



INTERNATIONAL THINKING.
INDIVIDUAL FOCUS.

ACSEDA SCHOOL OF MANAGEMENT

Lecture Series: Global Leadership



Leading Higher Education in Turbulent Times

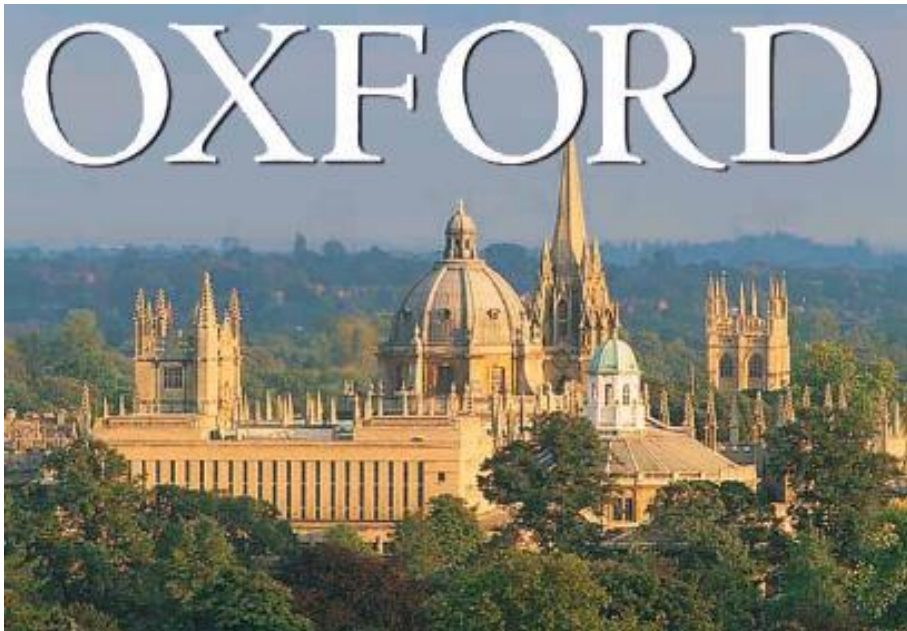


ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

'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



PARIS



and 62 universities...





Paris, May 1968



Nixon: What was the impact of the French Revolution?

Zhou Enlai: It's too early to say.



Storming of the Bastille 1789



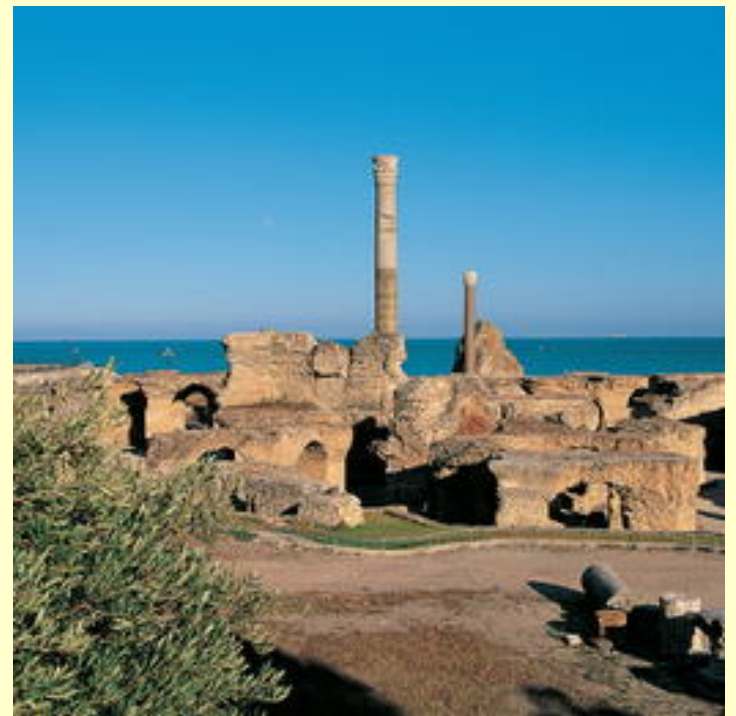
Mai 1968

In 30 years time big university
campuses will be relics

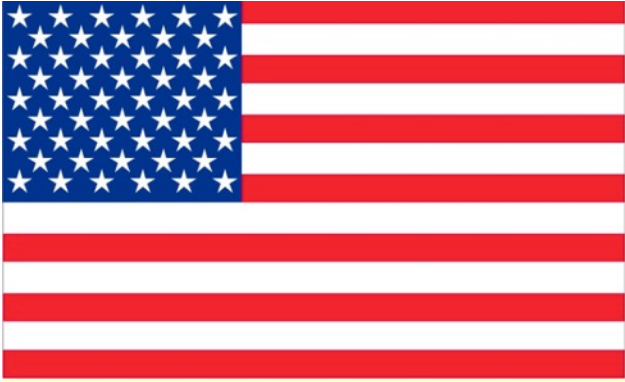
Peter Drucker, 1997



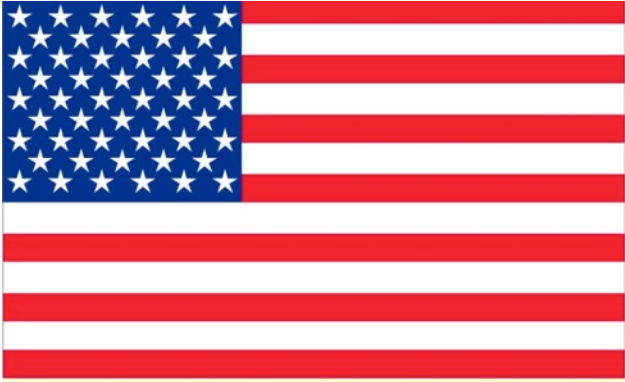
UBC 2014



UBC 2027?



