlaid on the bottom half of the image in a white serif font.

L' Université Laurentienne President



National Defence College, Fort Frontenac, Kingston



Northeastern Ontario

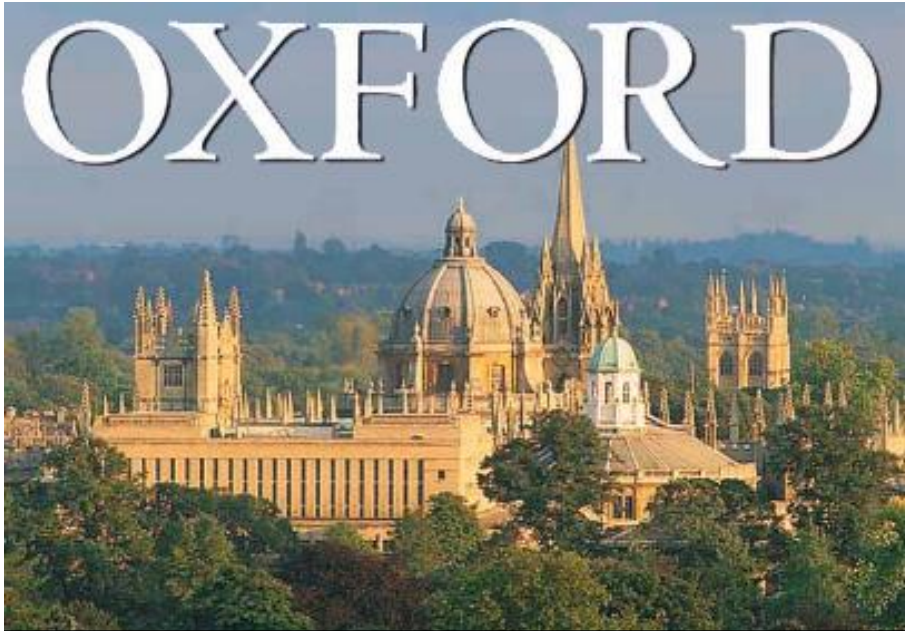


University of Hearst – World's smallest



- **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

ECONOMIC CRISIS:



Dollar exchange rate easing credit strains
MARKET JITTERS spending power commodities
mutual fund **CREDIT CRUNCH** ds
endorses stimulus package **CAPITAL INVESTMENT** MARK
slow revival
Financial crisis LOW
fund dollar weakens STOCK MARKET
analysts **Downturn** Inflation earnings Co
slump confidence wobbles Profits down asset
Economic disaster looming CAPIT
SHARES WORTHLES **Crash!** Glob
Stocks tumble assets at rat
anxiety deepens Interest rates liquidity
survival in doubt **RECESSION FORECAST** reviv
risk mortgage slump key indices
MONETARY POLICY Offshore **Bust!**
currencies Global trends announces trading loss
fear grows Govt. funds
risk Pension funds dry up MARK

**The
Economist**

APRIL 27th–MAY 3rd 2013

economist.com

Britain's shaky economy

Time to scrap affirmative action

Bjorn Kjos, the Viking Stelios

Iran's fake messiahs

Criminal bumblebees

Generation jobless

**The global rise of
youth unemployment**



Idle hands

1

Youth unemployment and inactivity*

By region†, 2012 or latest, m



Sources: OECD; World Bank; *The Economist*

*15-24 year olds not in education

†Regions exclude OECD countries

‡Not in education or training

Online Teaching & Learning 2010



- 15% of postsecondary programmes online
- 20,000 courses
- 500,000 student registrations

Digital
Technology
=
Generation Gap

Digital
Technologies

WRONG

Generation Gap



Sample

7,000
students aged
between
21 and 100

Ages	Number of Students	Response rate
20-29	1,000	31% (46% online)
30-39	1,000	
40-49	1,000	(average for all groups 58%)
50-59	1,000	
60-69	2,000	
70 and over	1,000	81% (60+% online)



The Open University

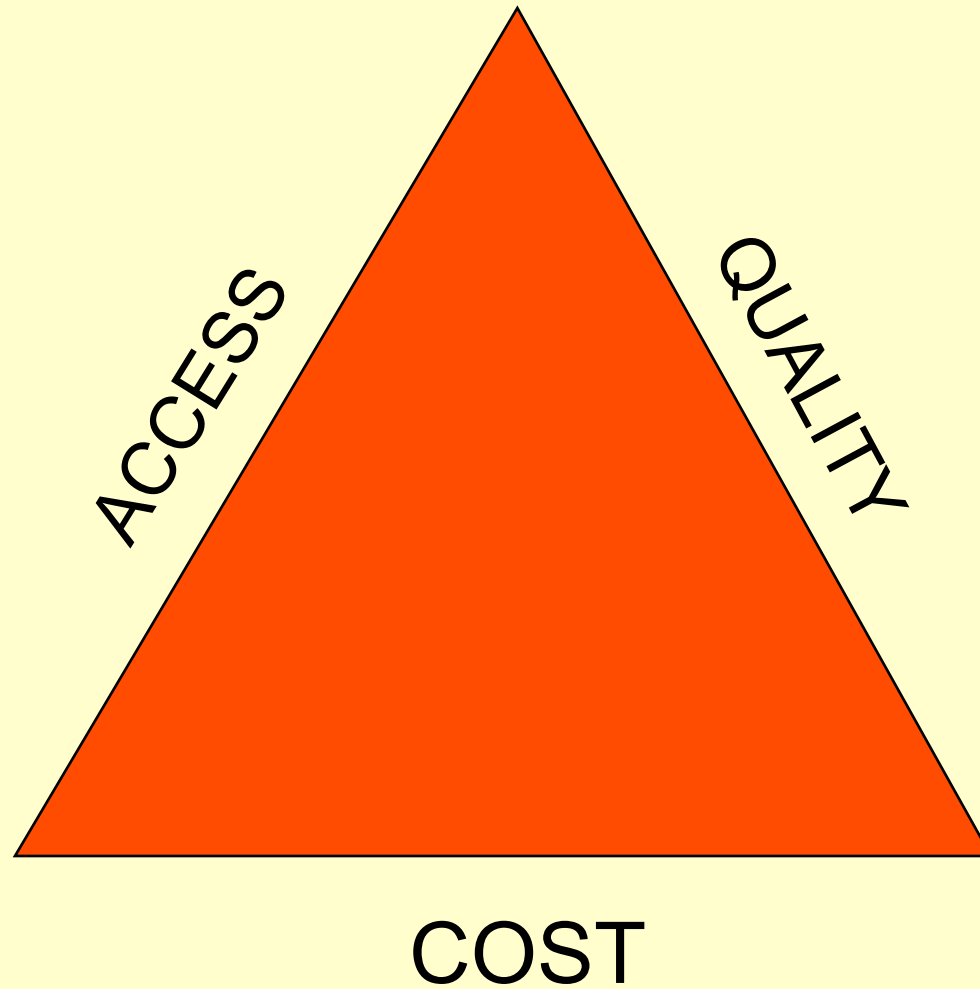
“no evidence of a clear
break between two
separate populations”



“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

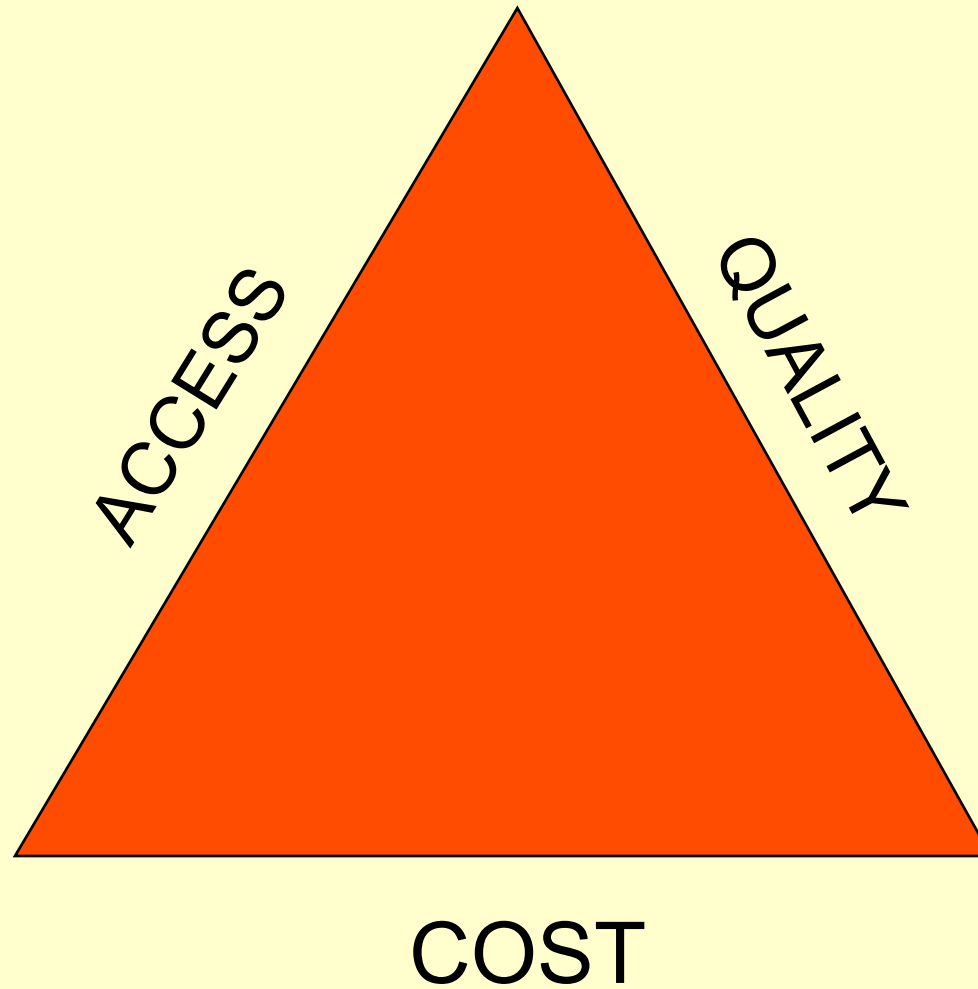
The Iron Triangle



The Central Challenge

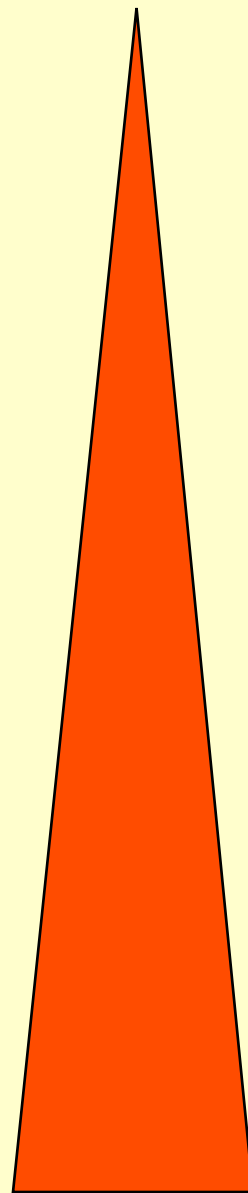
- ACCESS (wider)
- QUALITY (higher)
- COST (lower)

