The Future of Higher Education and the Strategic Triangle

Hassan R. HassabElnaby, Ph.D.
Haile College of Business
Northern Kentucky University

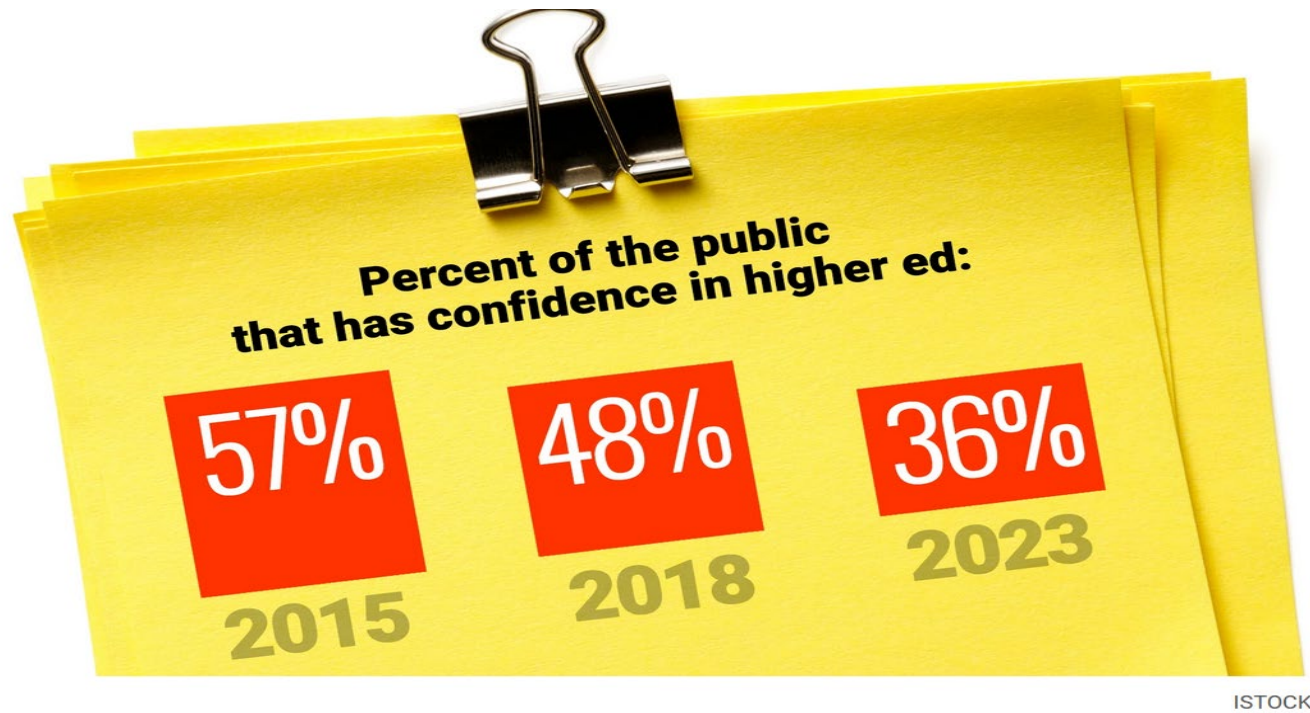## 2023 SBAA Summer Workshop

Current Reality: Disruption Defining Our World

- we are preparing professionals for jobs that don't yet exist …

- using technologies that haven't been invented…
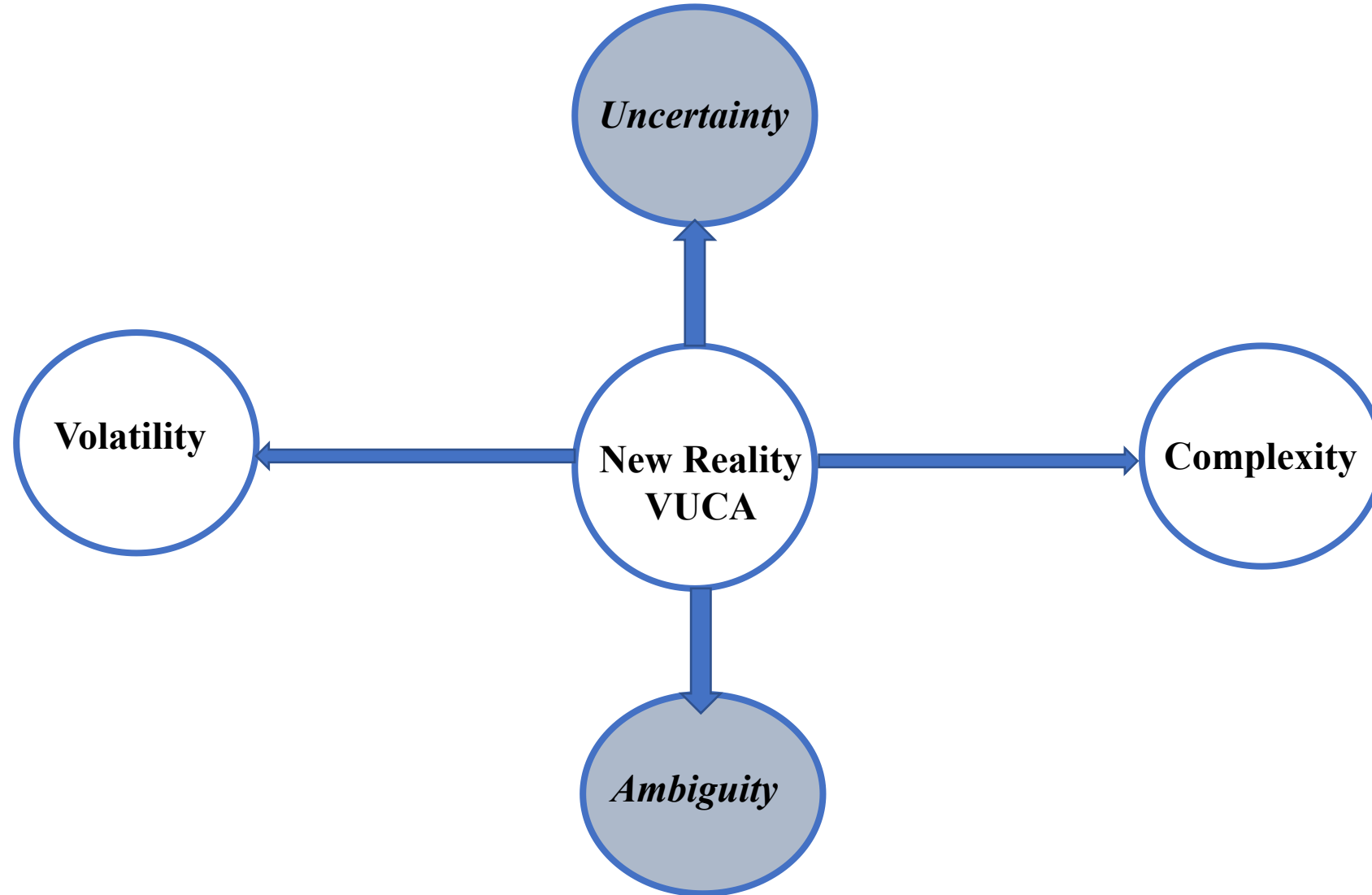
- to solve problems we haven't yet identified.

Public Trust in Higher Ed

Percent of the public that has confidence in higher ed:

57% 2015

48% 2018

36% 2023

ISTOCK

Zachary Schermele, The Chronicle of Higher Education. July 11, 2023.

The New Realty of Higher Education Has Arrived

Uncertainty & Ambiguity:

    1. **Understand the new reality.**
    2. **Learn from the past.**
    3. **Use *Judgment* to build different scenarios.**

Uncertainty is marked by novelty, which, by definition, lacks antecedents….. In times of uncertainty, we run up against the limits of experience, so we must look elsewhere for judgment (Scoblic, 2020).