United States



United States

“The world’s best higher education system”



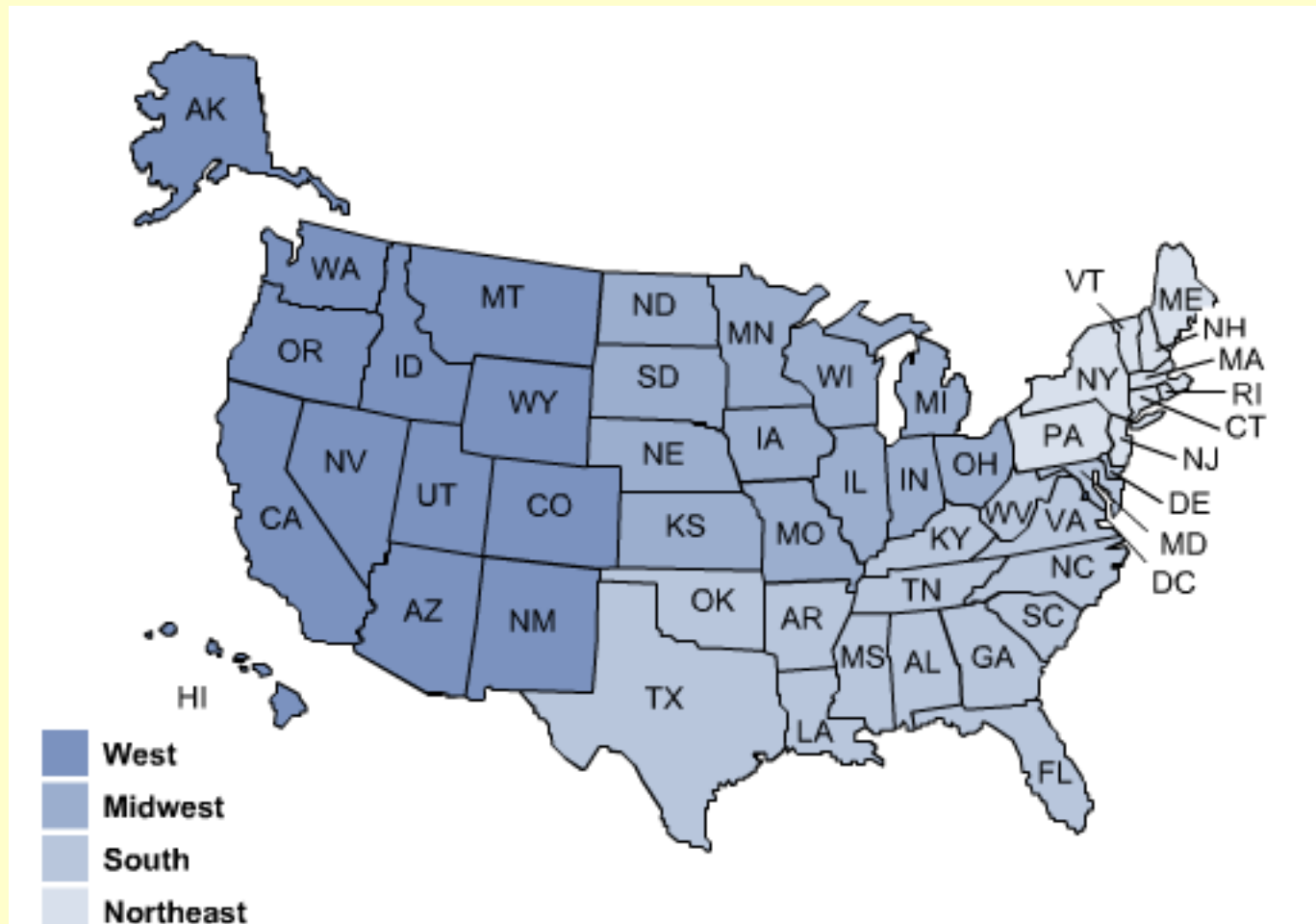
United States

“The world’s best higher education system”