The Iron Triangle



ACCESS

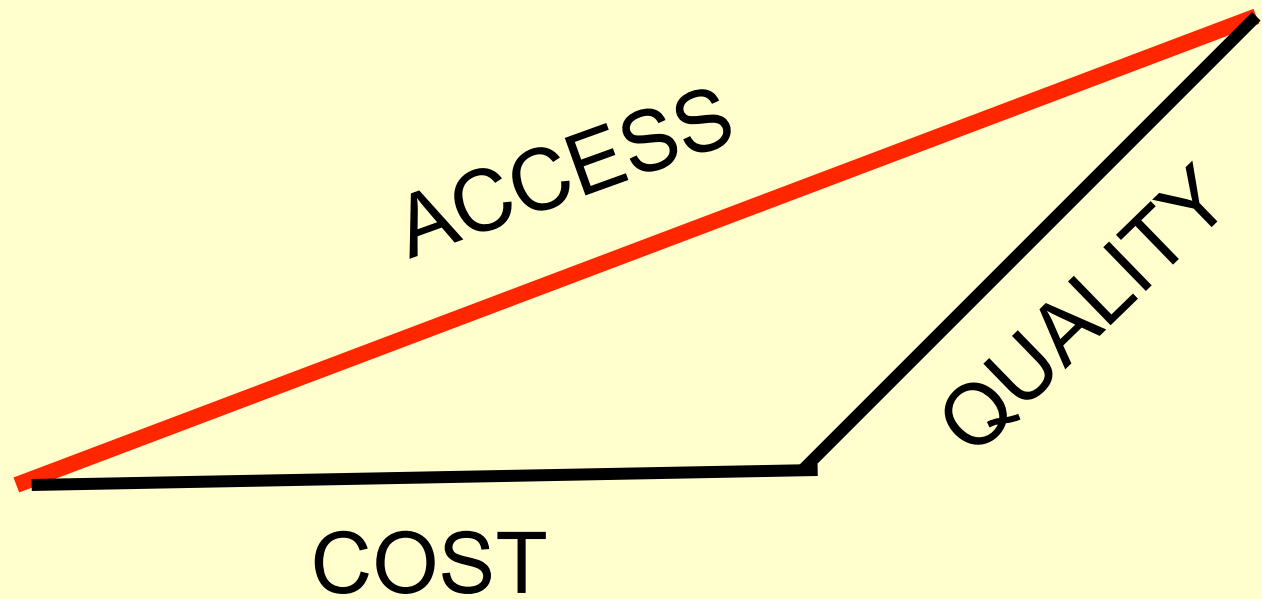
QUALITY



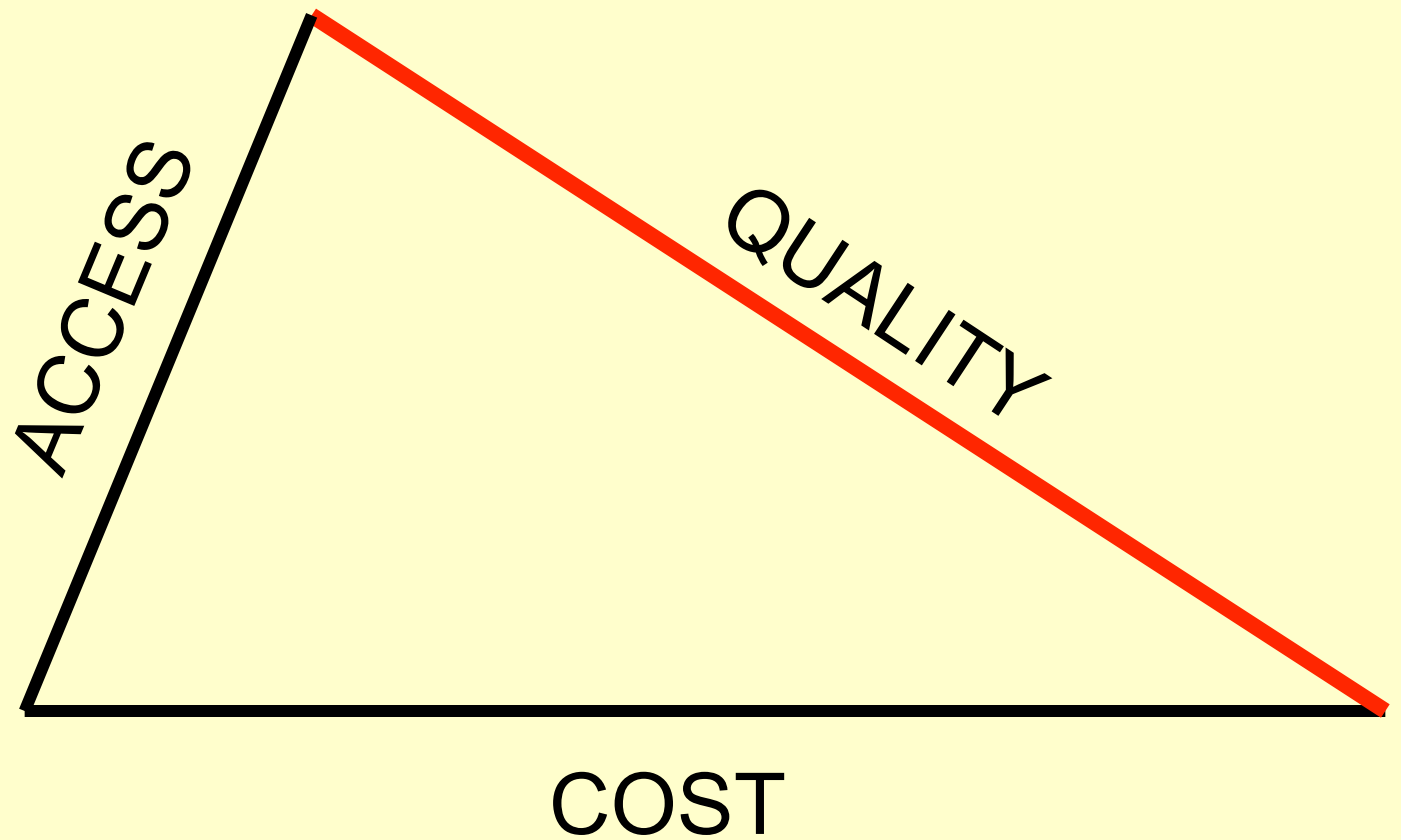
COST



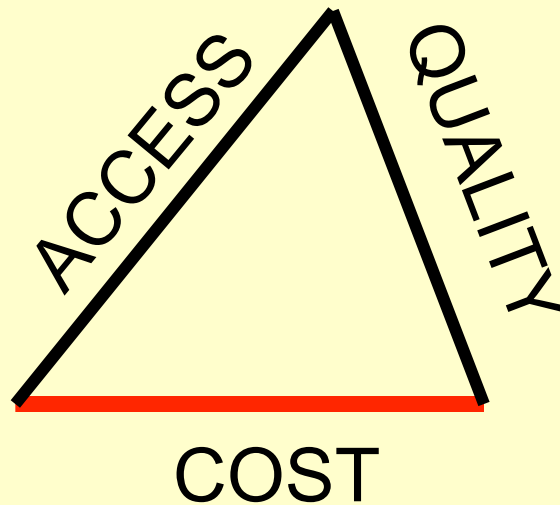
The Iron Triangle



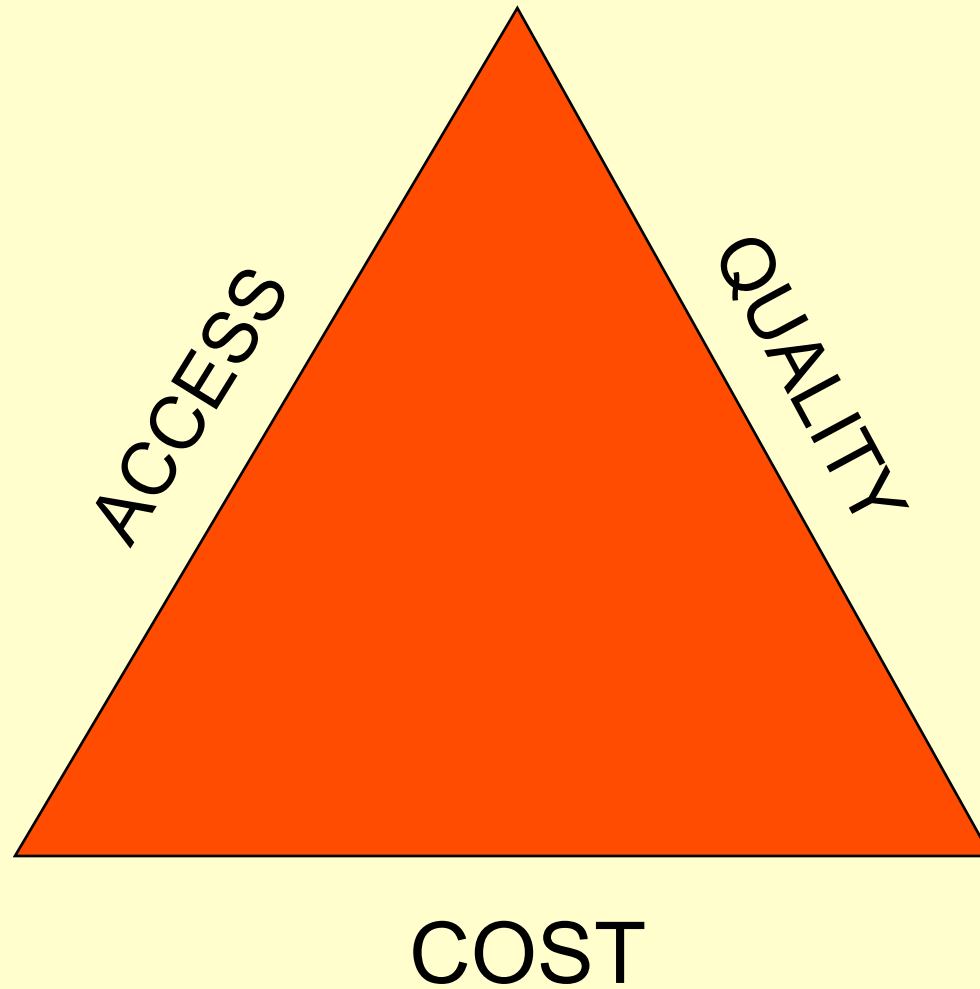
The Iron Triangle



The Iron Triangle



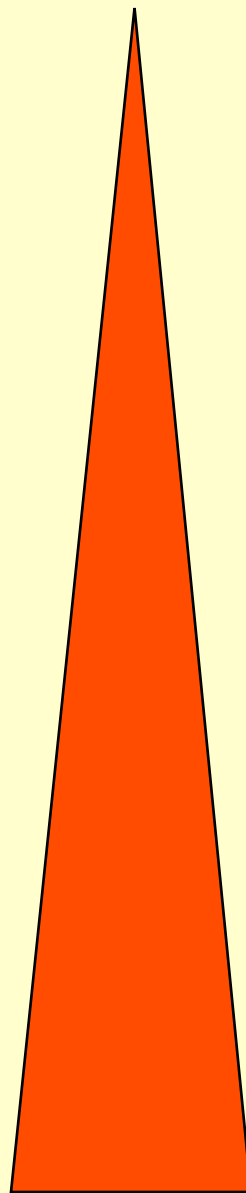
**“an insidious link between
quality and exclusivity”**



ACCESS

QUALITY

COST



