



RESEARCH ROUNDUP

February 2019

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Background

LA Area Community College administrators and faculty have an awesome opportunity to be the change their students need. The path to successful innovation and strategy should start with aligning around a shared passion to help students succeed and then drive towards growth strategies laid out ahead.

Technology scales and personalizes offerings for students, providing more access to education and promising student success. This reduces time spent on the routine and increases personal instruction time. Shared knowledge and success stories on tackling the math issue, models for lifelong learning, and increasing awareness and understanding of high value CTE offerings all hold promise for driving student success.

The marketplace is demanding a shift from both students and employers. Community colleges must be bold and change the status quo.

Goals

BrandIQ reviewed content supplied by the LA 19 schools and dug deeper into materials to gain insight into the landscape. The objectives were:

1. To provide a brief, high-level overview describing ways in which the LA 19 can take proactive and well-founded next steps
2. Outline research that supports the suggested strategies
3. Include strong workforce in connection to partnerships and collaboration
4. Specifically address the desire for a CTE strategy
5. Discuss where student success / online learning fit in with the changing landscape of higher education

Outline

In 2002, at their peak, community colleges had 44% of the market share of higher education, and this number has fallen to 38% today. Various factors likely impacted this loss of market share for community colleges including: migration, demographic changes, increased competition, and disruption caused by technology.

Several strategies are proposed as to how best to innovate within the community college system and to address the needs of students today:

- Grow with the “working adult” target
- Increase flexibility
- Diversify the business to meet student needs
- Collaborate with strategic industry partners
- Rebrand Career Technical Education (CTE)
- Utilize on-demand learning to enter skills-based education



Executive Summary

As the economic landscape changes and community college competitors increase their student enrollment rates, the Los Angeles area community colleges must address several needs and adapt. The strategies outlined provide a guide so that the colleges can better serve the needs of learners, local organizations, and the community as a whole.

Growing with the working adult stresses the importance of having new, accessible, useful curricula and course offerings for adults who are going back to school. Increasing the amount of short certificate programs or microdegrees, using technology, and enabling real-world learning is essential. **Increasing flexibility**, through online offerings and flexible start dates, will allow students to address learning at their own pace and when it is most convenient or necessary, rather than forcing students to adhere to the college's structure. **Diversifying** to meet student needs will help encourage affordable schooling and career-ready courses. **Collaboration** promotes hands-on learning, mutually beneficial courses, and provides a path to careers even before graduation. Although an important offering, the **current branding of CTE** is confusing, so finding appealing, logical, and comprehensive branding will enable more students to enter the CTE offerings. Finally, **utilizing on-demand learning to enter skills-based education** allows learners to gather the skills they need when they need them.

Proposed Strategies

Strategy 1: Grow with the “working adult” target

The community college market share has primarily gone to for-profit and market-driven non-profit educational institutions. These schools primarily target working adults and are focused on real-world skills, individual improvement, and career-orientation.

Community colleges can learn from for-profit and market-driven non-profit schools and identify the types of experiences that will most engage working adults. There has also been increases in the use of virtual reality/augmented reality and gamification in higher education to engage students. Virtual reality/augmented reality provides an enriching learning experience by allowing students to connect visually with their course material. Gamification (i.e., the use of game elements in non-game environments and contexts) is also being used in higher education to encourage students to take risks, explore possibilities, and think outside the box. These types of skills are imperative for working adults who are interested in real-world application.



Strategy 2: Increase flexibility

For-profit schools, market-driven non-profit schools, and online learning platforms are most known for their flexibility. Increasing flexibility could mean many things. It could be the increase of online offerings, or going completely online as some schools (e.g., Ashford University, Capella University, etc.) have done. It could be taking a more hybrid approach and having both an online and on-campus presence to provide students with options in how they choose to learn. Schools such as DeVry University, University of Phoenix, and Southern New Hampshire University are most notable for adopting this model. Flexibility could also refer to the frequency of start dates. For-profit and market-driven non-profits tend to have semi-flexible to flexible start dates--occurring every few months or every month. Online learning platforms offer the most flexibility given that learners can begin taking courses anytime.



Strategy 3: Diversify the business to meet student needs

Many community college competitors, such as four-year colleges and universities, for-profit schools, and market-driven non-profit schools, have identified high growth areas in which to expand their services to a variety of non-degree programs including: education certificate programs, continuing education, professional development, technology bootcamps, and test preparation courses. These micro-credentialing programs focus on industry-specific skills. They help individuals advance their careers by mastering and “future-proofing” a specific set of skills. They are ideal for non-traditional students, such as working professionals, who are not interested in acquiring the entire college experience. Enrollment in these non-degree, micro-credential programs are growing at a faster rate than enrollment in degree programs.

The business also needs to be diversified to meet the preferences of students. Students prefer more real-world applied learning such as: solving business problems, industry projects, hands-on training, guest speakers, and group work. Students also prefer using software and having shorter lectures with more examples.



Strategy 4: Collaborate with strategic industry partners

Colleges can partner with local businesses to create informed degree programs, certificates, apprenticeships, internships, work-based learning, and collaborative curricula. When companies assist with the curricula, students gain the necessary knowledge needed for employment, and students are taught skills that both the school and industry find beneficial. Such partnerships also enable students to have access to current and future employment opportunities.