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

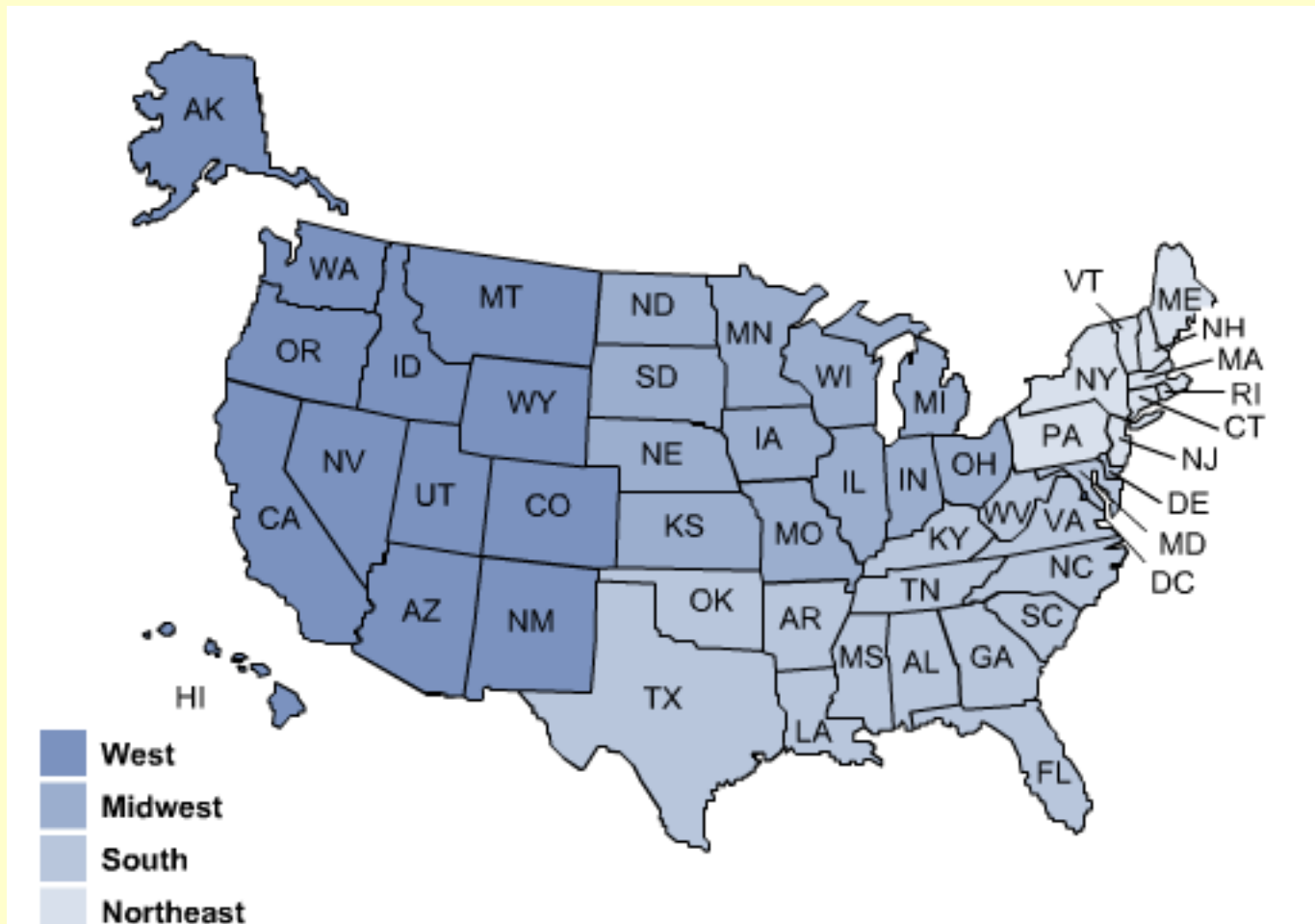
Wall Street Journal 2014-01-04

The example of US public universities



Higher Education in Economic Crisis

The example of US public universities



13 POINTS

Higher Education in Economic Crisis



ACADEMIC PARTNERSHIPS™

Academic Partnerships

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



13 POINTS

1.

In 2012 enrolment declined (by 2.3%) for the first time in 15 years.

(260,000 fewer students)

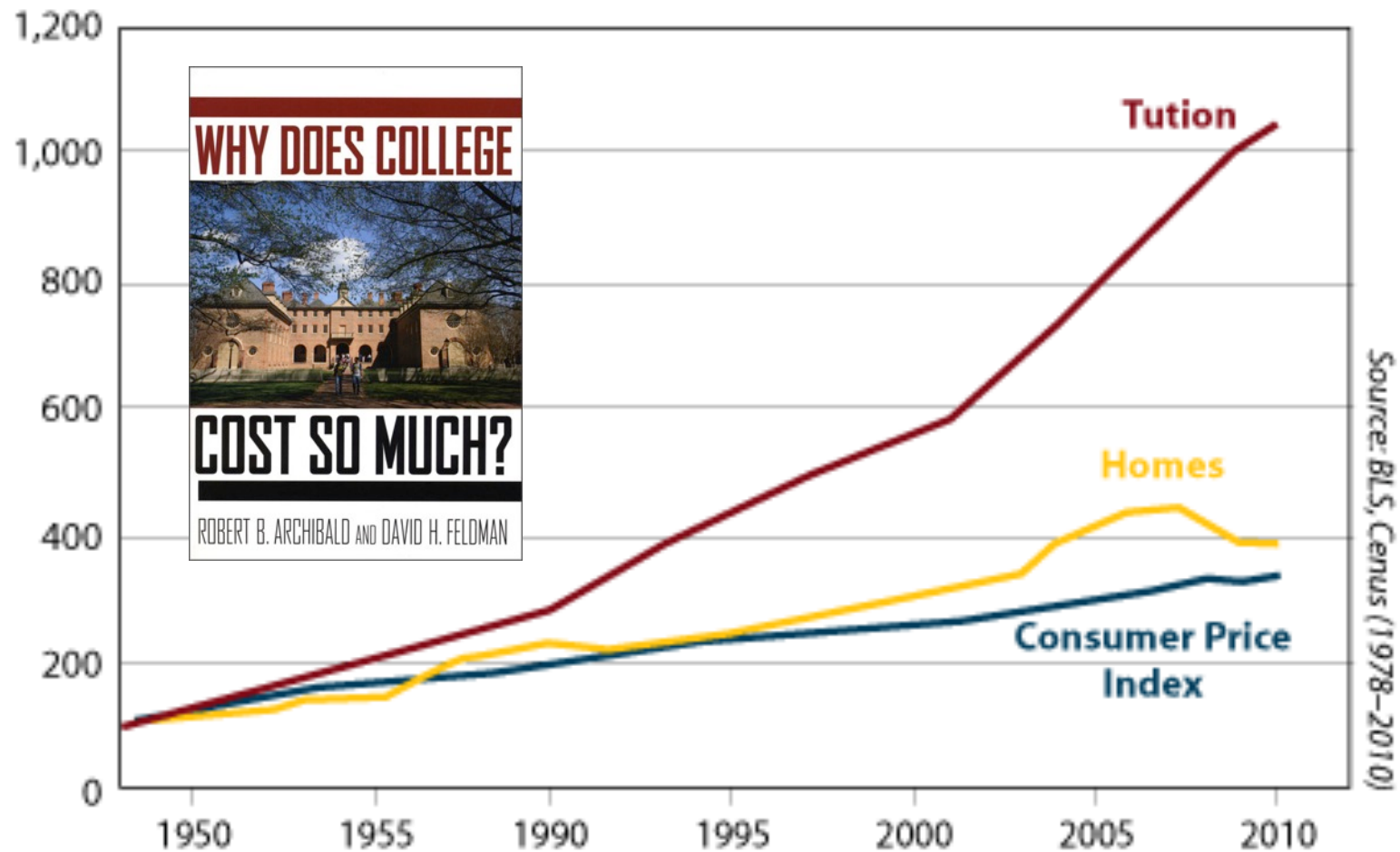
13 POINTS

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.



