Forward Look Forum
Our Perfect Storm

- Need to educate millions more people.
- 35m adults with some credits, no degrees, and often with debt.
- Quality being questioned.
- A crisis of access, cost, debt, and sustainability.
- Workforce disconnect.
- New competition.
1950 INDIANAPOLIS 500
Which higher education do you want to fix?
**FACULTY**

- Create a course: topics, outcomes, sequencing, level
- Choose the appropriate texts and materials
- Add one's own content and prepare lectures
- Deliver the course and facilitate student learning

**SME AND ID TEAM**

- Create a course: topics, outcomes, sequencing, level
- Choose the appropriate texts and materials
- Add one's own content and prepare lectures
- Deliver the course and facilitate student learning

**TUTORIAL SERVICES**

- Intervene when students struggle or need help

**ASSESSMENT TEAM**

- Conduct assessments and assign grades
- Use performance date to revise and improve course

**SME AND ID TEAM**

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**INSTRUCTOR OR?**

- WGU
- SNHU
- BYU-Idaho
- Straighter Line
- MOOCS
- Knewton

**TUTORIAL SERVICES**

- Open Learning Initiatives
- Open Courseware
- Saylor Foundation
- E-Books
- MOOCS

**SME AND ID TEAM**

- Motivis
- SNHU
- Smart Thinking

**ASSESSMENT TEAM**

- Learning Counts
- ACE
- SNHU
- OER Foundation
- Game Based Simulations

**FACULTY**

- CMU Open Learning Initiative
- EdX
The job to be done

Disaggregation

Technology

College for America
CREDIT HOUR
Time is fixed. Learning is variable.

- Seat time
- Calendar
- Space allocation
- Faculty workload
- Progress
- Program design
- Employer needs
- Student needs
- New delivery

Actual learning

$150 billion

Employer needs

Actual learning

Faculty workload

$150 billion

Calendar

Space allocation

Progress

Program design

Employer needs

Student needs

New delivery
“Can do” statements representing observable and measurable behavior. A claim we would like to make about what a student knows and can do.

- Can **negotiate** with others to resolve conflicts and **settle** disputes
- Can **work with others** to accomplish a task
- Can speak effectively in order to **persuade** or **motivate**
- Can generate a variety of approaches to addressing a **problem**
- Can **plan and organize** work, including setting and meeting deadlines
- Can **convey** information by creating charts and graphs
- Can distinguish **fact from opinion**
- Can recognize & articulate the **ethical and moral implications** of an issue
- Can support interpretations & analyses of **literary text** with textual evidence
- Can represent practical problems as **mathematical expressions**
CURRENT STATE

- Time fixed, learning undefined
- Faculty centered
- Single faculty expert
- High cost/price
- Transcript black box
- “Big chunk” courses
- Learners come to institution

- Time variable, leaning defined
- Student centered
- Robust academic support
- Drive cost out of model
- Proof of learning
- Granular competencies
- Learning comes to student
“An honest-to-goodness liberal arts education

While in the program, I learned about so many things. I learned about Lean Principles, the Federal Reserve, globalization, and the moral philosophies of Immanuel Kant and John Stewart Mill. I learned about the Renaissance, the Reformation, and the Enlightenment while exploring art from masters such as Giotto, Donatello, Rembrandt, Manet, and Picasso. I studied how the earth cycles water, carbon, nitrogen, and phosphorous; the enormity of the Great Pacific Garbage Patch; and the devastating impact pollution is having on sea turtles, birds, fish, and the overall health of our precious oceans. Through CfA, I strengthened my listening skills, practiced giving and receiving feedback, and improved my ability to resolve conflict while working on teams. I even learned how to better manage stress, which helped me juggle work and family while earning my degree.”

--CfA Graduate Shannon Lougee
**Coming of Age**
- 18 Years old
- 3,000

**Credential**
- Completion Time
- Cost
- Convenience
- 30 Years old
- 72,000

**Convenience**
- 18 Years old
- 3,000

**Workforce Development**
- 40 Years old
- Employed, enrolled thru workforce
- 5,000; Goal of 100,000

**BA=$120,000**

**BA=$40,000**

**BA=$2,500+**
• GPAs
• SATs
• “Checklist”

UNIVERSITY AS GATEKEEPER

UNIVERSITY AS TRIBE

Career Services

• Internships
• Sports
• Study Abroad

UNIVERSITY AS CONDUCTOR
INNOVATION

TIME

Student Focused

System Focused

R&D LIFT
The First Graduating Class on
The Future of College Education
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The Future of College Education