Technology continues to change our current landscape and creates new jobs constantly. To meet the ever-increasing demand to fill these positions, new “disruptors” of education (e.g., Woz U, Udacity, 42, Udemy, etc.) have been created to meet the technology industry’s needs. These providers are unaccredited but teach students real-world skills needed for employment in the technology industry. Community colleges should seek partnerships with technology companies to help prepare students for positions in the growing technology field.

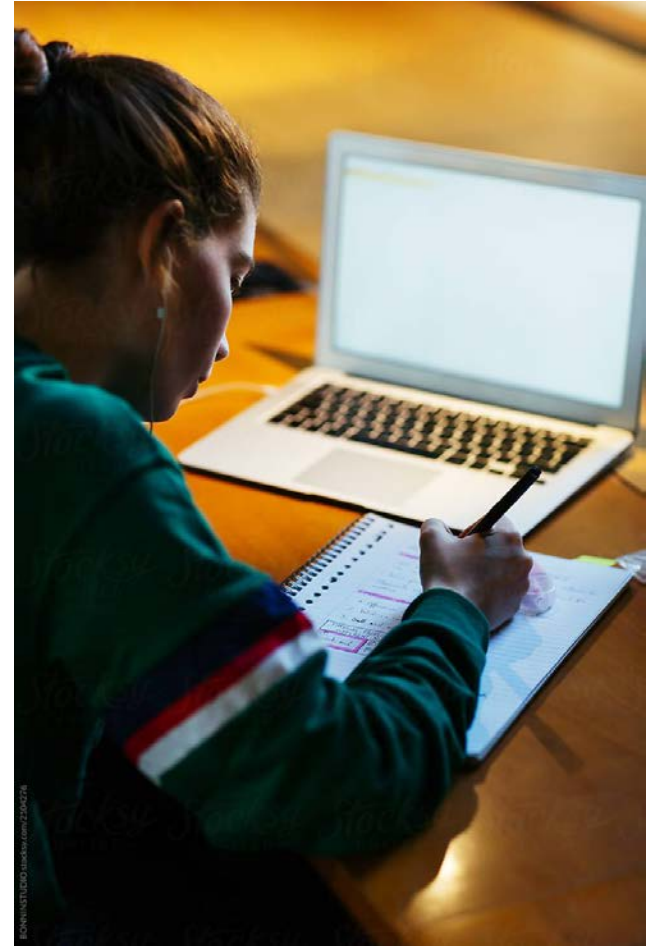
Details for this strategy are continued on the following slide.



Strategy 6: Utilize on-demand learning to enter skills-based education

With the increasing trend of online learning, there is a strong need for on-demand learning as well. Students are interested in short courses and tutorials for the sole purpose of self-improvement. These courses require little investment and are offered by online learning platforms such as Udemy, Learning Annex, and LinkedIn Learning, amongst others.

On-demand learning is best coupled with a competency-based approach. With competency-based learning, students determine the pace of their learning. For material that they know well, they can easily and quickly move through it. In contrast, they may spend more time and effort on areas in which they perceive to be more challenging or difficult. The benefit of on-demand learning and a competency-based approach is that students receive a personalized experience and real-time feedback on their progress and performance. Udacity could be a key partner to aid with on-demand and skills-based learning as they create curriculum related to Technology.



Appendices

Trends Analysis

Competitive Audit



Trends Analysis

Current Trends in Higher Education

Executive Summary

This Trends Analysis summarizes both macro- and micro-level trends uncovered by BrandIQ. Some of these trends are larger in scope and relate to broader societal issues such as: globalization, the need for occupational re-skilling, lifelong learning, and the digital divide--all of which have strong implications for higher education administration. The micro-level trends presented highlight some key issues, innovations, and best practices specific to the higher education space such as: micro-credentialing, community college/business partnerships, and online learning, amongst others. LA 19 can best use this Trends Analysis to gain awareness into the forces that impact the delivery of their educational services.



Macro-Trends

GLOBALIZATION

MACRO-TREND

While not a new concept, globalization continues to develop due to modern technology and transport, which helps to drive the success of large international businesses spanning the globe, increase trade / aid / foreign investment, and the demand for a global workforce.

Despite heightened talk of nationalism and protectionism, globalization is likely here to stay as world economies are more intertwined and have more shared interests than ever before. This phenomenon gives rise to a broad and diverse workforce in which assessing talent, skilling workers, and being culturally sensitive becomes a shared goal.

Sources:

<https://www.weforum.org/agenda/2019/01/these-13-charts-show-what-the-world-really-thinks-about-globalization-4-0/>

https://news.cgtn.com/news/3d3d414f7749444d32457a6333566d54/share_p.html

<https://educationusa.state.gov/us-higher-education-professionals/why-internationalize>

<https://www.usnews.com/news/best-countries/articles/2016-08-12/education-must-focus-on-globalization>

7. Governments need to pay more attention to education

In all regions, citizens think their education systems are leaving too many behind in the Globalization 4.0 challenge in all regions.

