Higher Education at the Inflection Point

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Ad Hoc-racy, by Design

Immanuel Kant

"Whoever it was that first hit on the notion of a university and proposed that a public institution of this kind be established, it was not a bad idea to handle the entire content of learning by mass production, so to speak—by a division of labor, so that for every branch of the sciences there would be a public teacher or professor appointed as its trustee, and all of these together would form a kind of learned community called a university. The university would have a certain autonomy (since only scholars can pass judgment on scholars as such) and accordingly it would be authorized to perform certain functions through its faculties."

Immanuel Kant, 1798
The Conflict of the Faculties

Tremendous Success … but at a Price

CUMULATIVE CHANGE IN CONSUMER PRICES SINCE APRIL 1998
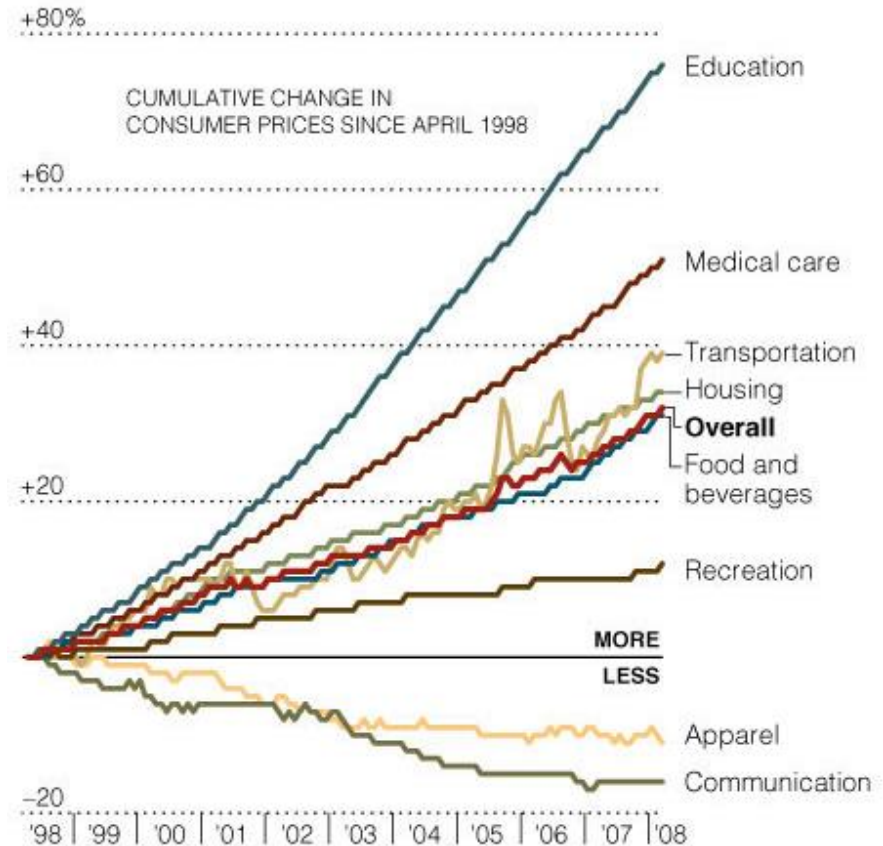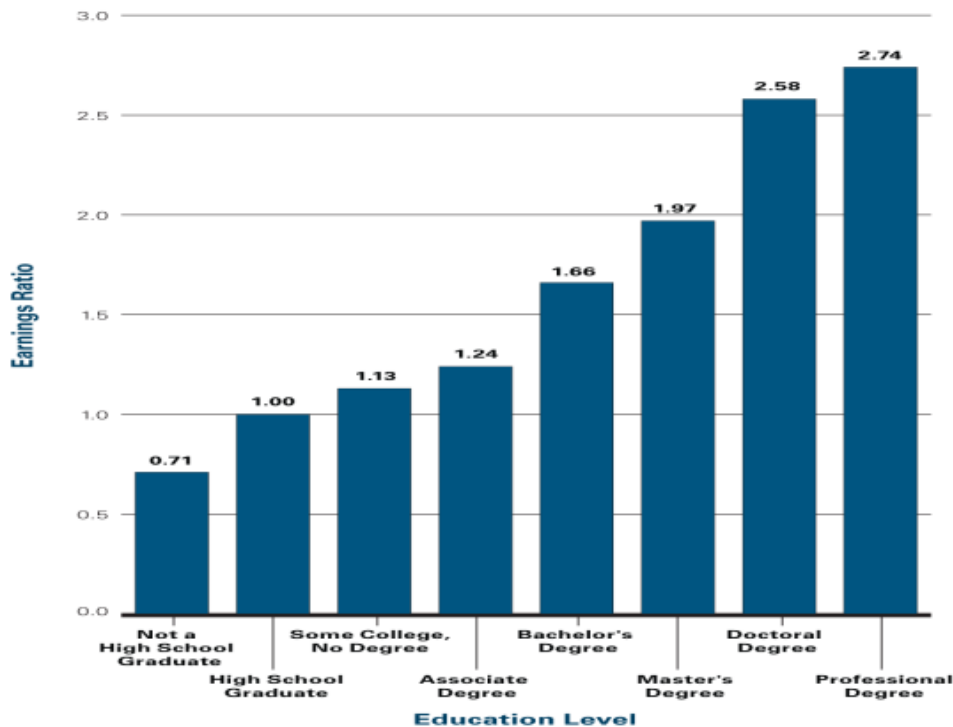
Energy is part of housing (heating) and transportation (gasoline).