Tuition fees inflation

13 POINTS

3.

Adjusted for inflation the average middle-class family earns \$400 less than it did in 1988

13 POINTS

4.

Tuition fees increased a record 8.3% in 2012, up 46% over the last decade.

13 POINTS

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

13 POINTS

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.

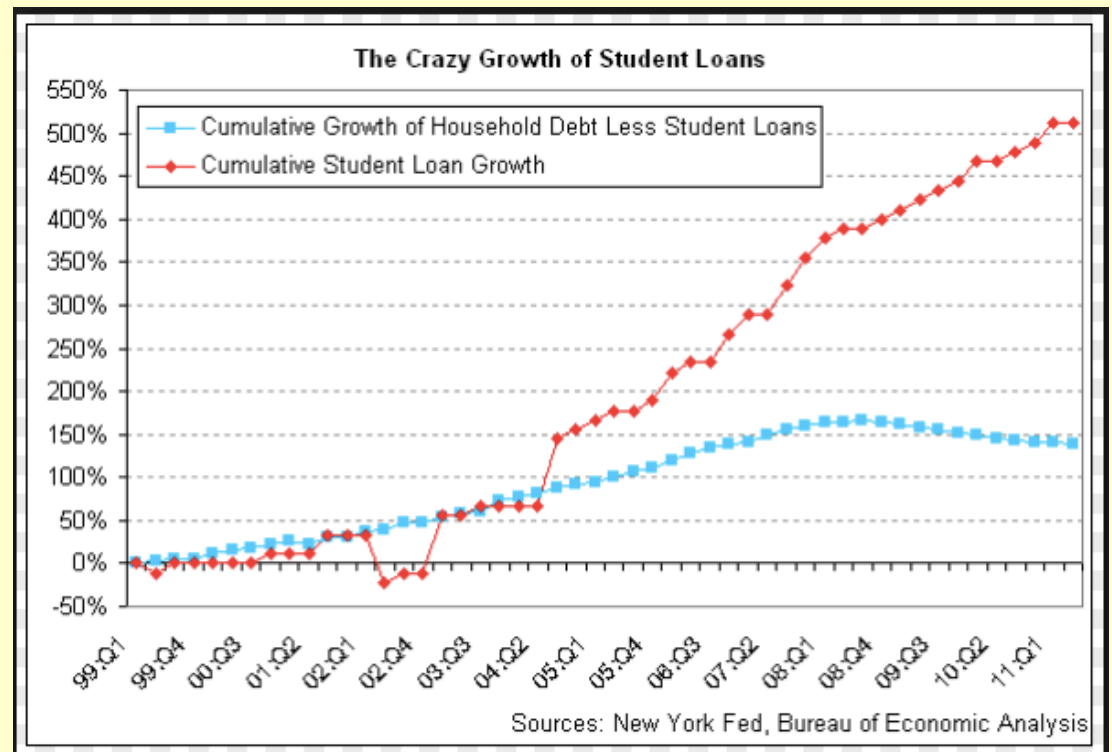
Student debt has
doubled since
2007



13 POINTS

9.

Student loans
have topped
one trillion
dollars.



13 POINTS

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.



13 POINTS

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

A horizontal strip of newspaper with a torn, ragged bottom edge. The text "THE WALL STREET JOURNAL." is printed in a bold, serif font. The strip is set against a solid olive-green background.

THE WALL STREET JOURNAL.

‘private schools are facing a long-term decline in enrollment’



THE WALL STREET JOURNAL.

‘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’

THE WALL STREET JOURNAL.

‘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

ECONOMIC CRISIS:



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

**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

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

Polycymakers 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



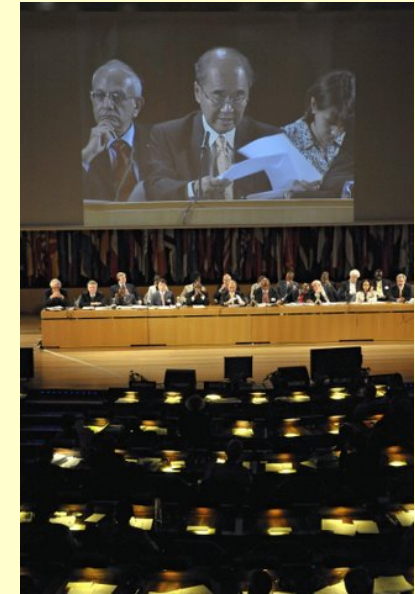
Turbulent times in Higher Education





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





Polycymakers 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



The Open University



The Open University

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*)

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’

Student-designed curricula:

More than a fancy liberal idea!

MIT**OPEN****COURSEWARE**
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

WE'RE

OPEN

THE TREND TOWARDS OPENNESS

- Open Source Software



- Open Access to Research



- Open Educational Resources





UNESCO HQ Paris

2002 Forum on the Impact of Open CourseWare
for Higher Education in Developing Countries

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



Open
Educational
Resources

**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

What is a MOOC?