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



Adam Smith
1723-1790

Online Learning

Myths and distractions

L'apprentissage en ligne

Mythes et distractions



Korea National Open University



Making Sense of MOOCs:

Musings in a Maze of Myth, Paradox and Possibility

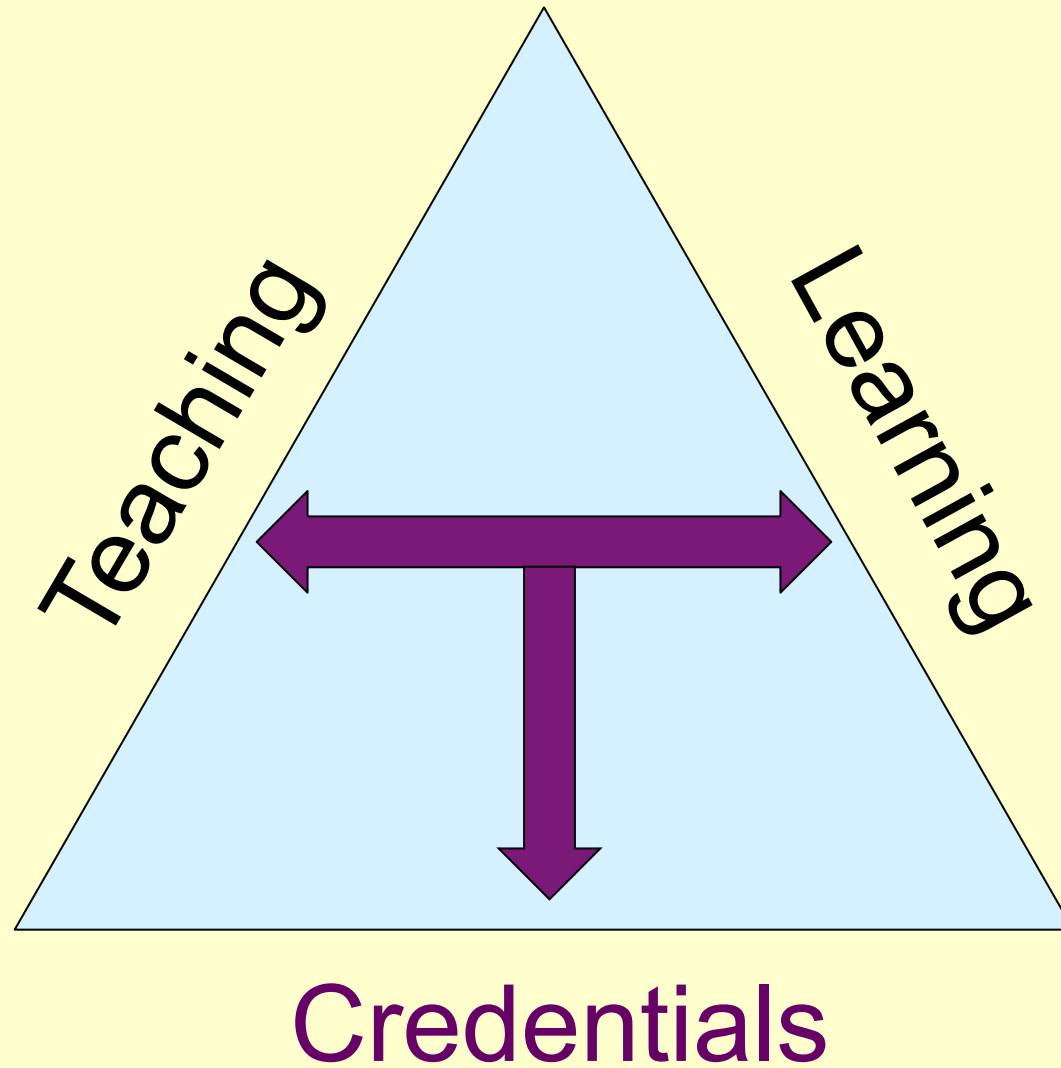


Korea National Open University

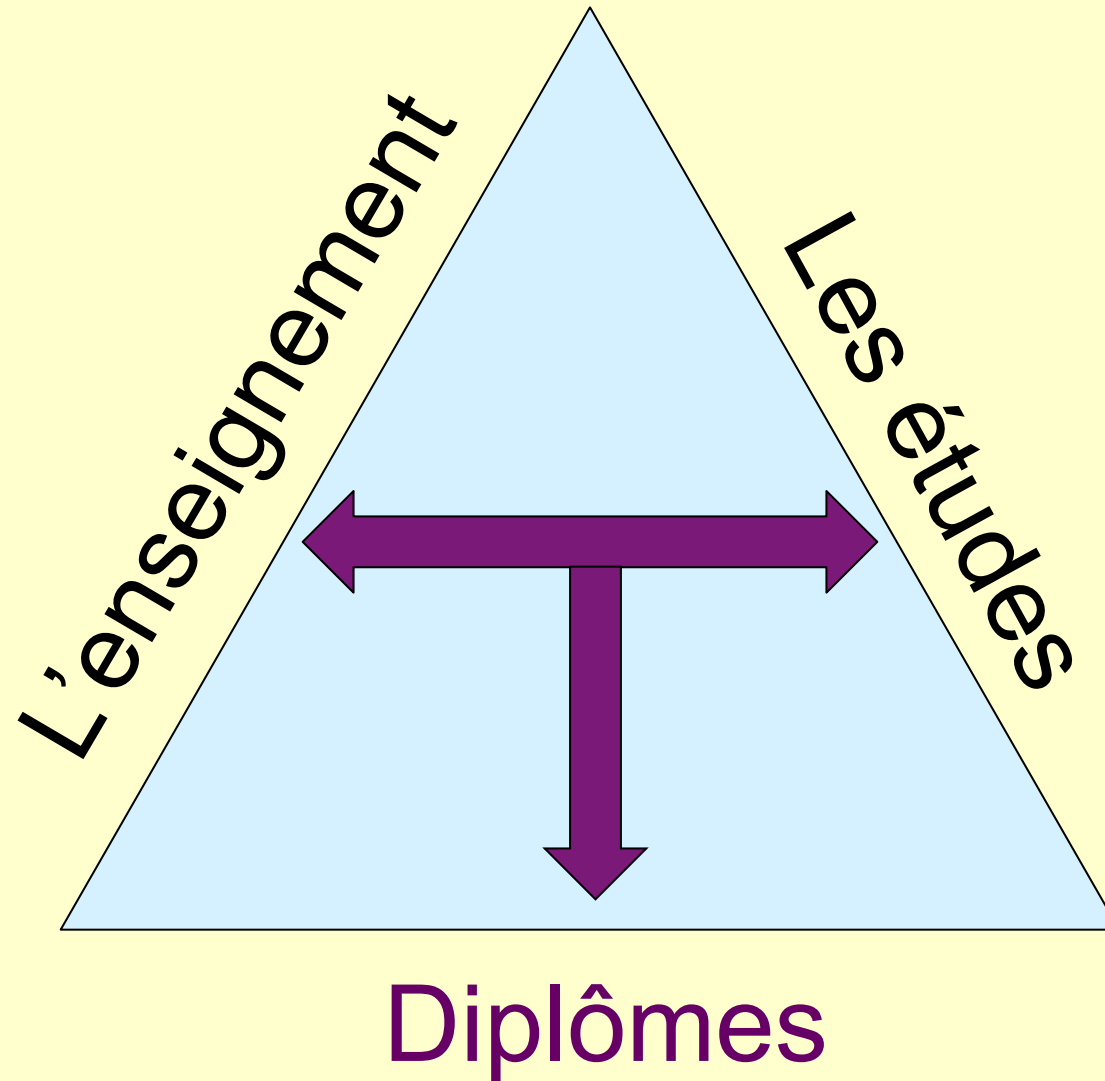


Comprendre les MOOCs:

Reflexions dans un labyrinthe
de mythes, de paradoxes et
de possibilités

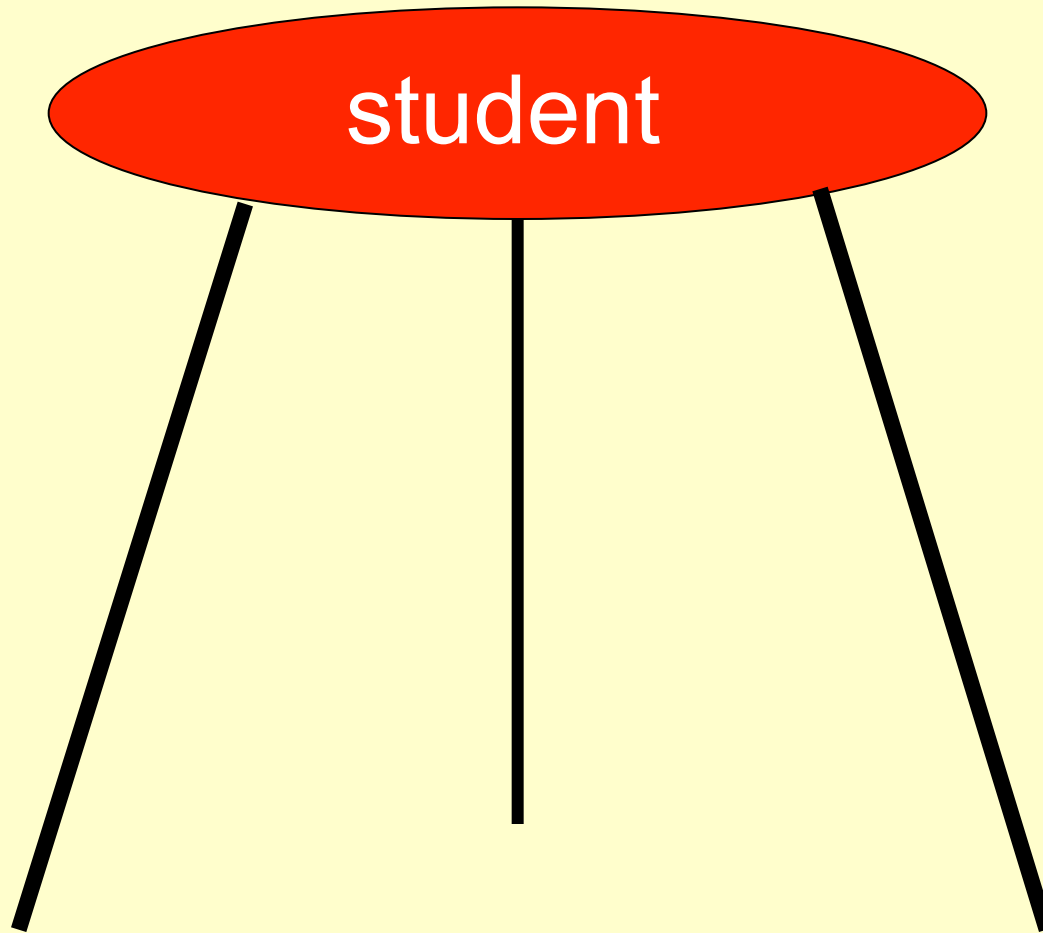


What is higher education?