When situations lack analogies to the past, it's hard to envision the future (Scoblic, 2020)
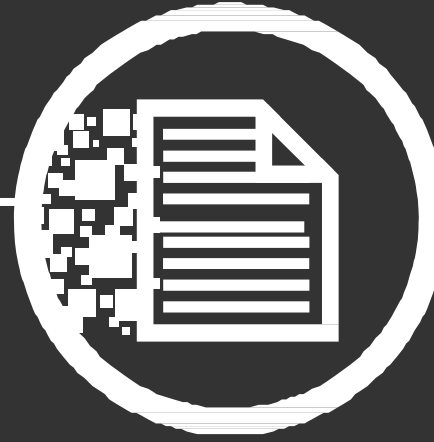
Disruption Forces

World is evolving:

Economics

Demographics

Technology Digital / Data

Four New Realities

1. New providers.
2. Any time, any place education.
3. The rise of *just-in-time* education.
4. A pivot from *inputs* to *outcomes*.

Adapted from The Future of Higher Education-A Time for Leadership, Scott Van Pelt, 2022

Over 21 million learners- March 2021

104,919 undergraduate students

109,233 undergraduate students

Four New Realities

1. The ongoing proliferation of new distributors and providers

- **Distributors' growth is outpacing traditional enrollments**

- **New providers continue to enter the space**

GOOGLE CAREER CERTIFICATES

Job-ready skills you can put to work

Flexible online training programs designed to put you on the fast track to jobs in high-growth fields.

↓

Kenefra Carter, Project Management Certificate Graduate

https://www.coursera.org/

Overview   Professional Certificates   Path to Jobs   FAQs

Get professional-level training from Google

No experience necessary

Learn job-ready skills, even with no relevant experience.

1,500,000

in-demand job openings across

Learn at your own pace

Complete the online certificate program on your own terms.

3 to 6 months

to complete with under 10 hours of

Stand out to employers

Make your resume competitive with a credential from Google.

75%

of program graduates report an

A path to in-demand jobs

Connect with top employers who are currently hiring.

$66,000

median salary[1]

Four New Realities

1. The ongoing proliferation of new distributors and providers

- Flexibility

- 24/7 access

- Low-cost

- High Placement

- Competitive salaries

Four New Realities

2. The demand for any time, any place education

Traditional Model

- Fixed-timed
- Fixed-location
- Bundled

New Model

- On-demand
- Flexible
- **Unbundled**

- **Four out of five students felt the pandemic had "fundamentally changed their expectations of higher education experience"**

- **88% seek digital access.**
- **26% seek skills without college education.**

- **85% of U.S. students enjoy the flexibility of online learning**

- **75% would "keep looking" if their desired program didn't offer online opportunities**

WILEY | EDUCATION SERVICES

- "Education-as-a-Service"

- *JIT sells students **what they need when they need it**.*

Coding bootcamps – the first manifestation of "Just-In-Time" (JIT) providers –experienced remarkable growth of 138% growth from 6,740 graduates in 2014 to a 16,056 in 2015 – greater than any other sector or program in postsecondary education.

Forbes, July 14, 2015

Four New Realities

3. The rise of just-in-time education

Why Overlooking JIT Education?

- *Four superficial reasons:*

  1. JIT education cannot extend to all areas of education.

  2. JIT is new version of "Do-It-Yourself" (DIY) education. As DIY hasn't had any impact, we have nothing to worry about.

  3. These programs aren't alternatives to colleges and universities, but rather "Top-Up" programs for students who've already earned bachelor's degrees.

- *Forbes, July 14, 2015*

Others?

JIT and Alternative Providers

- Coursera is using AI to enhance its offerings.

- April 2023- Coursera Coach- AI- personalized answers to user questions.

- Later this year, the company is planning to test using AI to help instructors automatically assemble course content, including by recommending readings and assignments.

  - [the April announcement](#).