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

OER

MOOCs





MOOCs began in Canada

University of
Manitoba



*Connectivism &
Connective Knowledge*

25 students on
campus
2,300 public - free



MOOC



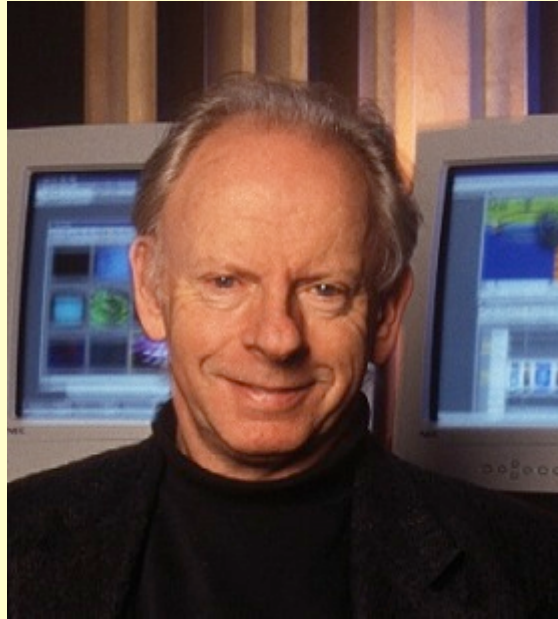
Course x6002
Circuits and Electronics

155,000 registrations
23,000 tried first test
9,000 passed mid-term
7157 passed = $< 5\%$



The herd instinct to Mooc!

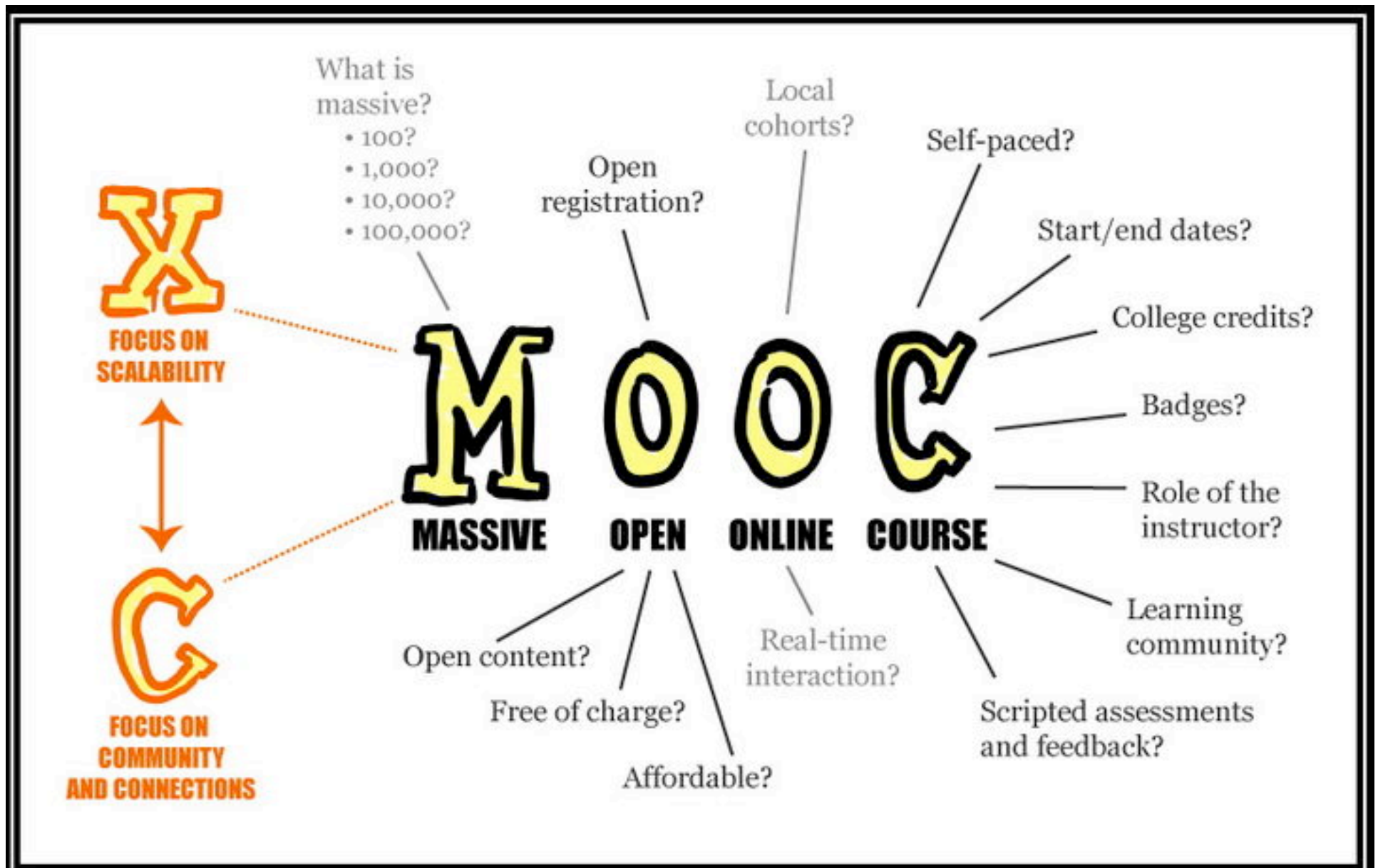




Tony Bates

,

‘A shake-out in MOOCs in 2014
as the evaluation results start to
come in’



M O O C – Every letter is negotiable!

**The
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APRIL 27th–MAY 3rd 2013

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Generation jobless

**The global rise of
youth unemployment**





Many learners in the first MOOCs already had degrees.