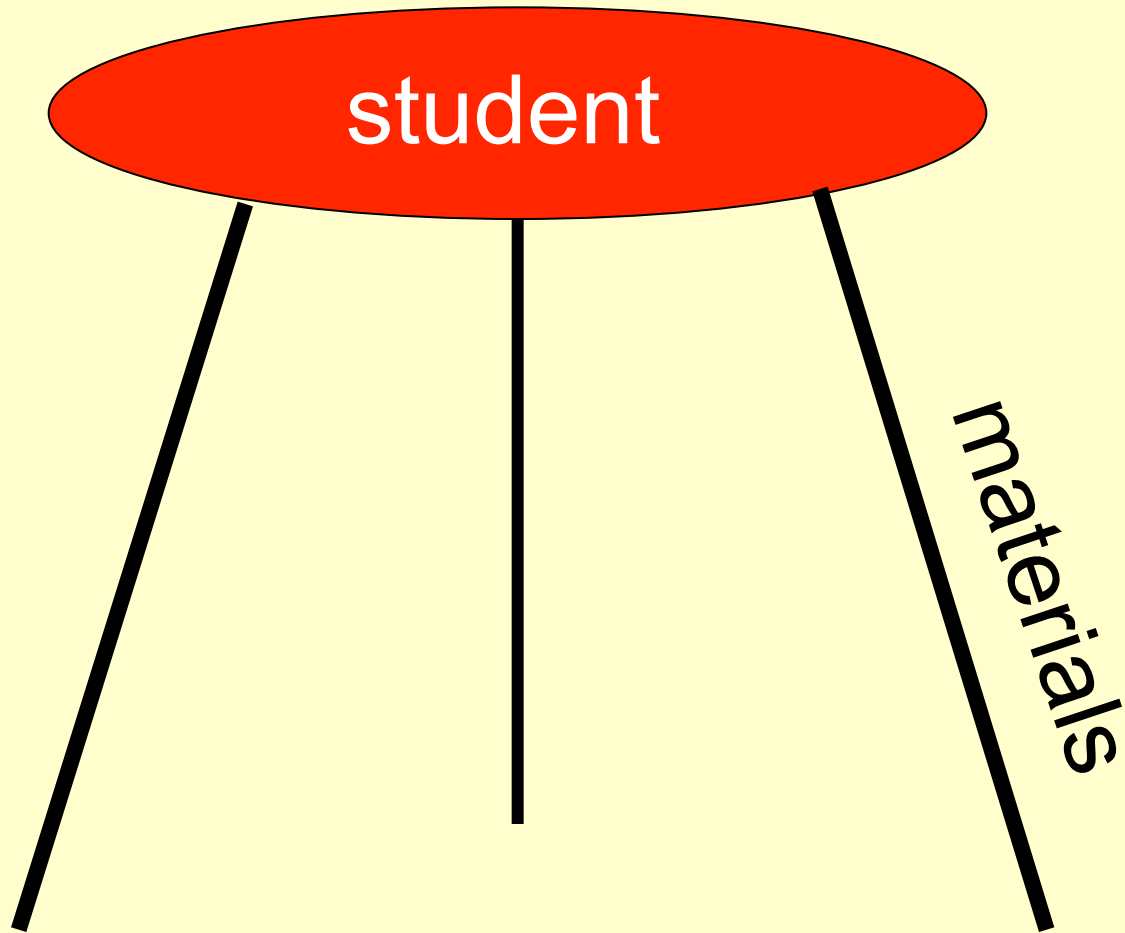
L'enseignement supérieur

DISTANCE LEARNING



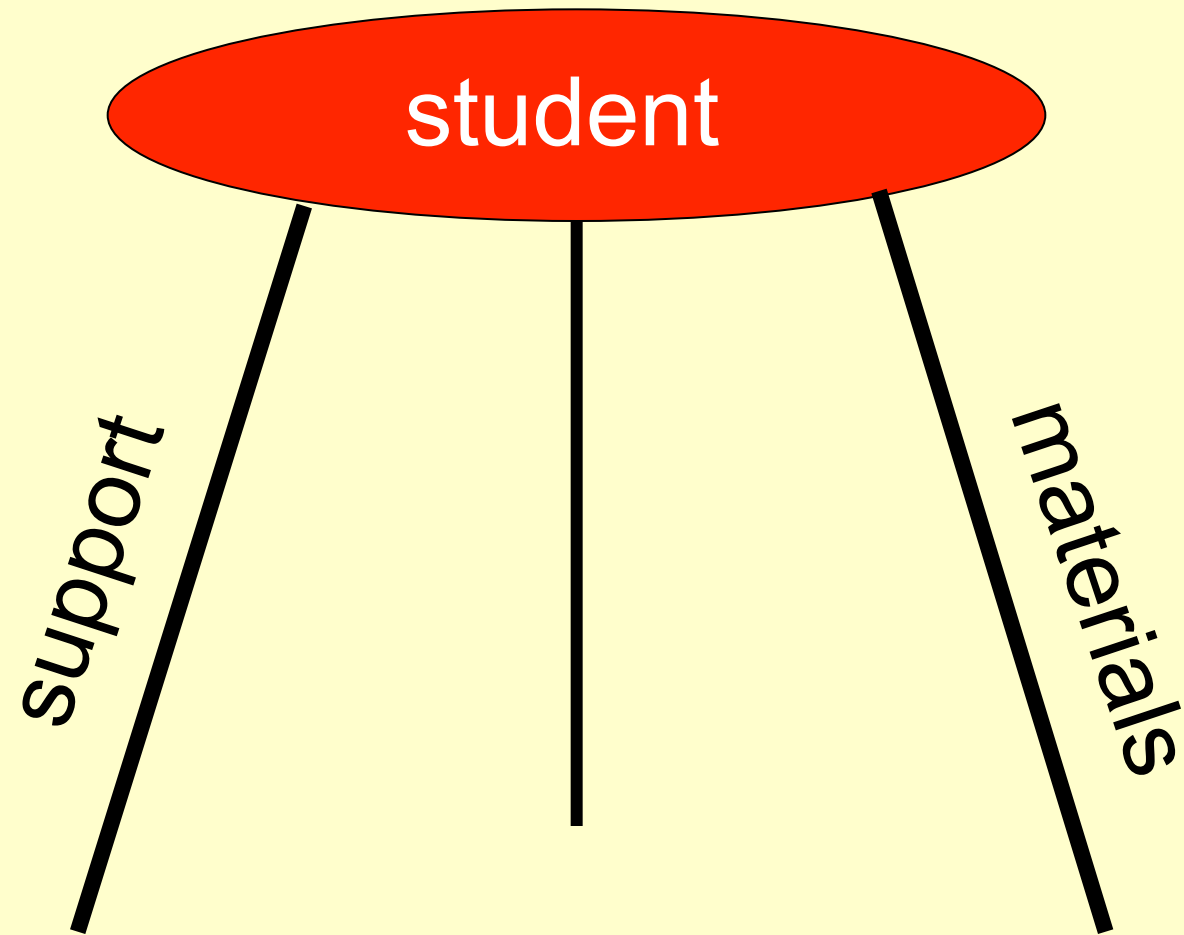
a three-legged stool

DISTANCE LEARNING



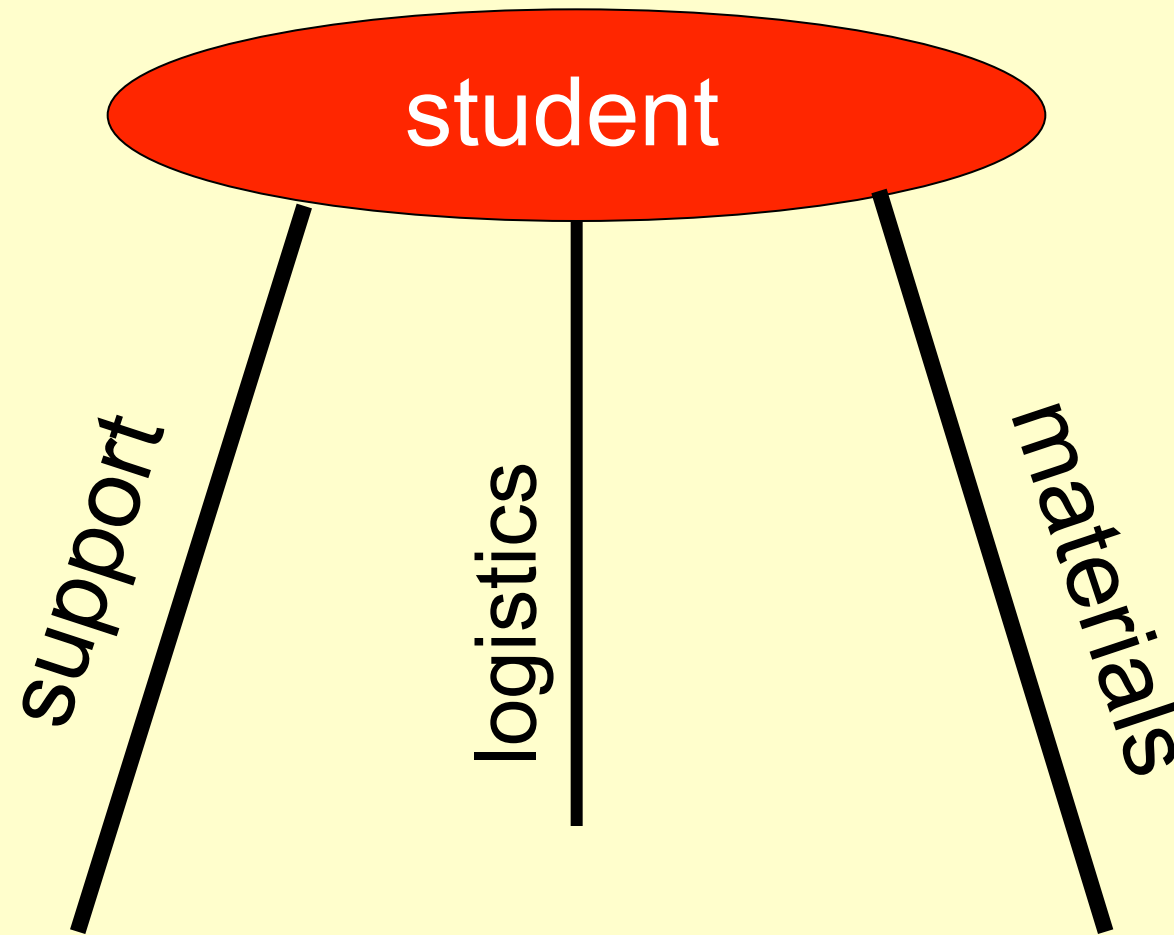
a three-legged stool

DISTANCE LEARNING



a three-legged stool

DISTANCE LEARNING



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**

Online version of
this document:



PROGRAMME



United Nations
Educational, Scientific and
Cultural Organization



**2012 World
Open Educational Resources
Congress** Paris
20-22 June
UNESCO Headquarters
Paris, France

World Congress on
Open Educational Resources
Paris – June 20-22 – 2012



The Paris Declaration

Paris Declaration on OER

10. Encourage open licensing of educational material produced with public funds.



BRITISH
COLUMBIA

NEWSROOM

BC Government Online News Source

SECTORS

*View BC News Stories by
Sector*

REGIONS

*View BC News Stories by
Region*

MINISTRIES

*View BC News Stories by
Ministry*

**ADVANCED EDUCATION,
INNOVATION AND
TECHNOLOGY**

**B.C. to lead Canada in offering students free,
open textbooks**

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



The Open University

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*)

1	CAMBRIDGE	96%
2	LOUGHBOROUGH	95%
3=	LONDON SCHOOL OF ECONOMICS	88%
3=	YORK	88%
5	<u>THE OPEN UNIVERSITY</u>	87%
6	OXFORD	86%
7	IMPERIAL COLLEGE	82%
8	UNIVERSITY COLLEGE LONDON	77%
9	ESSEX	77%

...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

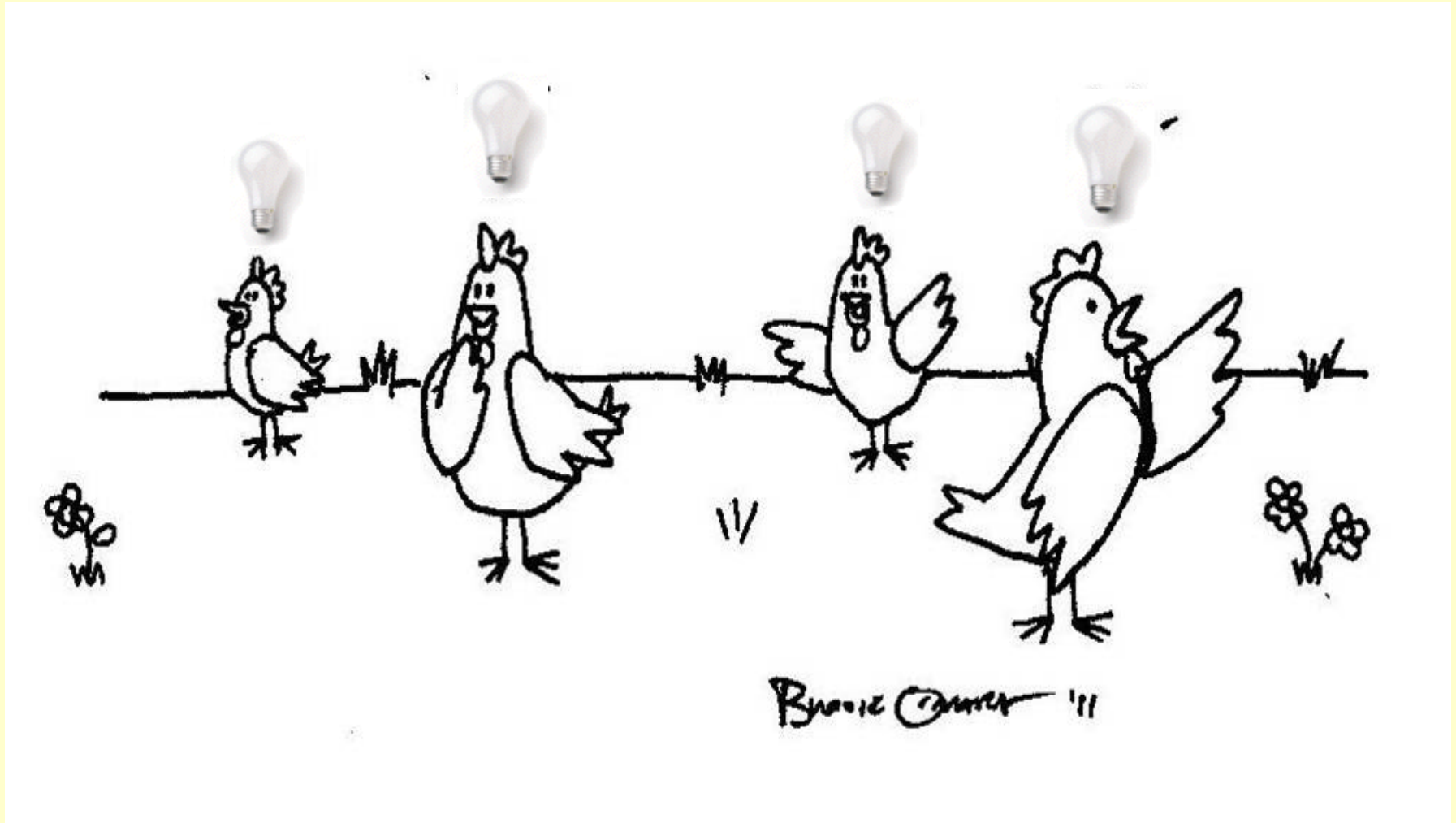


EMPIRE STATE
COLLEGE

STATE UNIVERSITY OF NEW YORK

‘My Degree – My Way’