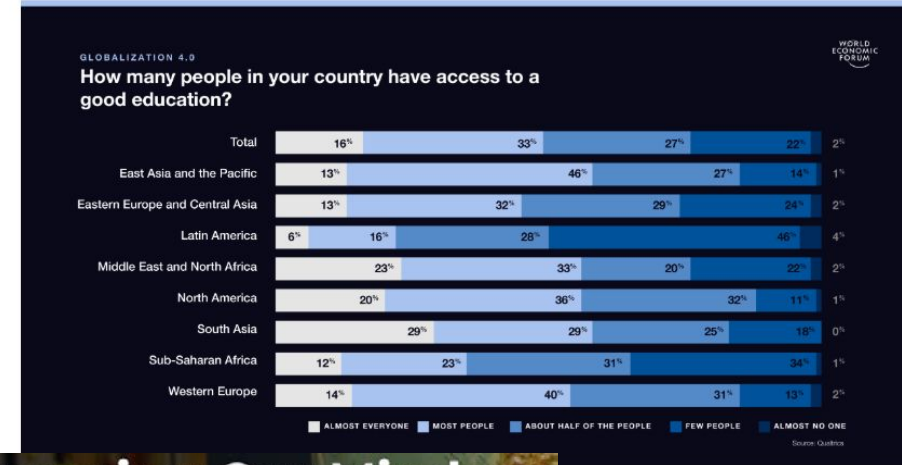


Image: Qualtrics



A student talks with a consultant from an education agency at the China International Education Expo held by the Chinese Service Center for Scholarly Exchange in Nanjing, Jiangsu Province, March 10, 2009. /VCG Photo

GROWING CONCERN FOR RE-SKILLING THE LABOR FORCE

MACRO-TREND

As technology continues to disrupt, no industry is safe; employees and employers face an urgent need to be proactive about skilling for the future. Given that jobs are becoming more digitized, more automated, and more integrated with AI, we face both job displacement and the need for new, highly skilled jobs. Re-skilling workers becomes a focus in order to address these changing times.

Sources:

<https://www.mckinsey.com/featured-insights/future-of-work/retraining-and-re-skilling-workers-in-the-age-of-automation>

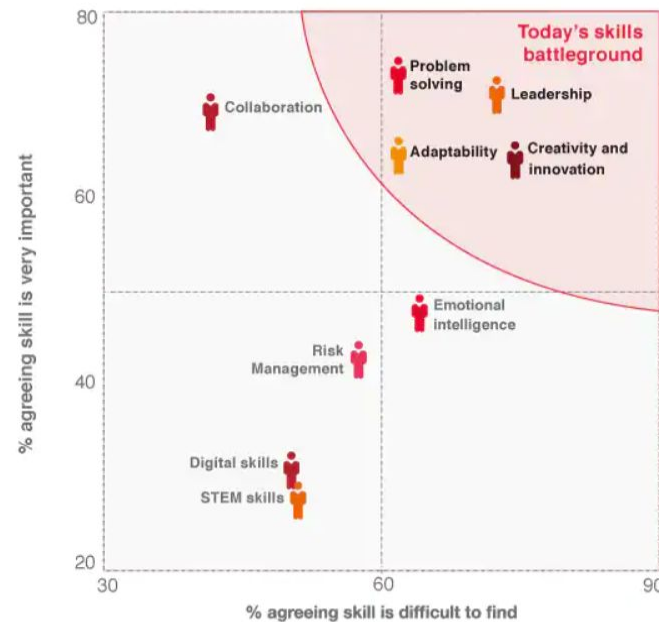
<https://www.pwc.com/us/en/services/hr-management/library/workforce-reskilling.html>

<https://www.forbes.com/sites/joemckendrick/2018/12/04/for-ibm-reskilling-the-workforce-for-ai-takes-on-a-new-urgency/#311e9f1f763e>

<https://www.cognizant.com/perspectives/reskilling-in-the-digital-age>



AI will launch many new careers. IBM
MEDIA RELATIONS



Source: PwC's 20th CEO survey, January 2017 (1,379 CEOs)

42% of CEOs say they're implementing continuous learning initiatives



PwC, 21st Annual Global CEO Survey, January 2018. Base (1,293).

STRENGTHENING PRIVATE AND PUBLIC SECTOR COLLABORATION ON CURRICULUM NEEDS

MACRO-TREND

Due to shifts in the economy, the public and private sector should collaborate to create valid curricula to help students of the future. Some sources estimate that a majority of jobs in the future do not currently exist, so creating curricula as these jobs develop will help students to have access to the shifting workforce. When industries can assist in updating curricula, students will have access to relevant teaching materials and learn about developing jobs.

Sources:

http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

https://www.bertelsmann-stiftung.de/fileadmin/files/BSt/Presse/imported/downloads/xcms_bst_dms_39337_39338_2.pdf

<http://reports.weforum.org/future-of-jobs-2016/future-workforce-strategy/>

Vocational Education and Training Reform in India

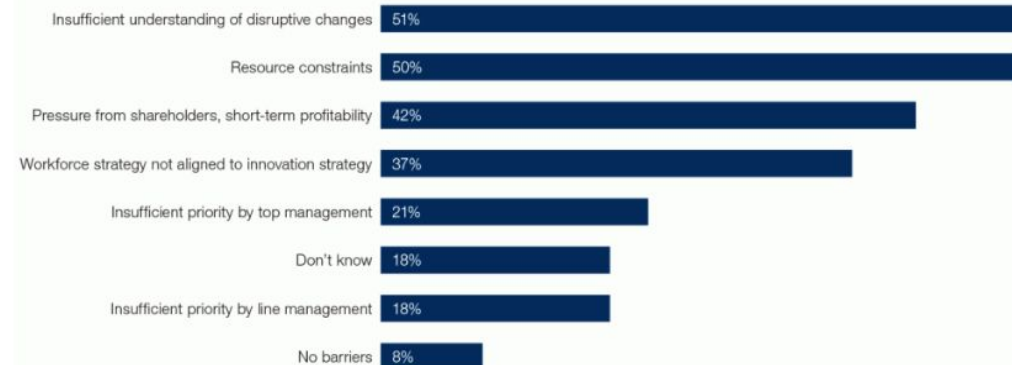
Business Needs in India and Lessons to be Learned from Germany

