

Innovation in the Use of Academic Assets

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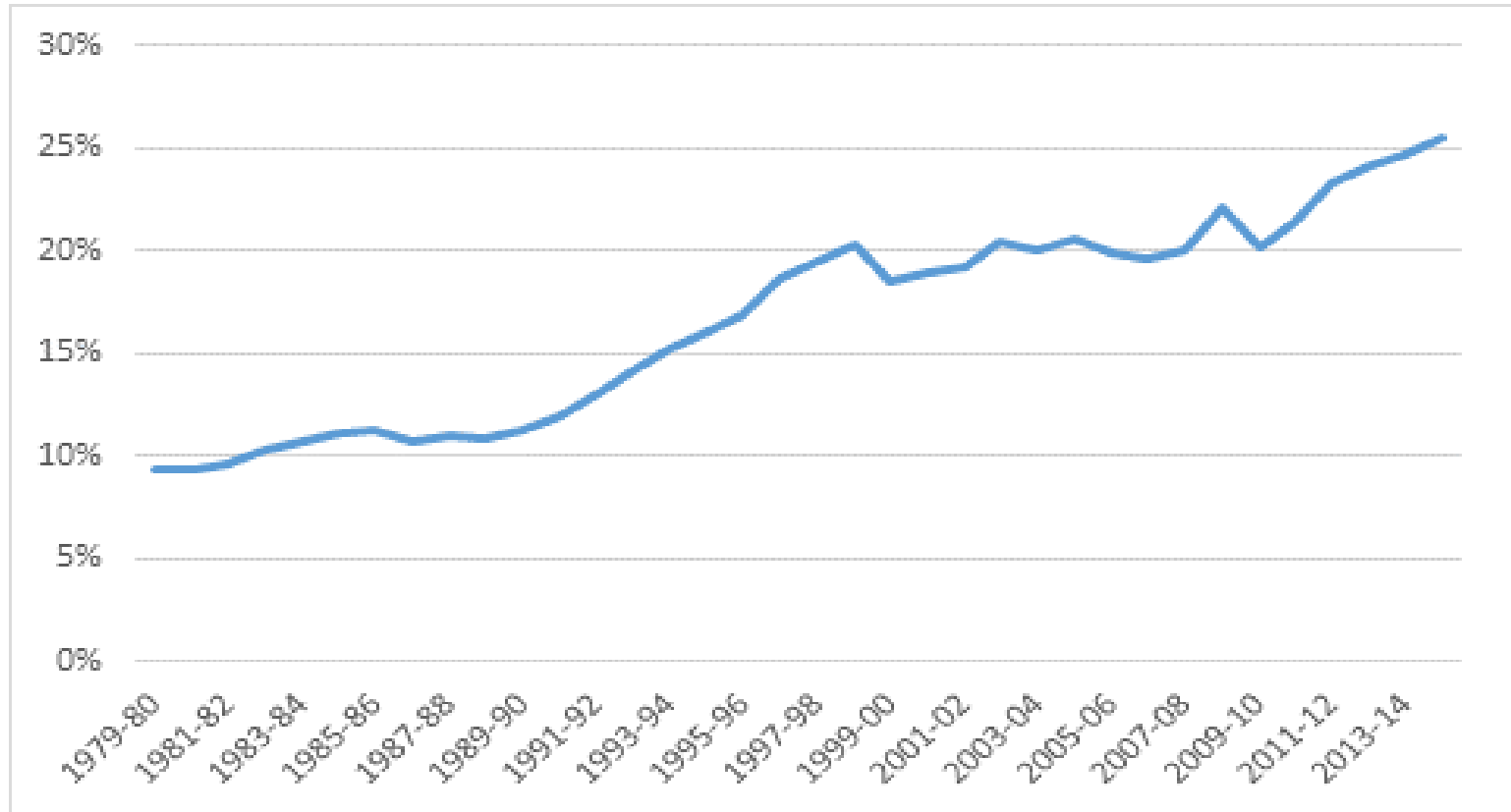


University
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Where We've Been

- Heavily dependent on growth in tuition revenue
- Nationally, enrolments have nearly doubled since late 1990s.
- Domestic tuition rates have been increasing recently by inflation plus 1% annually
- Tuition revenue by inflation plus 3%
- Growth in international students
- Growth in higher tuition programs (some new)

Tuition as % of Total Income, Canadian Universities



Source: *Higher Education Strategy Associates, blog, May 31, 2017*

Reliance on Tuition Revenue

Alex Usher: *“It would be helpful if we started having out-loud grown-up discussions about what (the) limits are, and what we do when we hit them.”* *ibid*

So, what else is there?