MOOCs










Needed:

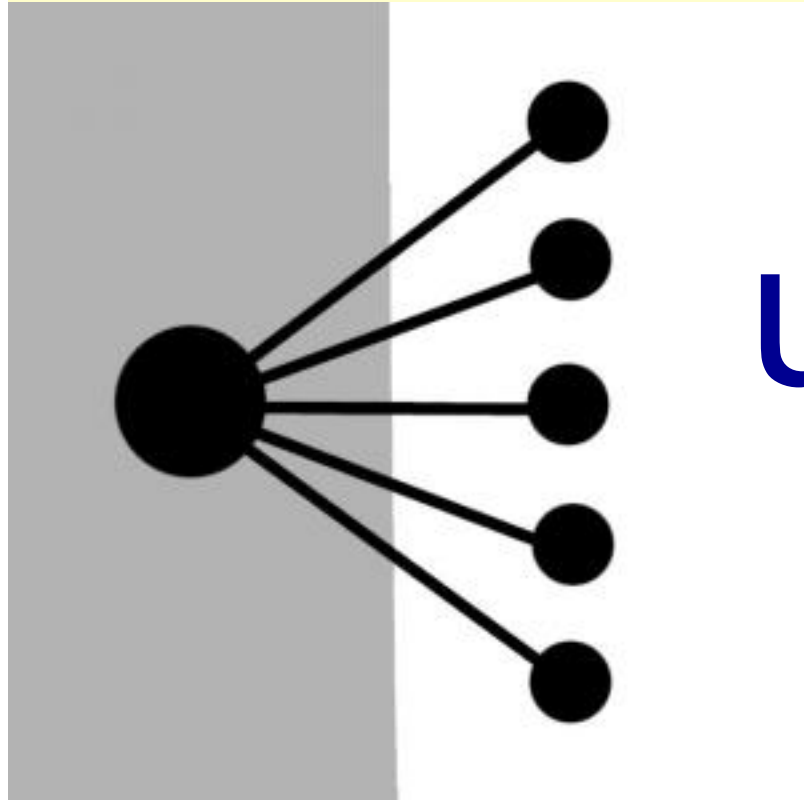
- Employment-related topics
- Credible recognition



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

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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

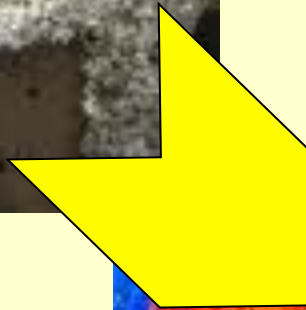
MOOCs

Accelerating three trends:

- Shorter courses



old wine



new bottles



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.

New Dynamics: Diversification of provision

‘World-class’ universities

Competency-based

Private

Online

Cross-border

Viability requires surpluses

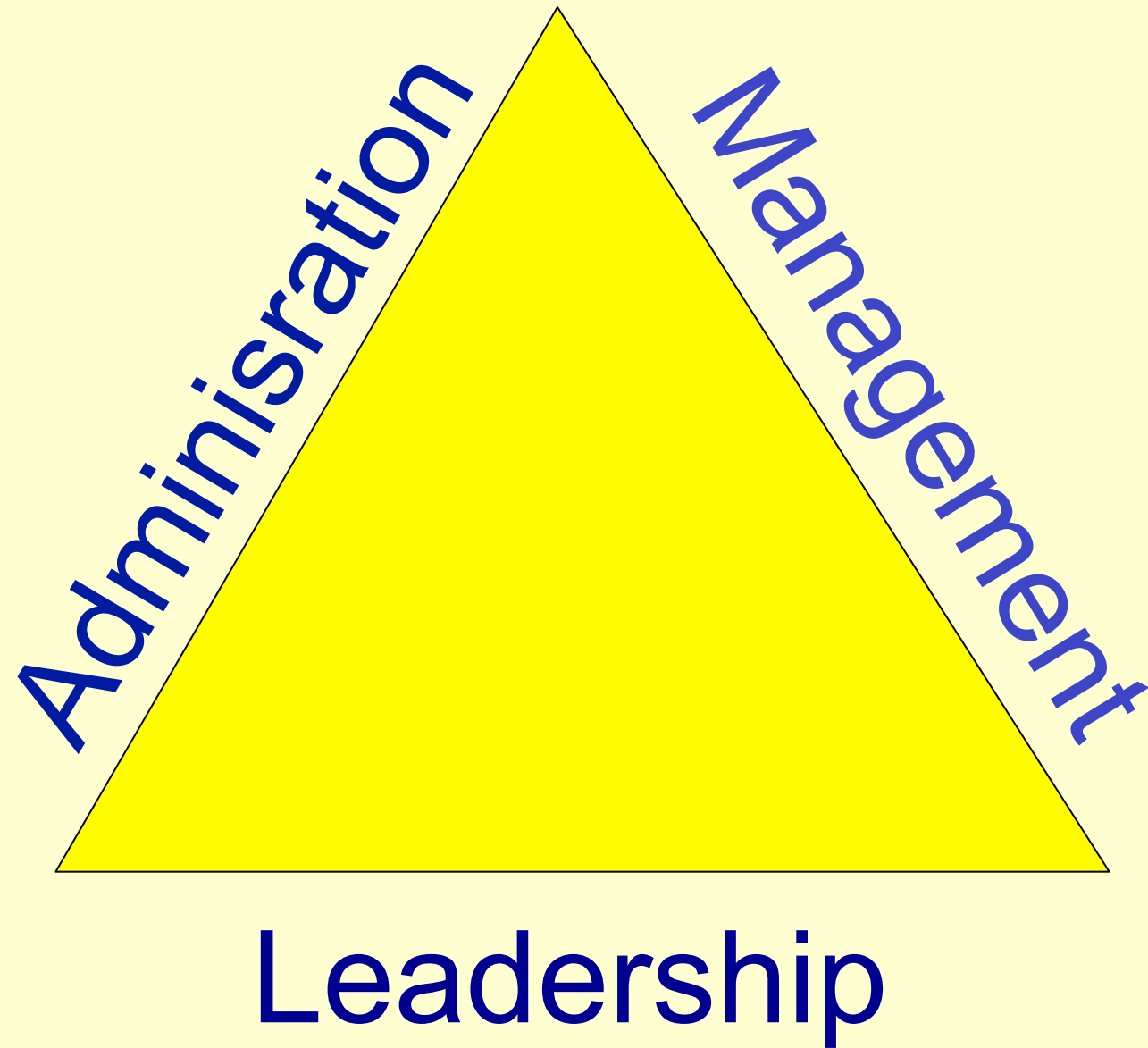


Does it matter what
happens to them?