Santosh Mehrotra, Ravi Raman, Neha Kumra, Kalaiyarasan, Daniela Röß

Barriers to Managing Change

Figure 12: Significance of barriers to change, industries overall

Share of respondents reporting barrier, %

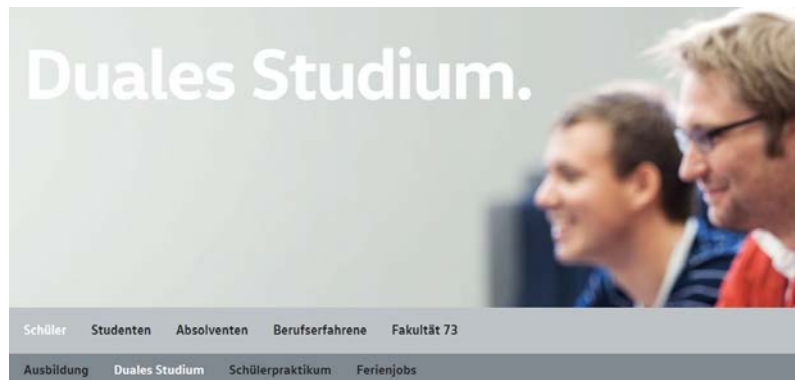


Source: Future of Jobs Survey, World Economic Forum.

Note: Names of barriers have been abbreviated to ensure legibility.

GERMANY: Dual System of Education & Training

Germany's dual system focuses on learning at two major venues: the workplace and the part-time vocational school. Vocational education begins in the school system around 9th grade. The company provides practical training and on-the-job learning, while the vocational schools provide theoretical instruction. The trainee typically spends eight to twelve hours weekly at school and the remainder of the time at the worksite. Training is available across various industries including: technical, agricultural, commercial, industrial, public administration, health, and social services. The German dual system is built on collaborative regulation, curriculum design, certification, and funding. One of the greatest impacts of the German dual system has been decreasing youth unemployment and facilitating growth. The system helps to transition young adults into the labor market while also enabling companies to have access to skilled workers with real-world training. The German dual system has received global recognition and India plans to adapt elements of the system locally.



Source:

https://www.bertelsmann-stiftung.de/fileadmin/files/BSt/Presse/imported/downloads/xcms_bst_dms_39337_39338_2.pdf

ENCOURAGING LIFELONG LEARNING & CAREER MOBILITY

MOBILITY

MACRO-TREND

Learning does not have to end when a student graduates from college. In fact, colleges may be encouraged to instill a sense of lifelong learning and career mobility, as this may help future generations adapt to economic and technological changes. Governments and businesses can supply time and training for people to learn during the later years in their careers, and provide opportunities to change careers later in life.

Sources:

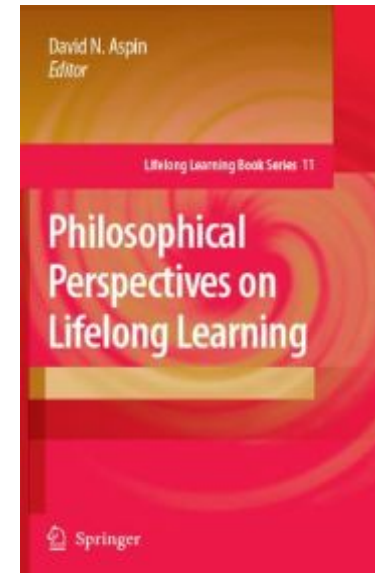
<https://link.springer.com/book/10.1007%2F978-1-4020-6193-6>

https://link.springer.com/chapter/10.1007/978-1-4020-6193-6_4

<https://hbr.org/2016/09/the-solution-to-the-skills-gap-could-already-be-inside-your-company>

<https://thediplomat.com/2017/10/how-singapore-encourages-lifelong-learning-and-workforce-resilience/>

http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf



SKILLSFUTURE SERIES

The SkillsFuture Series is a curated list of short, industry-relevant training programmes that focus on emerging skills.



New programs in Singapore focus on cultivating the skills and mindsets for lifelong learning.

Image Credit: National University of Singapore.