Programming possibilities

- 1 High-fee professional graduate programs
- 2 On-line high-fee programs
- 3 Non-credit summer intensives with “star” presenters
- 4 International executive programs
- 5 Licensing programs and refresher courses
- 6 Degree completion programs (colleges, foreign universities)
- 7 Post-degree industry targeted programs
- 8 Joint degree programs with professional training courses

MIT Deems MicroMasters a Success

“Administrators at Massachusetts Institute of Technology say they are “floored” by the quality of students in its half online, half in-person master's degree program. Expansion plans are in the works.

“The results from the blended program in supply chain management are beginning to influence how MIT accepts students and offers graduate-level education. New programs are ‘bubbling up through the system.’”

Source: *Inside Higher Education*, July 27, 2017

MIT Deems MicroMasters a Success

“Learners in the blended program take the first semester’s worth of courses through the massive open online course (MOOC) platform edX, which MIT helped create. The courses are available for free, but learners who complete five courses and pay \$150 in identity-verification fees in each can earn a credential known as a MicroMasters.

“Those learners are then eligible to take a comprehensive final exam. Earning a passing grade makes them eligible to apply to complete the master’s degree during a semester on campus.”

Ibid.

Siemens Mechatronic Systems Certification Program

“The School of Mechatronic Systems Engineering at Simon Fraser University is launching the **Siemens Mechatronic Systems Certification Program (SMSCP)** – a comprehensive industry skills certification program offered in collaboration with Siemens, one of the world’s largest high-tech manufacturers.

“Graduates receive an internationally recognized industrial certificate from Siemens that will provide them with a clear advantage in pursuing a career in automation and manufacturing.”

“Level 1 Inaugural Pricing for four courses and examination fee for Siemens certification- \$2,500”

<http://www.sfu.ca/mechatronics/services-and-training/siemens-mechatronic-systems-certification-program.html>

Blended Online MBA, Financial Services, Dalhousie University

“We partner with an exclusive group of established industry and professional associations and educational organizations to ensure our program remains relevant to our students and continues to cater to their developmental needs. These organizations include the **Canadian Securities Institute**, the **International Foundation of Employee Benefit Plans**, the **Financial Planning Standards Council**, **LOMA** and **Advocis**.

“If you’ve achieved a designation from one of these organizations during the past decade, you may be eligible for advanced standing.”

<https://www.dal.ca/academics/programs/graduate/blended-online-mba/program-details/specilization-in-financial-services/industry-partners.html>

“Doctoral Education for the Professional Sphere”

“Doctoral education in Canada is evolving. In response to shifting labour market realities and the demands of a more diverse student population, universities are integrating professional skills development into PhD programs and offering new types of PhDs altogether. One emerging alternative is the professional doctorate—a research degree that is equivalent to the PhD, but has an applied focus, often engaging working professionals who will employ their doctoral training in the professional sphere.”

Training Scholar-Practitioners, Conference Board of Canada, June 2017

“Doctoral Education for the Professional Sphere”

- Professional doctorates are emerging as an applied, professionally oriented alternative to the traditional PhD.
- Royal Roads University’s doctor of social sciences (DSocSci) is an interdisciplinary professional doctorate degree that facilitates action-oriented research on issues facing industry and society.
- The delivery and alternative knowledge-sharing formats used in the DSocSci could serve as a model for designers of both traditional and professional doctorate programs.

Promote Academic Entrepreneurship

**Activity-Based
Budgeting
(Responsibility
Centre Management)**

OR

**Tuition revenue
sharing**

“Incentives work!” (Every economist)

Unintended consequences are over-stated, can be managed.

Issues with New Programs

Start-Up Funds

- Start-up funds for development, approval, instructional design, faculty and staff recruitment

Staffing

- Permanent or temporary staffing?

Life-cycle

- Are enrolments sustainable? What happens if demand is exhausted?

Facilities

- Facilities, library resources, etc.

Existing Programs

- Cannibalizing existing programs

Ongoing Support

- Proponents over-commit, cannot sustain effort

Are Our Tuition Rates Right?

- Targeted discounts to attract students to programs with excess capacity
- More effective than automatic entrance scholarships based on high school grades? (see *University Affairs*, Oct 2017)
- Would we ever consider dynamic pricing?
- A university degree is still the investment with the highest rate of return available!

Increase Retention

- Increase undergraduate retention from first to second year by 1% and you increase total undergraduate enrolment by almost 1%.
- Easier to retain a student than recruit one?
- Cheaper to retain a student than recruit one?

Overseas Campuses

Some successful:

- College of the North Atlantic in Qatar
- University of Calgary Nursing in Qatar

Others not:

- Various examples where ventures have been less successful

Children's Camps

- During summer and school breaks
- Branded, high quality programs
- In addition to revenue generation,
 - Provides current students with employment, income and learning
 - An introduction to your university for potential future students
 - Possibly sponsorships
 - Residential camps can provide ancillary revenue
 - Happy parents!

EYES

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