The Pedagogy of Discovery: Free Range Learning














Launch of the

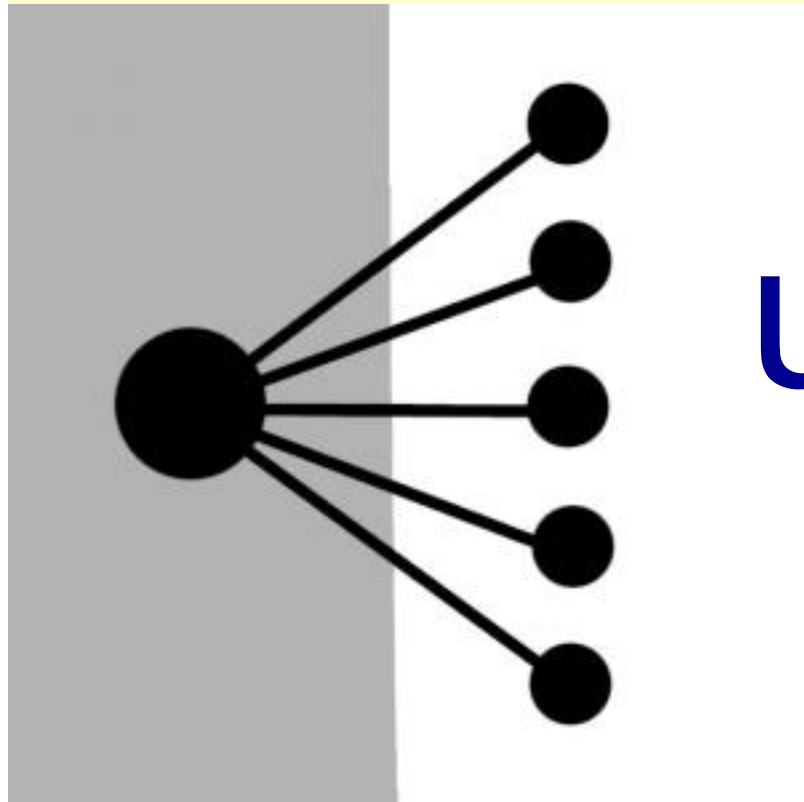
Open Education Resource university

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 **O**pen **O**nline **C**ourse

OER

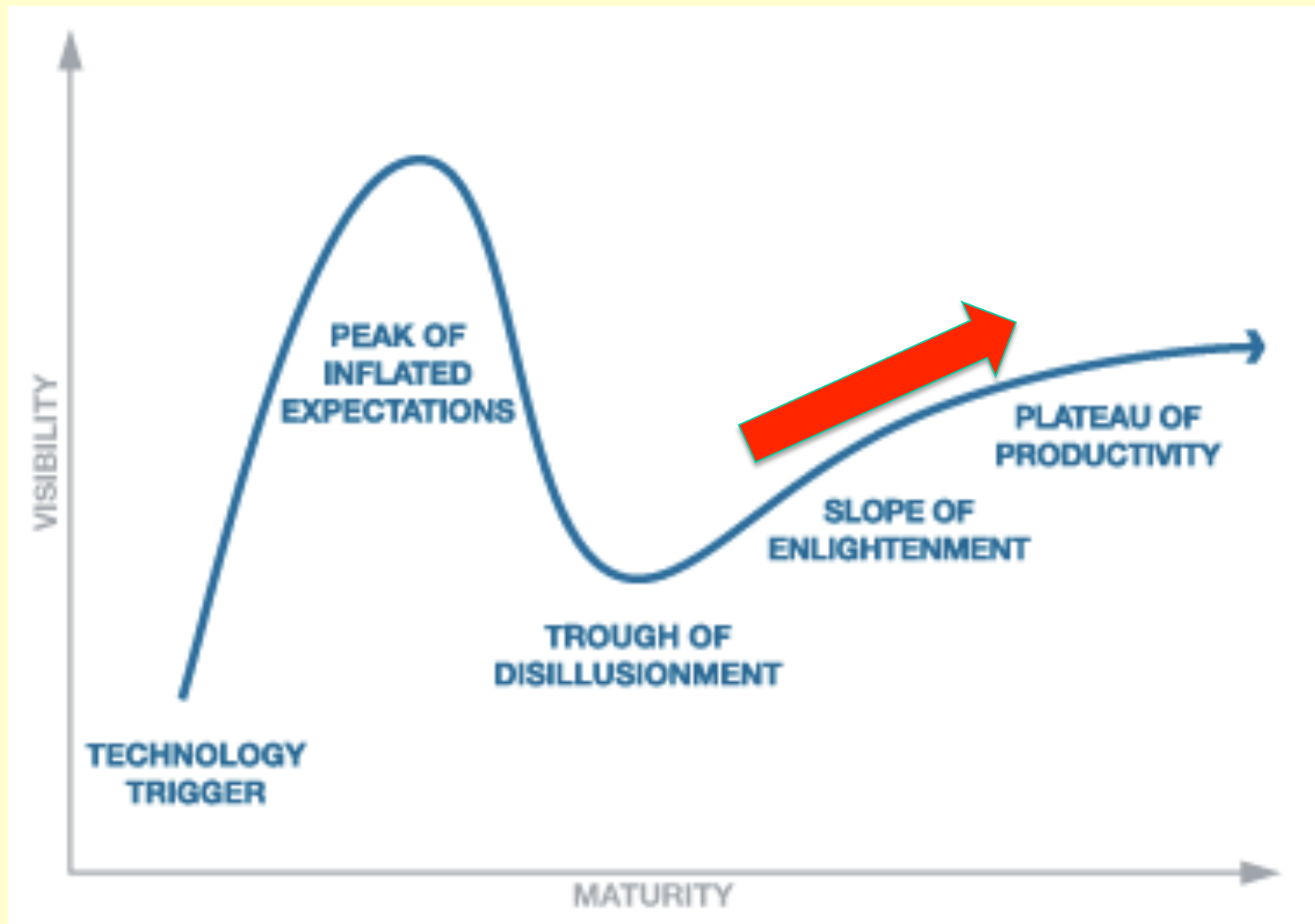
MOOCs



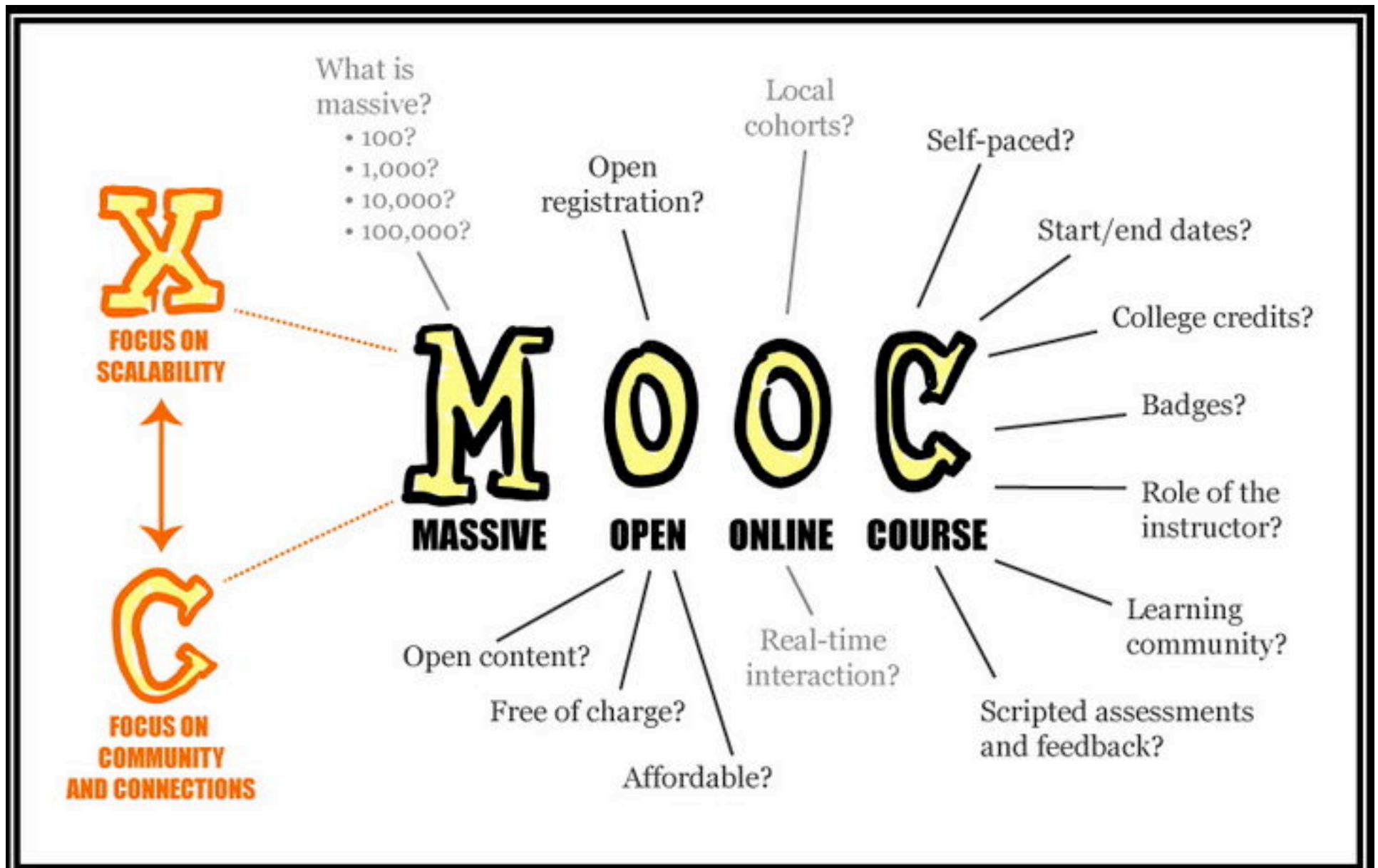




The herd instinct to Mooc!