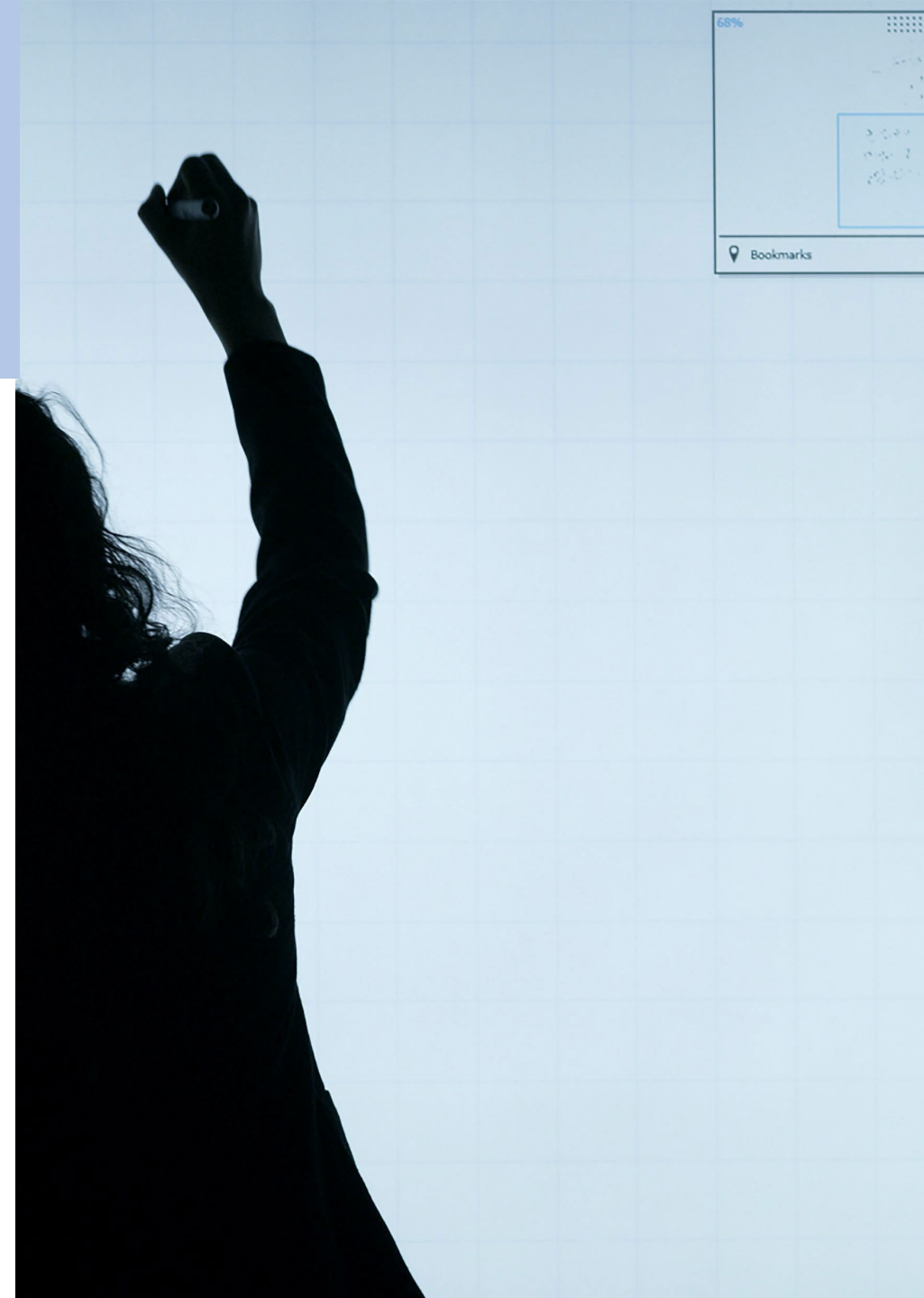 - https://www.highereddive.com/news/trends-higher-education-companies-coursera-2u-udemy-adtalem/650433/