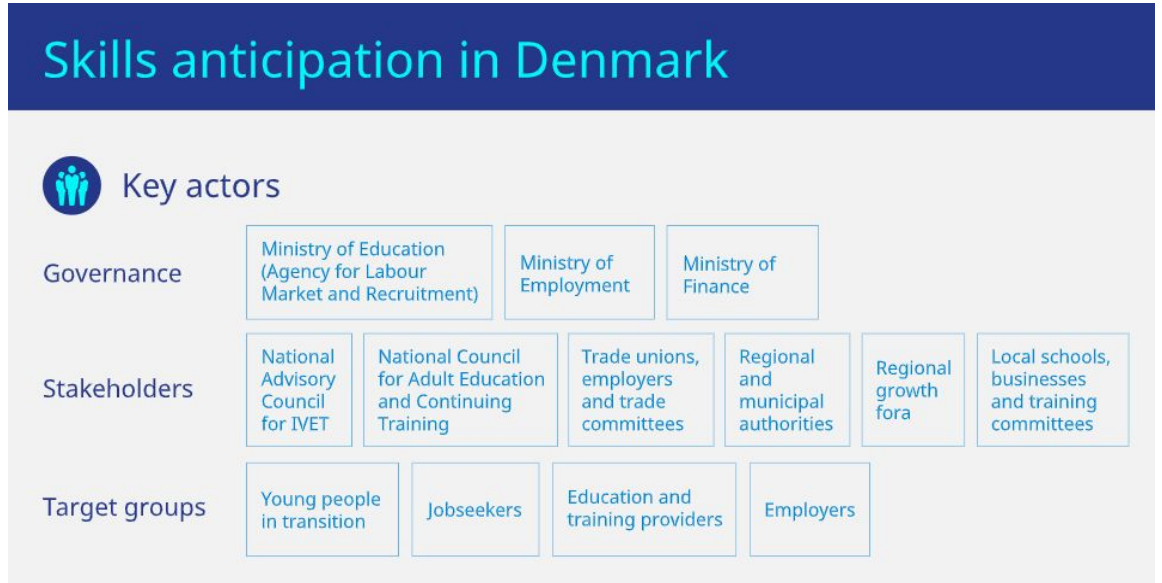
Incentivizing lifelong learning: The dwindling future population share of today's youth cohort in many ageing economies implies that simply reforming current education systems to better equip today's students to meet future skills requirements—as worthwhile and daunting as that task is—is not going to be enough to remain competitive. Ageing countries won't just need lifelong learning—they will need wholesale reskilling of existing workforces throughout their lifecycle.

DENMARK: Lifelong Learning & Re-Skilling

Denmark focuses on lifelong learning, re-skilling, and up-skilling employees. The country promotes partnerships between government and businesses to provide employees with the time and means to seek re-training opportunities. Funding is available for adults to have two weeks of certified skills training per year. Strong emphasis is placed on in-work training. The impact of these partnerships has been high employment mobility.

Source:

http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf



Low-skilled workers and adult vocational skills-upgrading strategies in Denmark and South Korea

Irakli Gvaramadze

Pages 51-61 | Received 09 Nov 2009, Accepted 08 Jan 2010, Published online: 01 Mar 2010

Download citation <https://doi.org/10.1080/13636821003605395>

SINGAPORE: Lifelong Learning & Workplace Resilience

Singapore fully embraces globalization, automation, and technology. The Government of Singapore wants citizens to take advantage of such opportunities, so they support programs for continuous learning, reskilling, and job placement. Educational institutions are also encouraged to collaborate with industries to ensure their academic programs suit market needs. Singapore promotes new technologies and pedagogical methods such as flipped classrooms to make education flexible and personalized. One popular program in Singapore is the SkillsFuture Credit program which provides a stipend to all Singapore residents over the age of 25 to take a pre-approved list of courses.



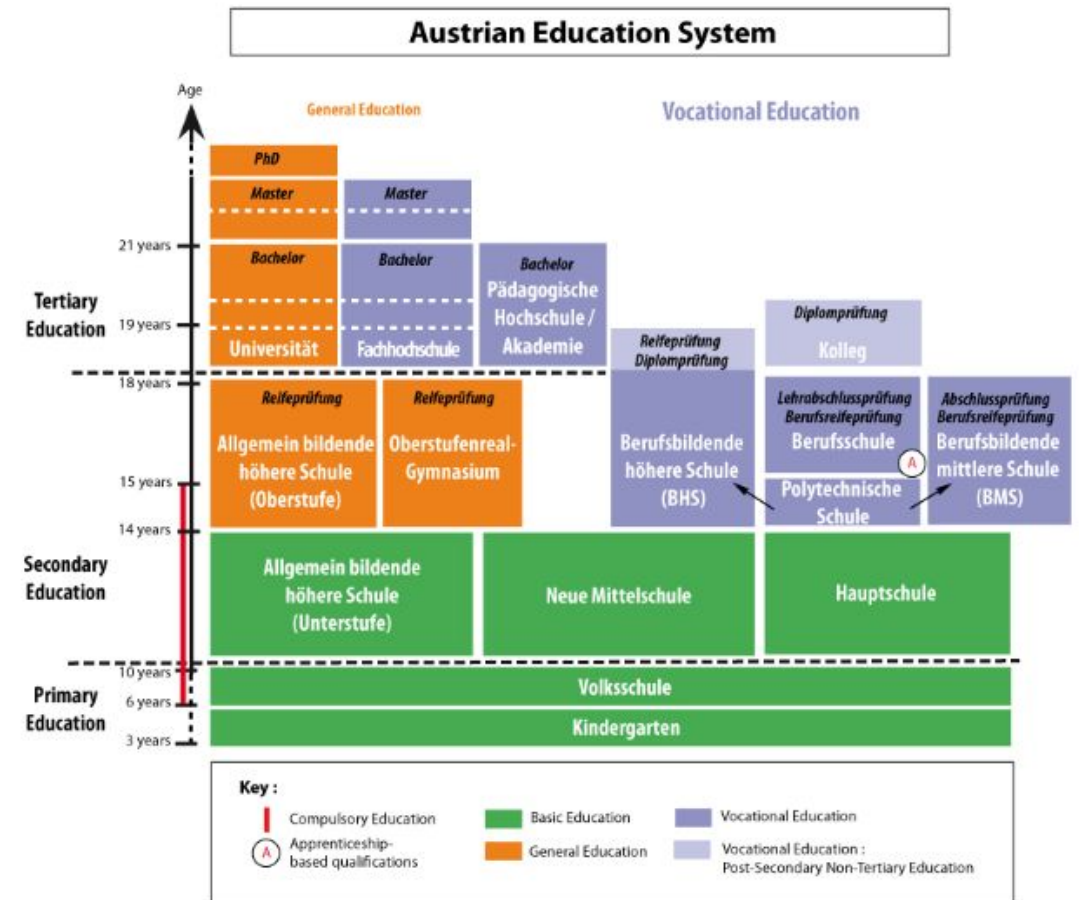
Source:

<https://thediomat.com/2017/10/how-singapore-encourages-lifelong-learning-and-workforce-resilience/>

AUSTRIA: Three Paths

Austria's system aims to address the challenges of unemployment and lack of skilled workers. Austrian students are required to take nine years of compulsory education, and after nine years, are required to decide between one of three paths: general education, vocational training, or apprenticeship programs. Each path attracts about one-third of students so distribution is relatively equal. Austria's system also offers continuing education for all students. The impacts of this type of system has been low unemployment amongst youth as well as a skilled workforce.

Source: <https://itif.org/events/2017/02/16/workforce-retraining-what-america-can-learn-worlds-leaders>



IMPORTANCE OF SOCIAL & ANALYTICAL SKILLS

MACRO-TREND

There has been rapid employment growth in professions that require higher social or analytic skills, such as managerial or teaching positions.

1. **Creativity:** Organizations most need creative employees who can conceive the solutions of tomorrow.
2. **Persuasion:** The key to having a great product is persuading people to buy into it.
3. **Collaboration:** As projects grow increasingly more complex, effective collaboration is becoming more important.
4. **Adaptability:** An adaptable mind is an essential tool for navigating today's ever-changing world.
5. **Time Management:** Mastering time management today will serve you the rest of your career.

The State of American Jobs

How the shifting economic landscape is reshaping work and society and affecting the way people think about the skills and training they need to get ahead

In three years, analytical thinking, active learning and creativity will be the three most wanted skills.

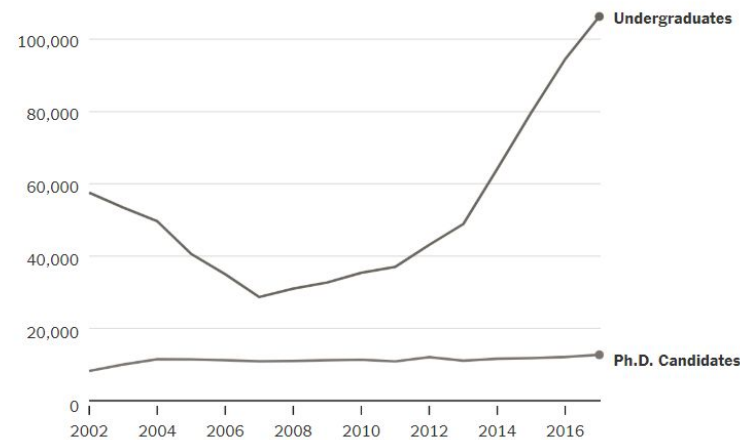
THE DIGITAL DIVIDE & THE HOMEWORK GAP

MACRO-TREND

Many school-aged children and teens still continue to live in households without high-speed internet. Many low-income homes do not even have access to a home computer. This lack of access to digital technologies has created an academic burden known as the “homework gap.”

The Computer Science Stampede

While the number of undergraduates majoring in computer science at certain American universities more than doubled from 2013 to 2017, the number of Ph.D. candidates — the potential pool of future professors — remained relatively flat.



By The New York Times | Source: Computing Research Association Taulbee Survey

Offline and Underserved: New Study Shows 'Homework Gap' Most Affects Students Already Likely to Fall Behind

By LAURA FAY | October 24, 2018



Cities Can Bridge the Digital Divide by Offering Free Tech Support

LINDA POON 3:32 PM ET

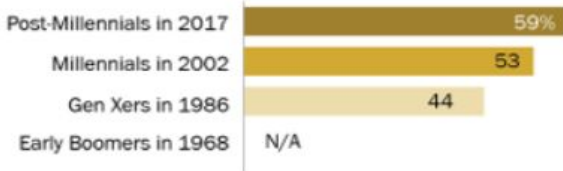
POST-MILLENNIALS: DIFFERENT THAN THEIR PREDECESSORS

MACRO-TREND

The “post-Millennial” generation is projected to be the most racially and ethnically diverse generation thus far. They are more likely to be metropolitan and less likely to be foreign born. They will also be the best-educated generation yet.