Source: Bureau of Labor Statistics

THE NEW YORK TIMES
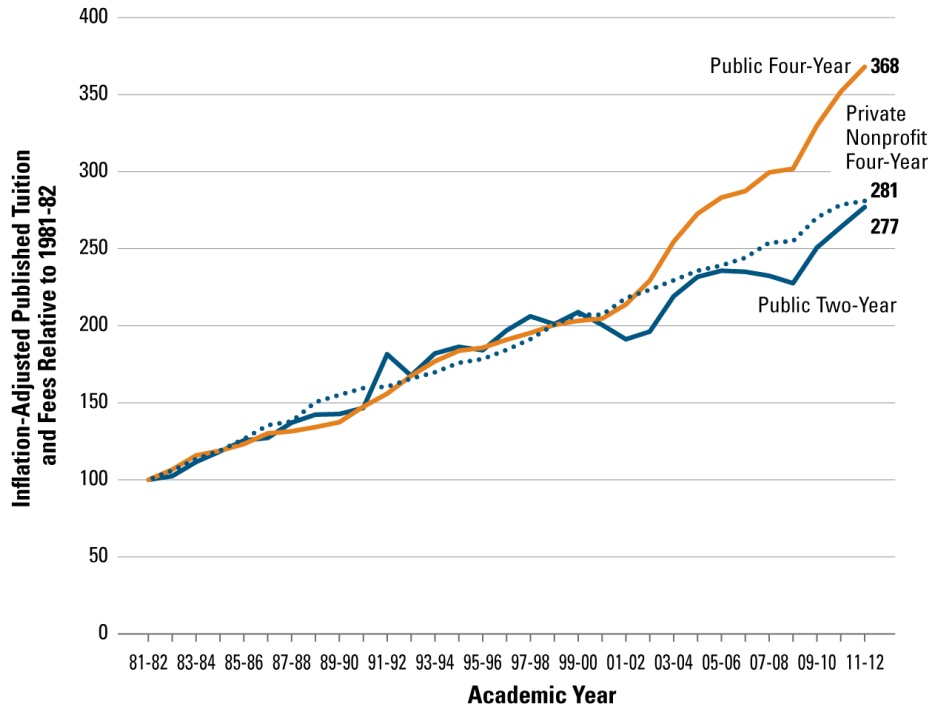
A Time of Uncertainty

The Digital Age 2025?

"We are today as far into the electric age as the Elizabethans had advanced into the Typographical Age.

… The past dissolves before the future resolves."

Marshall McLuhan, 1962,
The Gutenberg Galaxy

Decline of Public Higher Education

Tuition and Fees in Constant Dollars 1981-2012

SOURCE: The College Board, *Trends in College Pricing 2011*.