...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

mozilla

OPEN BADGES

ABOUT

ISSUER

EARNER

DISPLAYER

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™

Academic Partnerships

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





ACADEMIC
PARTNERSHIPS™

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”.



ACADEMIC
PARTNERSHIPS™

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

Online Teaching & Learning 2010



- 15% of postsecondary programmes online
- 20,000 courses
- 500,000 student registrations



Ontario Centres of
Excellence

Where Next Happens

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

**The
Economist**

APRIL 27th-MAY 3rd 2013

economist.com

Britain's shaky economy

Time to scrap affirmative action

Bjorn Kjos, the Viking Stelios

Iran's fake messiahs

Criminal bumblebees

Generation jobless

**The global rise of
youth unemployment**



POST-TRADITIONAL HIGHER EDUCATION

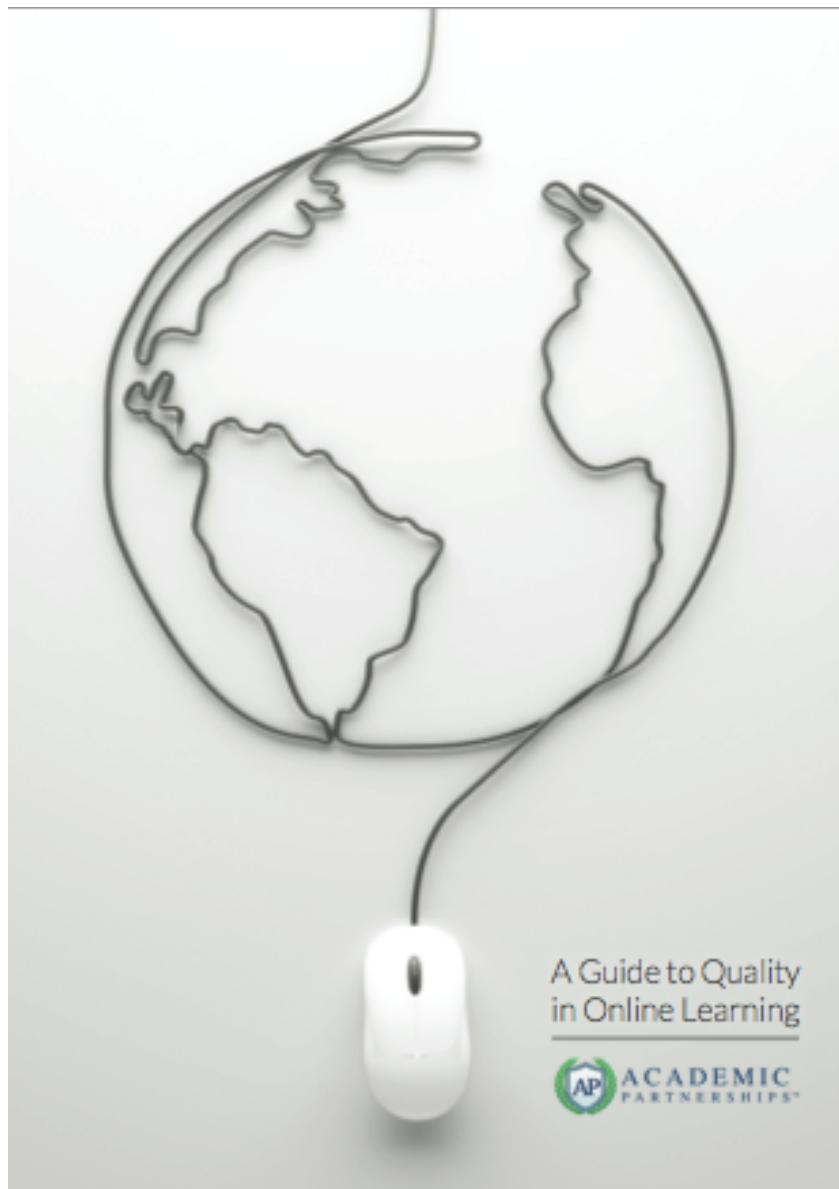




Turbulent and Testing Times for Higher Education

What to do?

Que faut-il faire?



A Guide to Quality In Online Learning

Authors:

Neil Butcher & Merridy Wilson-Strydom



Editors:

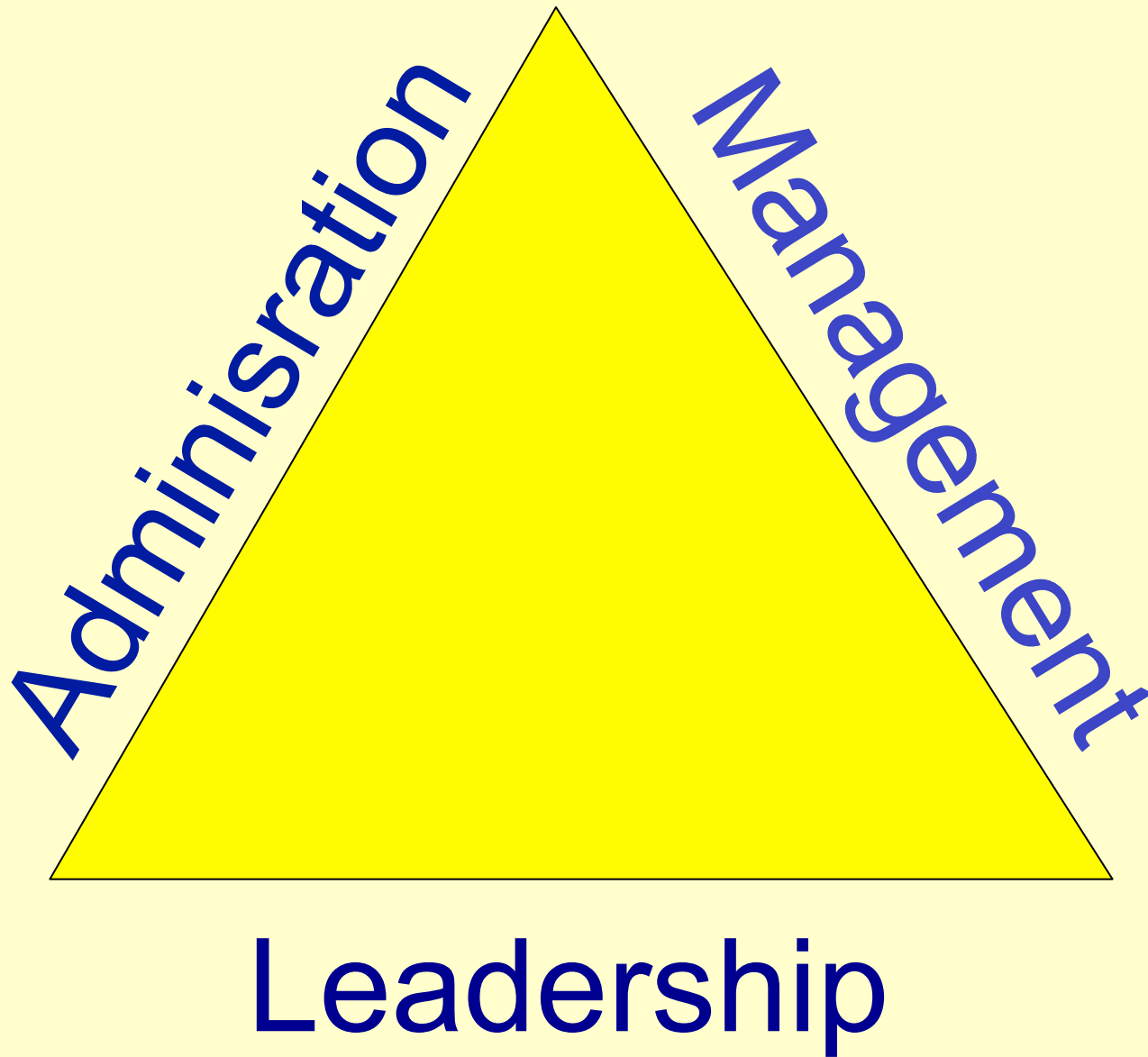
Stamenka Uvalić-Trumbić & Sir John Daniel