**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

STRATEGY

Ownership

HIGH

LOW

GOOD

Content

POOR

1	2
3	4

STRATEGY

Ownership

HIGH

LOW

GOOD

1

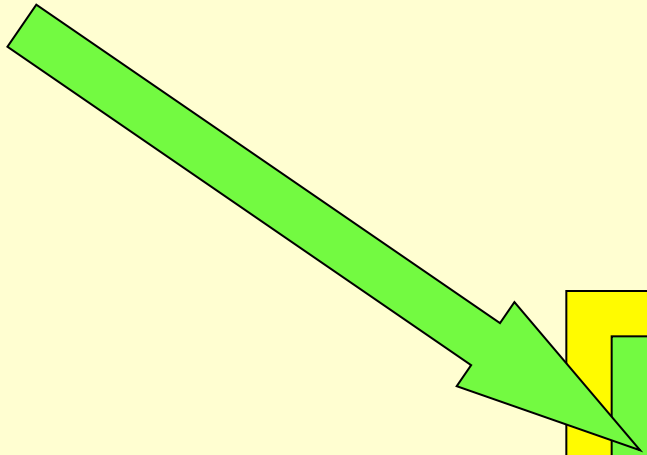
2

Content

POOR

3

4

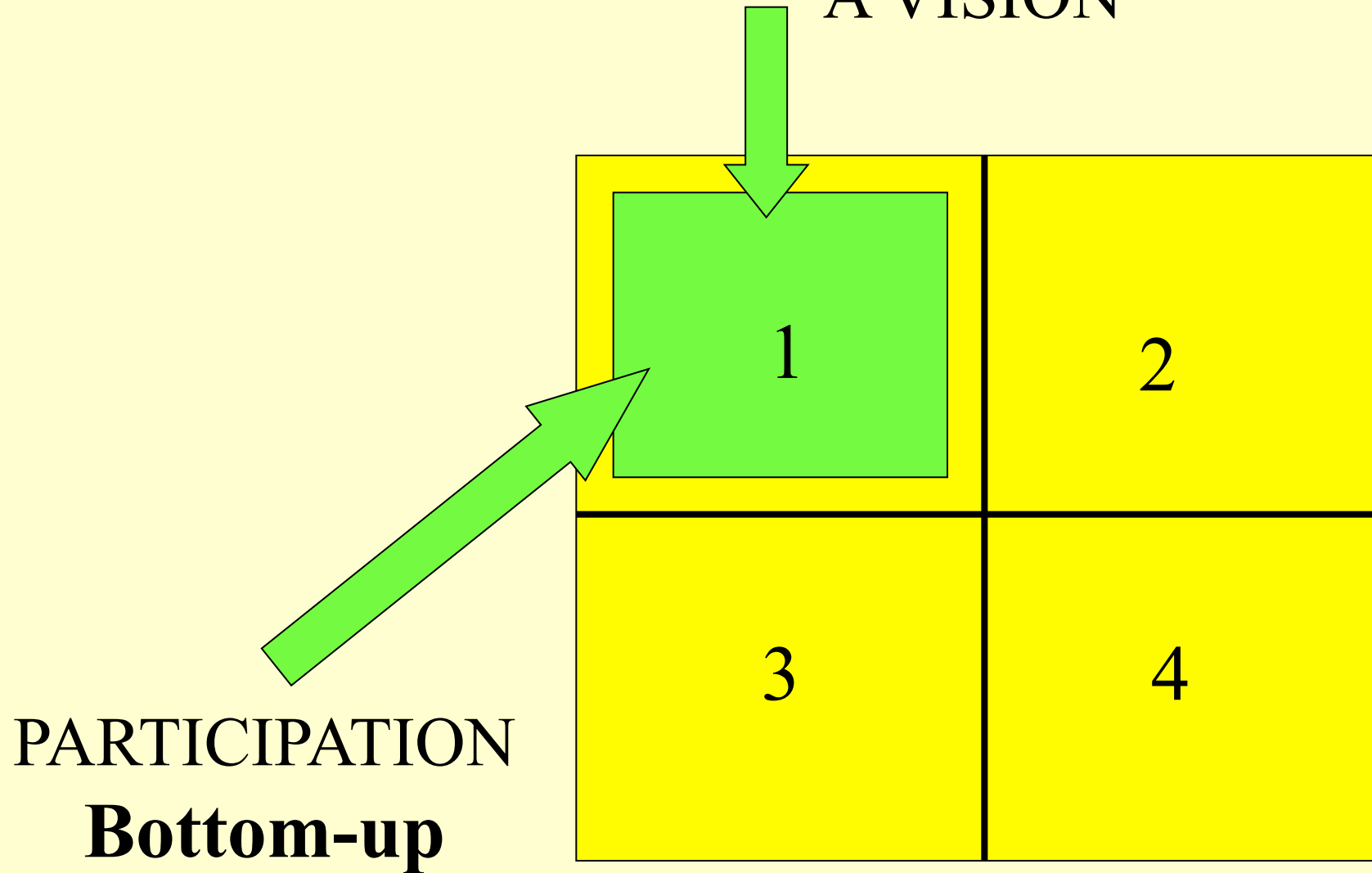


Ownership	
HIGH	LOW
GOOD	2
POOR	4