- De-Funding by States
- Rapid Rise in Tuition
- Substitution of Loans for Grants
- Increasing Reliance on Contingent Workforce
- Low Graduation Rates
- From Public Good to Private Good
  - Parents and Students Shoulder the Burden
  - Privatization of UCLA MBA

Trends

Disruptive Technologies
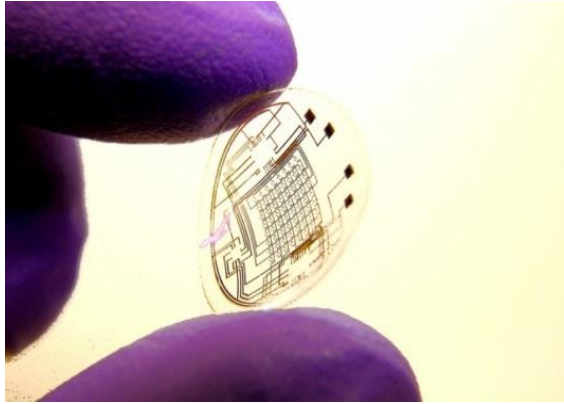
- Siri
- Simulations (Khan Academy, etc.)
- eTextbooks => Smart Textbooks
- Mobile Devices
- Big Data/Analytics
- Cloud Computing – Above Campus Services
- Google Glass
- Augmented Reality

Trends

Global Competition and Disruptive Pedagogies

Edupunks, Edupreneurs, and the Coming Transformation of Higher Education

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DIY U

ANYA KAMENETZ
Author of GENERATION DEBT

Trends

- 'Consumerization' of Education
- Online education goes mainstream
- Education tsunami
- MOOCs
  - Global elites enter the market
- Course redesign
- Open education movement
- Adaptive learning technology
- Education investment gold rush (Silicon Valley, by degrees!)
- New Players – Big (Pearson, Disney, Google, Apple …) or Small (Rheingold U., NewtGingrichU, 60secondrecap.com …)

New Modes of Certification Are Emerging

- Digital Badging
- Certification of Prior Learning
- Proliferation of External Standards
- ePortfolio
- Certification through Examination (WGU)
- Credit Aggregators
- Rise or Fall of Accreditors?

Trends

Uncertainty is Certain

"One could expect the chairman of AT&T to know what his corporation will be in ten years from now. He doesn't. One could expect the chairman of AT&T to be able to predict how technology will transform his business a decade hence. He can't. At least he should know who his major competitors will be in 2005. Stumped again. What he does know: something startling, intriguing, and profound is afoot."

Robert Allen, CEO, AT&T
1995

Implications

Time and Distance are Dead
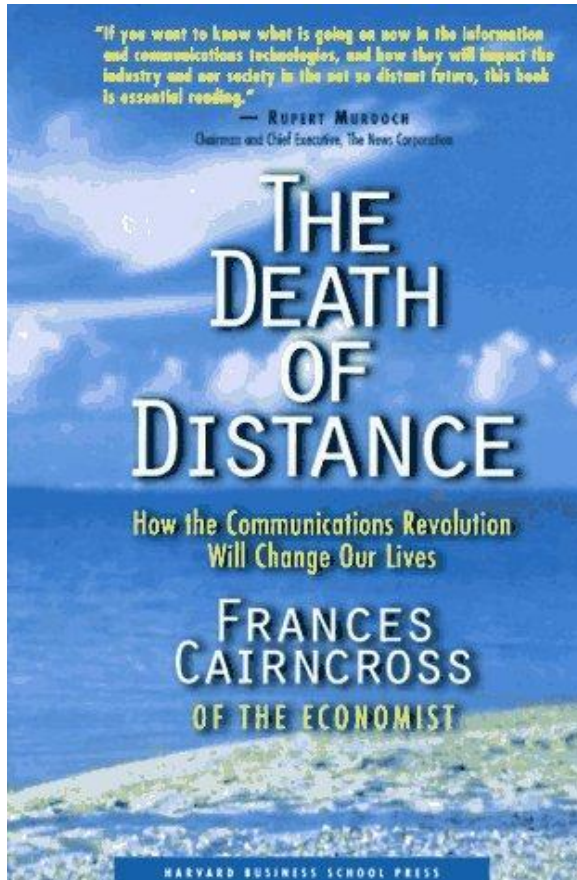
- Location of service delivery and service consumption are irrelevant

- Students assume 7x24x365 availability (of services, faculty)

- Key challenge is determining which aspects of our mission are social and which is not

  - And when does social mean F2F?