Four New Realities
## *4. A pivot from inputs to outcomes*

From Inputs to Outcomes

- How teaching & learning proceed

- How outcomes are organized & represented

- How we think of equity

Four New Realities
4. A pivot from inputs to outcomes

- Unlike in the Corporate sector, higher education's complex mission makes it "maddeningly difficult" to identify simple inputs and outputs, measure the complexities in a faculty member's " joint production output" of teaching and research, or even to define metrics of academic productivity (Bowen, 2013, p.6.)
- (*Gallos and Bolman, 2021, p. 233*)
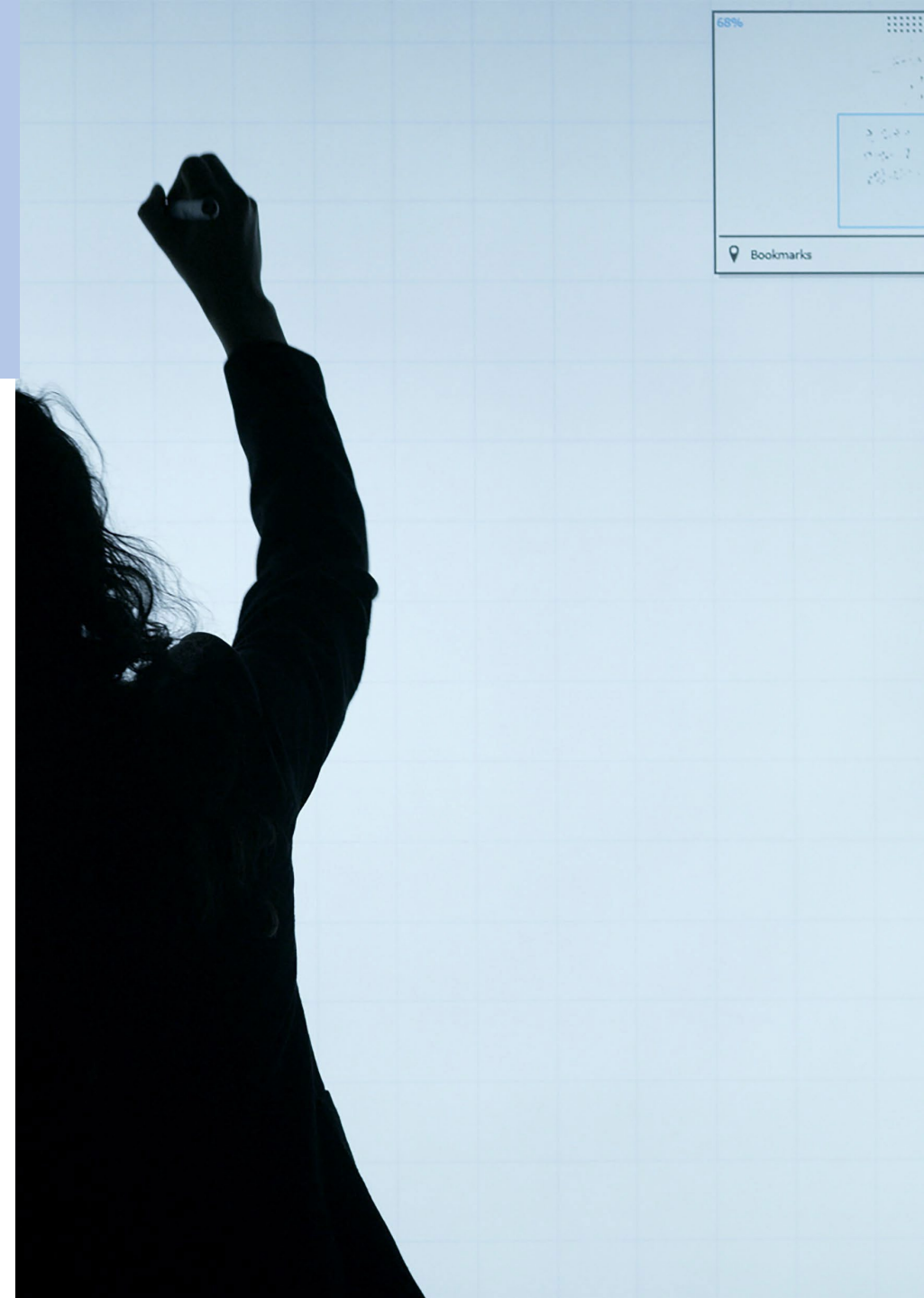
The rules/models which we've traditionally used to organize the content and experiences are changing

One Idea and a Tool

Strategic Triangle

- Strategic Triangle is a Visual Planning Tools.

- In this session will focus on one of the four new realities we discussed today.