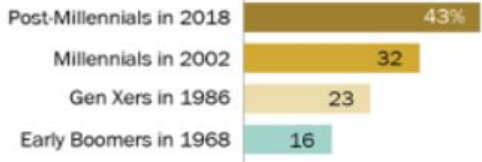
More post-Millennials pursuing college

Among 18- to 20-year-olds who are no longer in high school, % enrolled in college



Post-Millennials more likely than Millennials to live with a college-educated parent

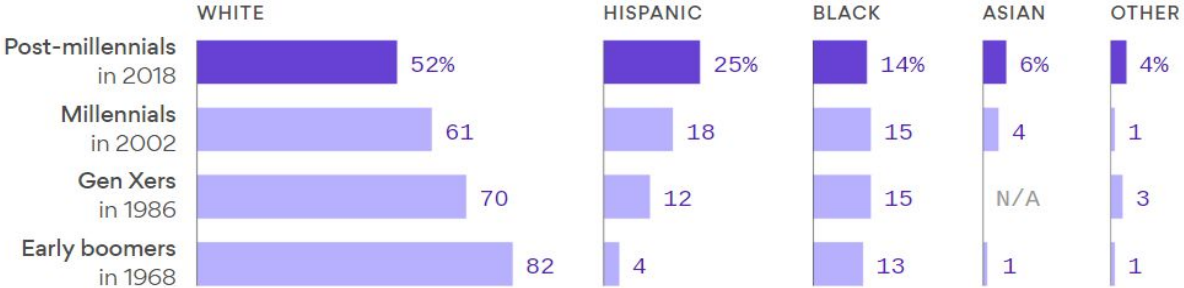
% of 6- to 17-year-olds living with a parent who has at least a bachelor's degree



**THE SMARTPHONE GENERATION:
A STATISTICAL PORTRAIT**

The constant presence of the internet, particularly social media, is changing the behavior and attitudes of today's teens.

Share of 6 to 21-year-olds in U.S. by demographic, generation



Reproduced from Pew Research Center; Note: Racial groups include only single-race Hispanics. Hispanics can be any race. Rows may add to more than 100% due to rounding; Chart: Axios Visuals

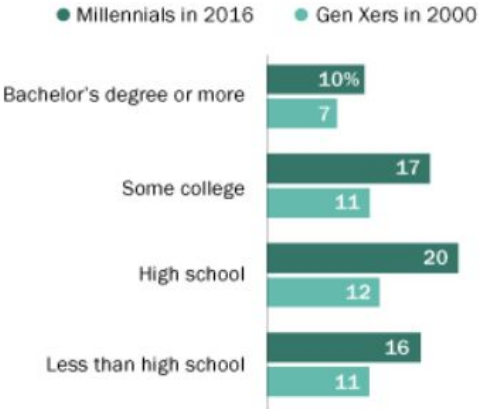
NOT LEAVING THE NEST

MACRO-TREND

Young adults are increasingly choosing to live in their parents' home. They are more likely to reside with their parents for an extended period of time compared to previous generations. This trend is even more concentrated amongst less-educated young adults.

Increase in living in parents' home is concentrated among less-educated young adults

% of 25- to 35-year-olds living in parent(s)' home



Note: "Living in parent(s)' home" means residing in a household headed by a parent.
Source: Pew Research Center analysis of 2000 and 2016 Current Population Survey, Annual Social and Economic Supplements.

PEW RESEARCH CENTER

College students' survival guide for living at home

Riley Palmer, Staff Writer
December 13, 2018
Filed under Magazine, Opinion



More recent graduates are living at home than ever before

Published: May 12, 2018 10:27 a.m. ET



Aa

Graduates are more likely to live with mom and dad in Las Vegas, New York and Los Angeles

HISPANIC & LATINX ACCESS TO SERVICES

MACRO-TREND

There is a growing number of Hispanic and Latinx individuals that have serious concerns about their place in America and fear of deportation. This may prevent them from accessing services and other opportunities.

Report: Immigration enforcement has students fearful and depressed

Schools are not safe from the fallout generated by the Trump administration's immigration enforcement, a UCLA survey finds.



Activists, young immigrants and DACA supporters march as part of a 250-mile walk to Washington, D.C., Feb. 15, 2018. SHANNON STAPLETON / Reuters

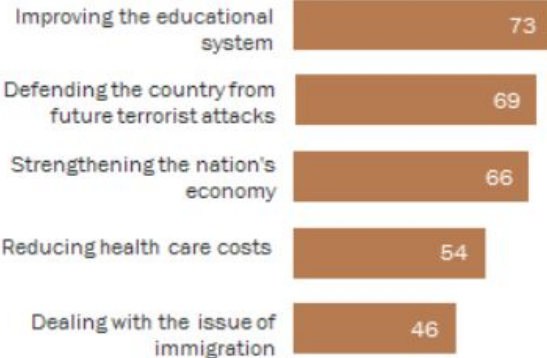
California's growing Latino college population brings attention and extra funds

California has the most "Hispanic Serving" colleges in the nation.



Education, terrorism and the economy are top Latino priorities for 2017

% rating each a top priority for Trump and Congress in 2017



Source: Survey of Hispanic adults conducted Dec. 7, 2016-Jan. 15, 2017. "Latinos and the New Trump Administration"

PEW RESEARCH CENTER

DACA & THE LOS ANGELES AREA

MACRO-TREND

With 89,900 DACA recipients, the Los-Angeles-Long Beach-Anaheim metropolitan area has one of the largest number of active DACA enrollees, nearly twice as many as the next largest metropolitan area (New York-Newark-Jersey City).

Where 'Dreamers' enrolled in DACA live in 2017

Where 'Dreamers' enrolled in DACA live in 2017

Metropolitan areas with the largest number of current DACA enrollees (top 20 shown)



Note: Only refers to individuals who are active DACA recipients, as of Sept. 4, 2017.
Source: U.S. Citizenship and Immigration Services.