Implications

Portions of Higher Education's Work is Becoming Unbundled
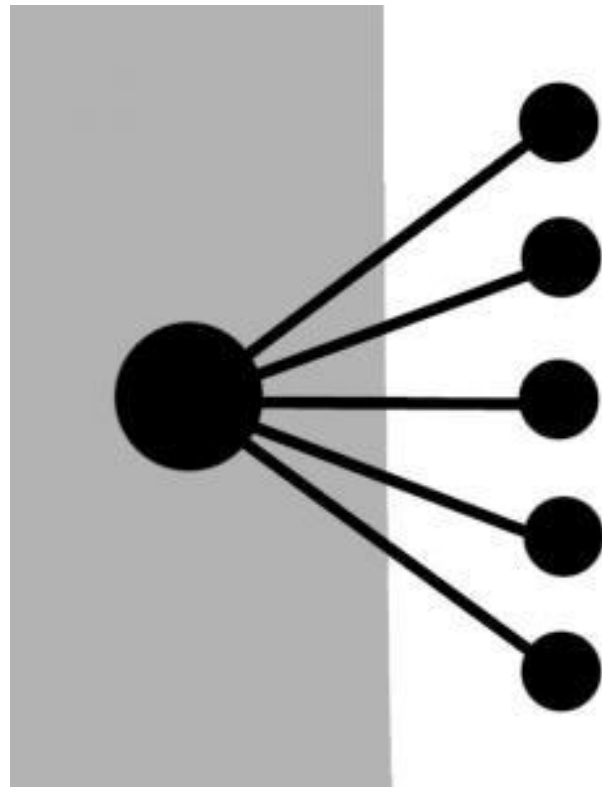
- Design (Program, Curriculum, Course …)

- Lecture Delivery

- Discussion Facilitation

- Social Development

- Academic Resource Provisioning
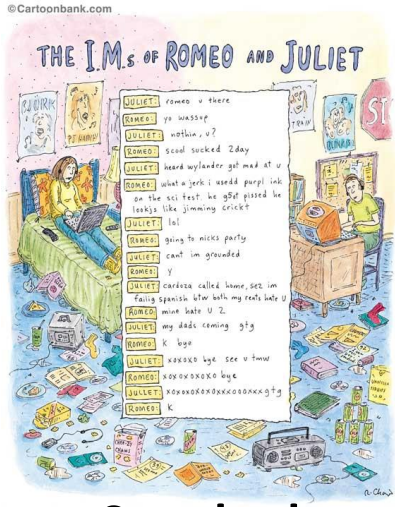
- Assessment

- Certification

Conclusions

A Time for Minnows and Giants

- More consortia (OUA, EdX, U21)
- More Partnerships (Yale-NUS)
- Stealthy Giants (Regis)
- Agile Minnows (Chaminade, IWU)
- Schools of Minnows
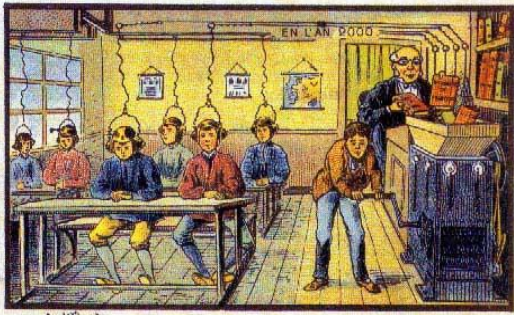- Private-Public Partnerships (Coursera)

Conclusions

It is Time to Focus on

Standards

Incentives

Partner Networks

Operating Strategy and Philosophy

Flexible Delivery System

Unifying Metaphor

Conclusions

A Leap of Imagination

"Everything has changed but our ways of thinking, and if these do not change we drift toward unparalleled catastrophe."

Albert Einstein

Conclusion

- Remind ourselves of what we stand for (what we do and why)
- Assume unbundling (Do not cling to "how" we do it!)
- Think about ecosystems
- Think deeply about learner centricity (what do students want?)
- Think about how to organize a balanced portfolio of courses, programs, markets and modes of delivery
- Reconsider our business model(s)
- Defy convention!!!