Adapted from Using Visual Planning Tools for Effective Strategy Development, James P. Honan, 2022.

Adapted from Creating Public Value: Strategic Management in Government, Mark H. Moore, 1995.

Strategic Triangle
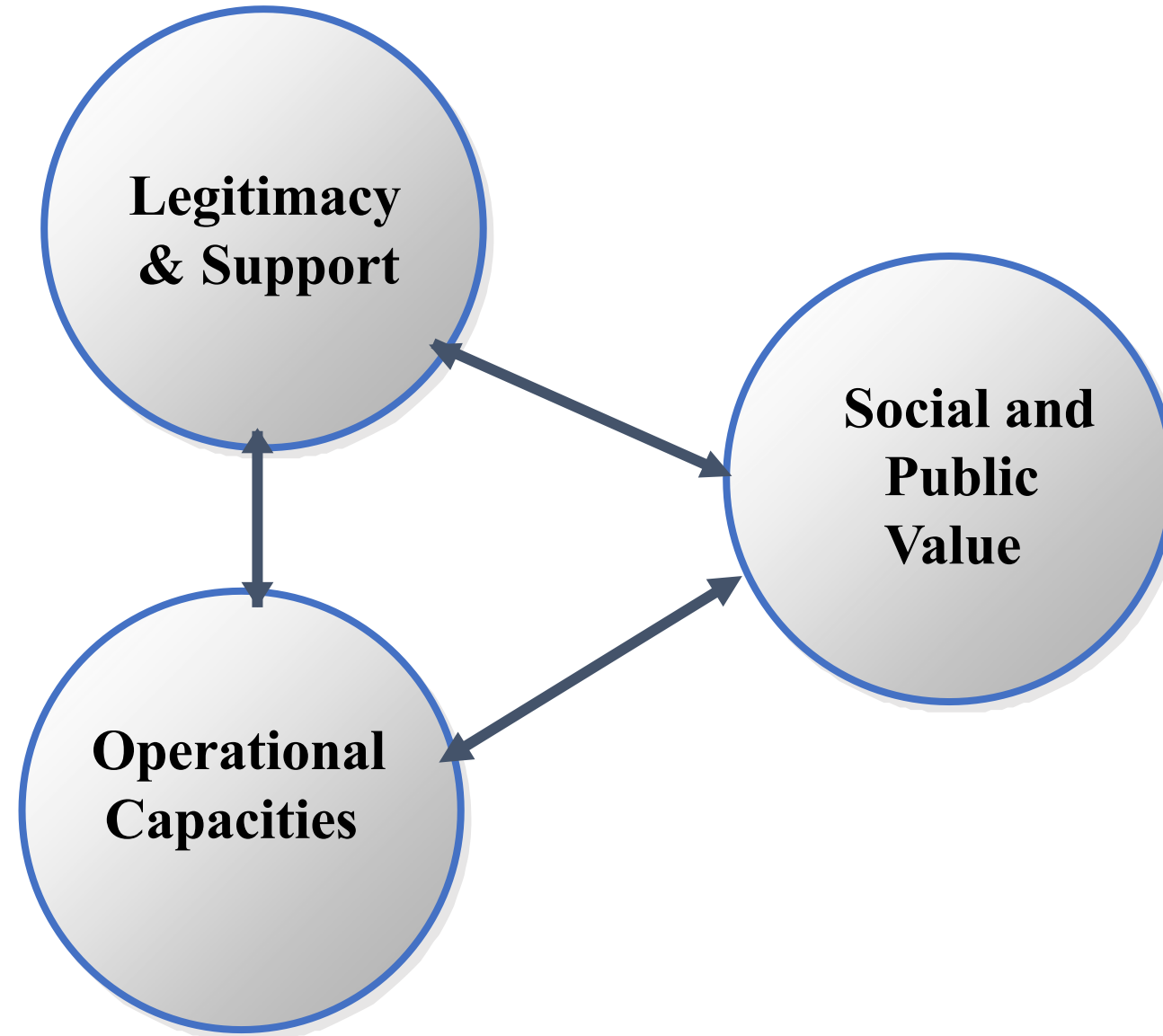
Strategic Triangle – Key Questions

- **Legitimacy and Support** – *Authorizing Environment*: What key stakeholders will you need to engage to successfully implement your goals/initiatives?