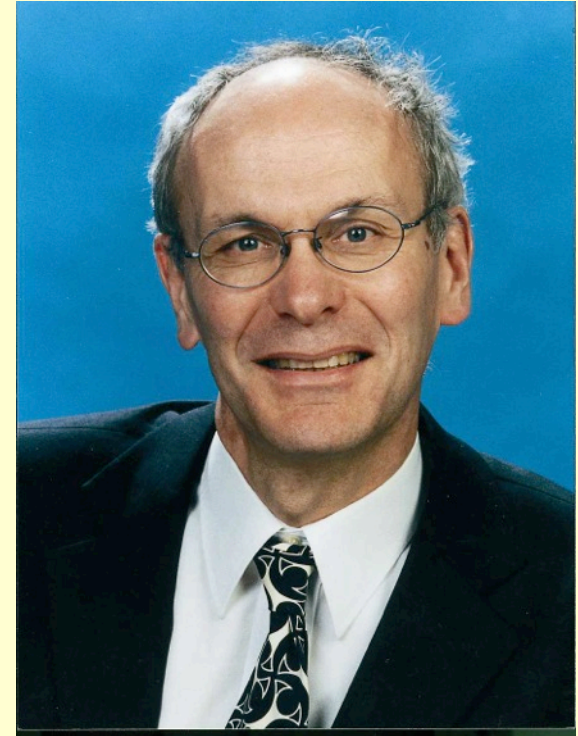
1	2
3	4

STRATEGY

Top down
A VISION



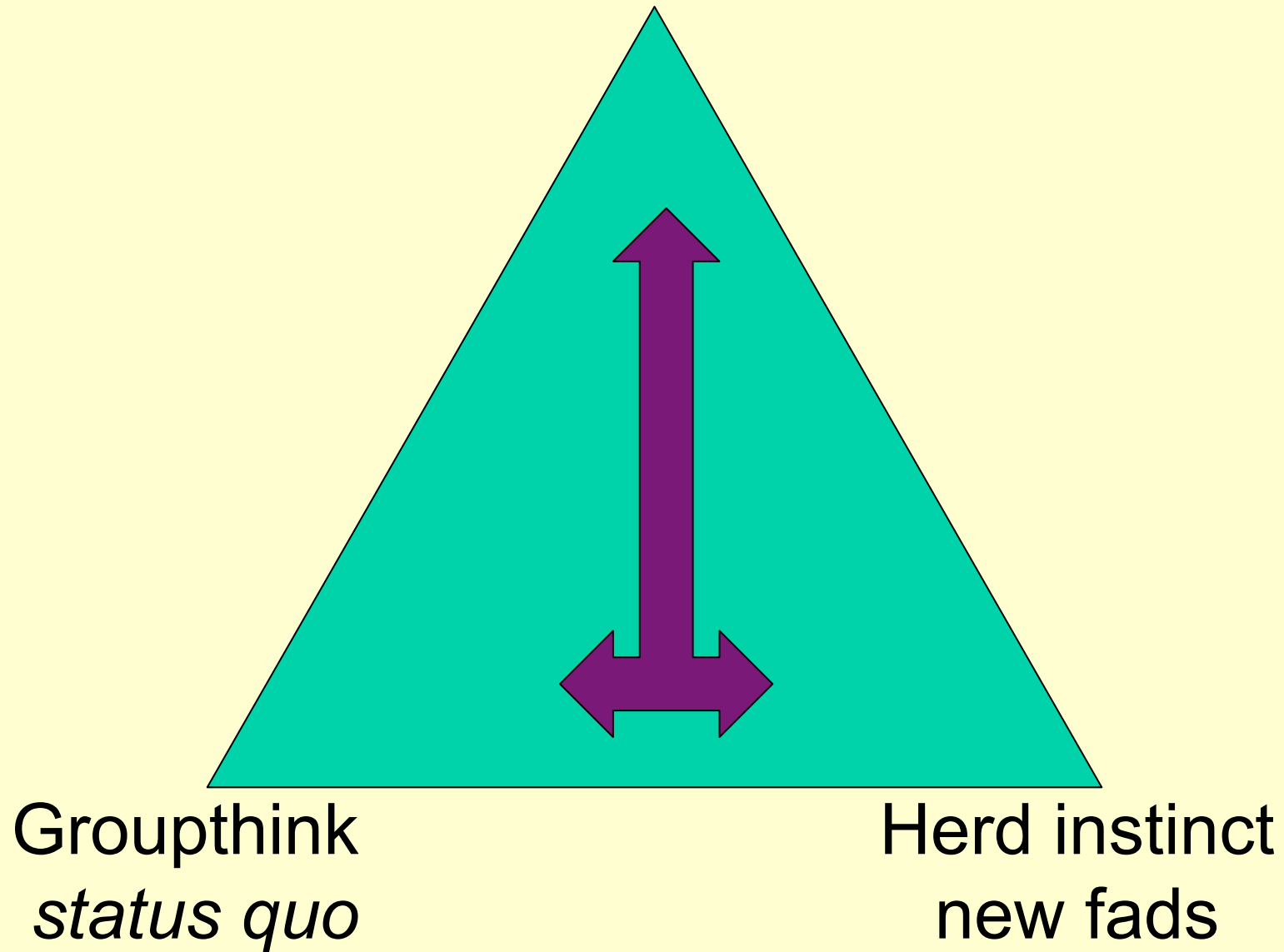
Professor Geoff PETERS



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

CULTURE OF QUALITY

Collaborative leadership



Thank you



Sir John Daniel

Text and slides at: www.sirjohn.ca

odlsirjohn@gmail.com