A Guide to Quality in Online Learning

Guide to Quality in Post-traditional Online Learning

March 2014



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

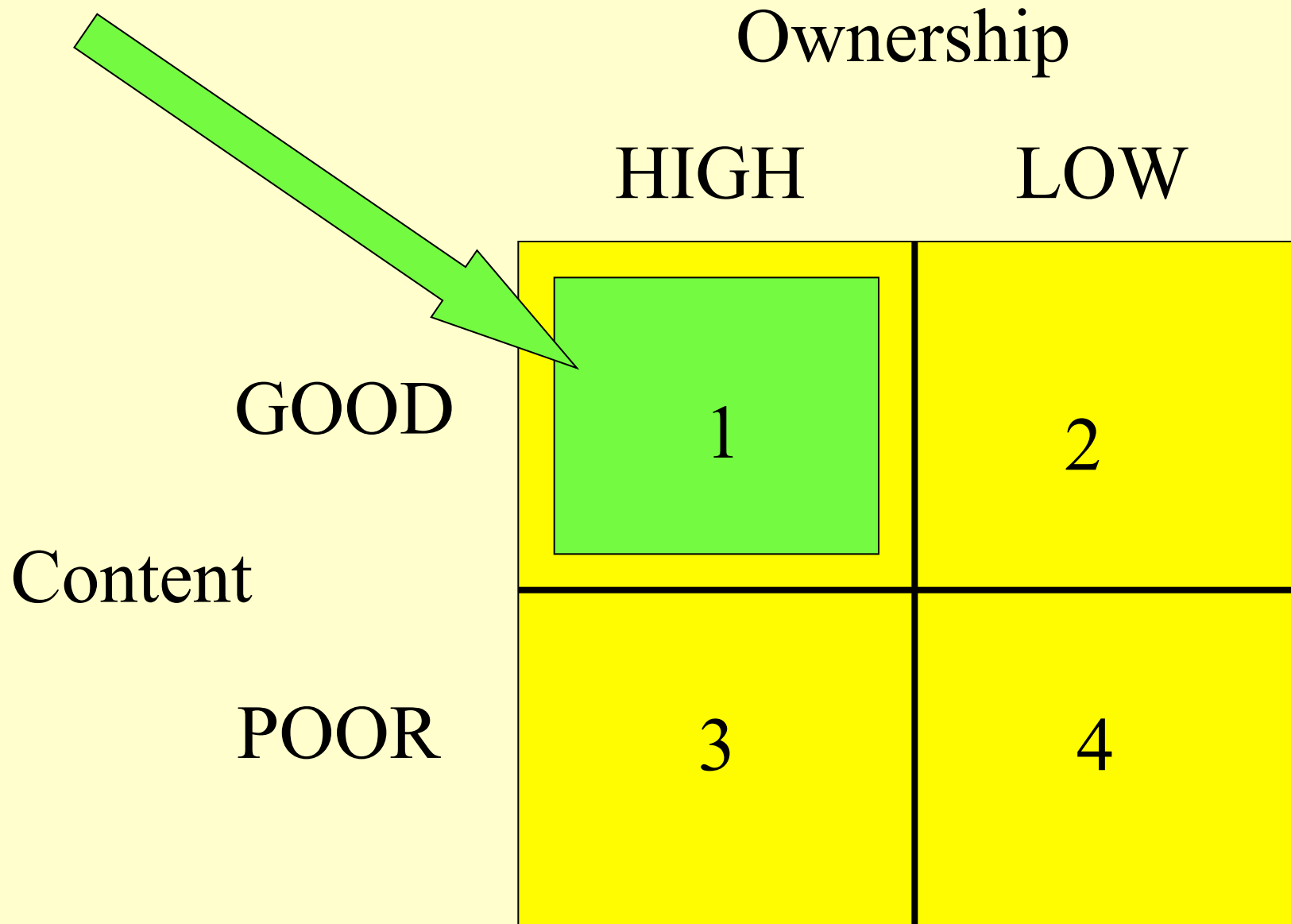
GOOD

Content

POOR

1	2
3	4

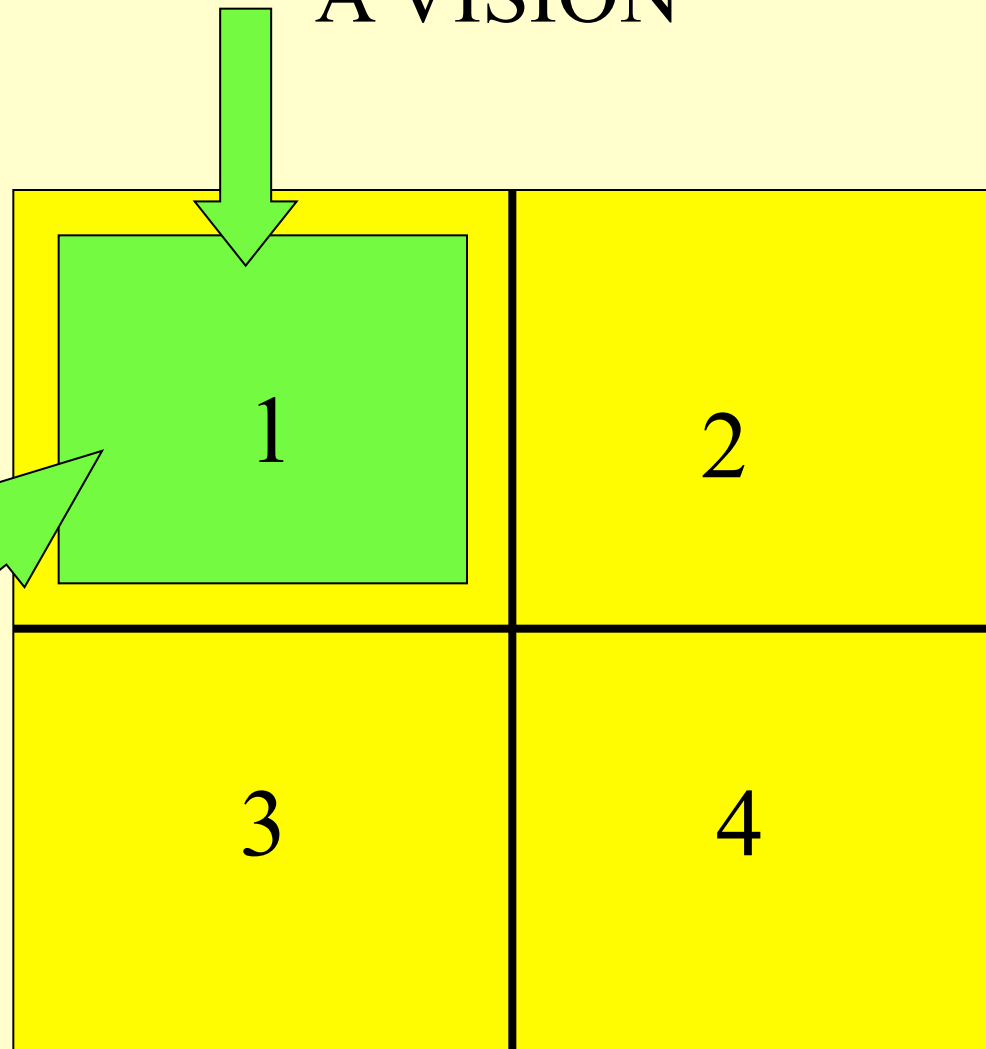
STRATEGY



STRATEGY

Top down
A VISION

PARTICIPATION
Bottom-up



Professor Geoff PETERS



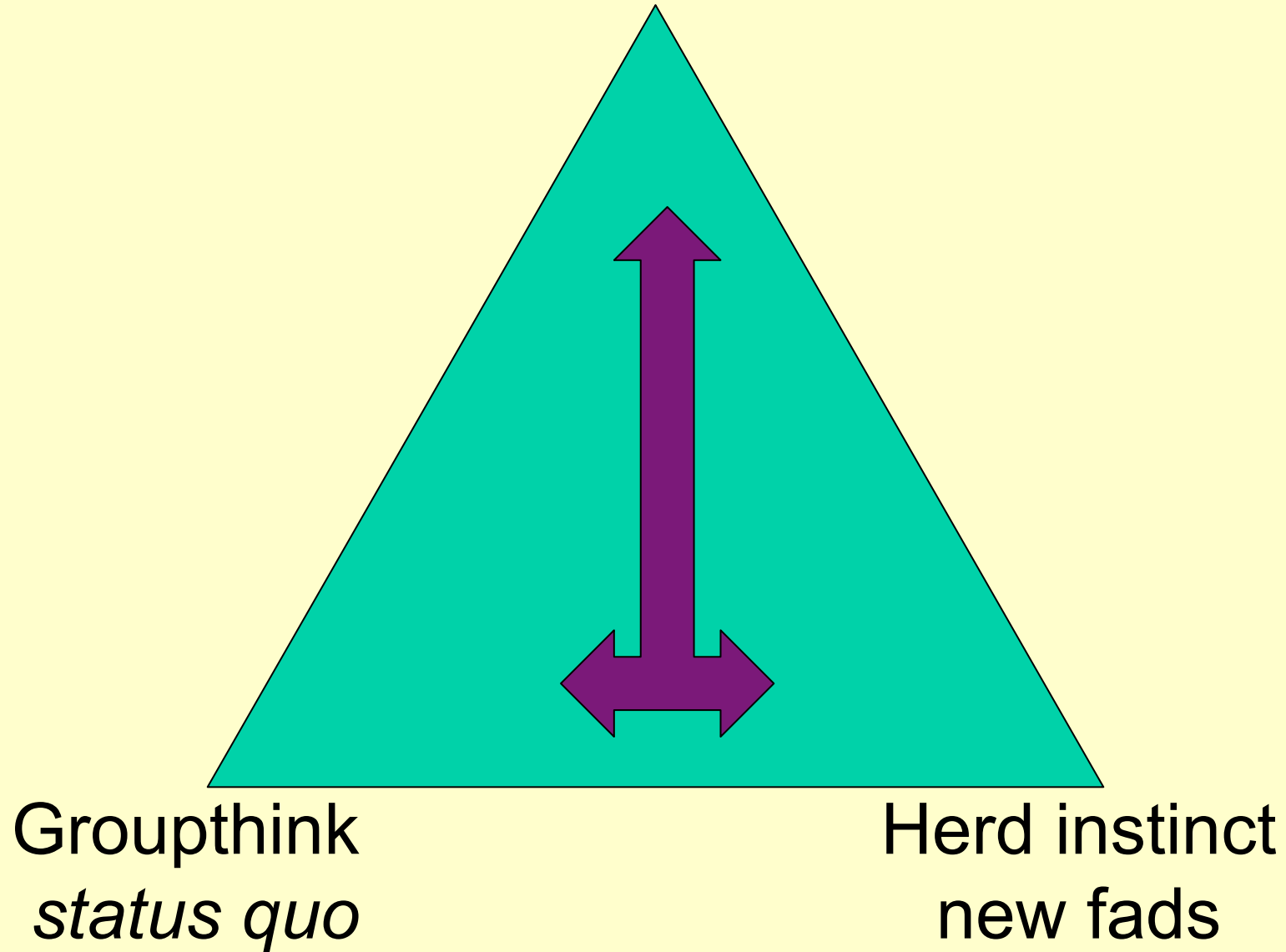
- 100,000 >>>> 200,000 students
- Financial strength

CULTURE

OF

QUALITY

Collaborative leadership





Turbulent and Testing Times for Higher Education

Thank you



Sir John Daniel, O.C.

Slides at: www.sirjohn.ca

odlsirjohn@gmail.com