- **Organizational Capacity** – *Resources*: What leadership, management, and administrative/operational capacities/resources need to be in place to successfully implement your goals/initiatives?

- **Value** – *Outcomes/Performance Metrics*: What public value will be created as a result of your successful execution/implementation of your goals/initiatives and how will it be measured?

Stakeholder Map

Three Steps to Create a Stakeholder Map

❑ **Step 1: Brainstorm Who Your Stakeholders Are**

❑ **Step 2: Prioritize Your List of Stakeholders**

Keep Satisfied	*Manage Closely*
Monitor	**Keep Informed**

Influence (vertical axis) — **Interest** (horizontal axis)

Manage Closely: fully engage and make the greatest efforts to satisfy them.

Keep Satisfied: put in enough effort to satisfy them do not overdo it.

Keep Informed: have the potential to provide great advice and help you spot & overcome any issues.

Monitor: Keep an eye on these stakeholders but don't bother them with excessive communication

Adapted from Map the Stakeholders, Rikke Friis Dam and Teo Yu Siang

Stakeholder Map

Three Steps to Create a Stakeholder Map:

Step 3: Engage and Communicate with Your Stakeholders:
- ❑ Will you be affected either financially or emotionally by the outcome of our project and, if so, how?
- ❑ What is your main motivation behind your interest in this project?
- ❑ What information can I provide?
- ❑ What is the best way to communicate with you?
- ❑ How do you currently feel about the project?
- ❑ Who do you think influences you and your opinions, and whom do you influence?

If any stakeholders respond or act negatively:
- ❑ How can you win over their support?
- ❑ If that doesn't work, how will you manage their opposition?
- ❑ Who else might be influenced by their (negative) opinions?

NKU | HAILE
College of Business

Strategic Triangle Example

Goal → Create JIT/on demand continuing education program

Legitimacy & support- Authorizing Environment: What key stakeholders you need to engage to successfully implement your planning goal/initiative? → Provost; faculty; staff; IT team; Alumni & Marcomm

Organizational Capacity- Resources- what leadership, management, and administrative/operational capacities/resources need to be in place to successfully implement your planning goal/initiative? →
- Director for the program
- Course Development team.
- Faculty and industry leaders willing to develop courses.
- Marketing team.
- IT and AI experts
- Admin for the program.

Value-Outcomes/Performance Metrics-what public value will be created as a result of your successful execution/implementation of your planning goal/initiative and how will it be measured. →

Help workforce skilling and reskilling to meet the needs of the region.
Measured: Reduce the workforce gap
        # of programs.
        # of graduates and placement.
        $ net revenue from the program

NKU | HAILE College of Business

References

- Bolman, L.G., and J.V. Gallos. 2021. Reframing Academic Leadership, 2nd Edition, Jossy-Bass/Wiley.
- Craig, R. The 'Just-In-Time' Education Revolution. Forbes. Jul 14, 2015.
- Friis Dam, R. and T. Y. Siang, : Map the Stakeholders, Interaction Design Foundation: [https://www.interaction-design.org/literature/article/map-the-stakeholders (Links to an external site.)](https://www.interaction-design.org/literature/article/map-the-stakeholders)
- *Honan, J. P. Using Visual Planning Tools for Effective Strategy Development, 2022.*
- Levine, A. and S. Van Pelt. (2021). 5 Ways Higher Ed Will Be Upended. Chronicle. August 25, 2021.
- *Moore, M. H., Creating Public Value: Strategic Management in Government, 1995*
- Schermele, Z., The Chronicle of Higher Education. July 11, 2023. https://www.chronicle.com/article/public-trust-in-higher-ed-has-plummeted-yes-again?fbclid=IwAR3pQuNttXbgYEw-NxqFC3SS68dxh_20aJV_3okssnAbEAeFV2sinamDybE
- Van Pelt, S. Americas Accreditation Conference, 2022. Keynote I: The Future of Higher Education—A Time for Leadership.