PEW RESEARCH CENTER



Gabriela Cruz holds a photo of herself and her mother at her kindergarten graduation from a Santa Cruz public school. (Jazmine Ulloa / Los Angeles Times)

Applications for college aid through the California ... - Los Angeles Times

<https://www.latimes.com/local/education/la-me-ca-dream-act-20180213-story.html>

Feb 13, 2018 - Still, the uncertain status of DACA may keep some students from enrolling in college, she said. DACA allows them to study and work without ...

How to find help if you're a 'Dreamer' - Los Angeles Times

<https://www.latimes.com/.../la-essential-education-updates-southern-how-to-find-help-...>

As confusion swirls about the future for DACA beneficiaries, local school districts and colleges are reiterating their support for DACA students. Here are websites ...

Undocumented Students - Pierce College

piercecollege.edu/students/undocumented/

Los Angeles Pierce College is committed to providing educational ... Arrivals (DACA) program, we will continue to serve our undocumented students to the best ...

Undocumented and DACA Students | Occidental College | The Liberal ...

<https://www.oxy.edu/admission-aid/apply/undocumented-daca-students>

Occidental College is committed to providing access to students from all backgrounds and has long been a leader in diversity efforts. The College strives to ...

How L.A. College Students With DACA Status Are Moving Forward In ...

https://laist.com/2017/10/04/daca_college.php

Oct 4, 2017 - Reyes, who grew up in various neighborhoods around Los Angeles, applied for DACA status in 2014, and is now about to start her first year at ...

Micro-Trends

Opening Eyes to the ‘Math Problem’ and Approaching It Differently

Micro-trend

Students struggle with math, and students often fail college-level math courses. Although these classes are developmental and core to the learning environment, some schools have not updated the curricula. Taking the time to update the math lesson plans to adapt to the students needs can create more success stories, rather than cancelling the courses altogether.

Sources:

<https://edtrust.org/resource/education-trust-higher-education-practice-guide-learning-from-high-performing-and-fast-gaining-institutions/>

<https://edtrust.org/wp-content/uploads/2013/10/PracticeGuide1.pdf>

<https://www.carnegiemathpathways.org/>

<https://edsources.org/2019/as-california-community-colleges-gear-up-to-teach-less-remedial-math-one-college-shows-how-it-can-be-done/606490>



Carnegie Foundation
for the Advancement of Teaching



CARNEGIE MATH
PATHWAYS
WestEd

2016-2017 Impact Report:
Six Years of Results from the
Carnegie Math Pathways™

Mathsketball camp aims to keep girls engaged with math through hoops



2-day Mathsketball camp underway in Troy

Micro-Credentials

Micro-trend

Micro-credentials focus on industry-specific skills, and help students master a specific skills set or help working professionals advance their careers. The goal is to “future-proof” one’s skill set with micro-credentials like: digital badges, verified certificates, bootcamps, nanodegrees, and micromasters. They are ideal for non-traditional students (i.e. someone who does not need the entire college experience), and can be completed online or in person.

Pros: Shorter time investment than 4-year college; skills-based; related to industry needs; innovative; increase school’s revenue

Sources:

<https://evollution.com/programming/credentials/microcredentials-on-the-outside-looking-in/>

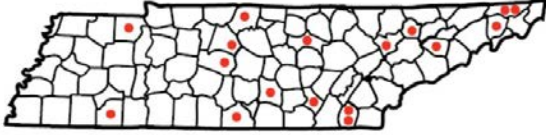
<http://www.govtech.com/education/higher-ed/Why-Micro-Credentials-Universities.html>



Micro-Credential

Examples

2017-18 Micro-credential Participation



Teacher Impressions of Micro-credentials

How many times have you said or heard, "We have to differentiate everything for our students, so why don't we have differentiated professional development for us?" This is it! We get to choose, adapt, and create work that is meaningful to our students that already aligns to what we're doing in class. -Amy Kate McMurry, Tennessee



One of the biggest things that any new microcredential program needs is for employers to accept them. In IT fields there has been an appetite for alternative credentials, but how much will employers outside of tech warm to these?

The **Interprofessional Collaborative Practice (IPCP) Micro-credential** provides UB health professions students with learning experiences to develop the Interprofessional Education Collaborative (IPEC) Core Competencies for Collaborative Practice - interprofessional **values and ethics, roles and responsibilities** of healthcare providers, interprofessional **communication**, and **teamwork**. Evidence of these competencies provides graduates with a certified credential to distinguish themselves as interprofessional collaborative healthcare practitioners.

[Read our IPCP Micro-credential Fact Sheet](#) (550 KB)

SKILLS YOU NEED. PROOF YOU HAVE THEM.

With today's complex medical environment, employers are seeking health professionals prepared to work collaboratively within the healthcare team. Upon completion of the three required digital badges, students will earn the Interprofessional Collaborative Practice Micro-credential.

Micro-Credentials at SUNY

Follow SUNY's Progress as it Leads the Way in High-Quality Micro-Credentials

- complete the IPCP Micro-credential?
- How will I know I'm enrolled to earn the IPCP Micro-credential?
- What will I earn when I complete the IPCP Micro-credential?
- What is Credly?
- Is there a cost to earn the IPCP Micro-credential?
- Program Overview

Demographic Shifts in Educational Demand and the Rise of Alternative Credentials

Jim Fong, UPCEA
Peter Janzow, Pearson
Dr. Kyle Peck, Penn State University

"Woz U's online software developer course gave me the freedom to get the skills I needed at my own pace. Thanks to the skills I gained over the six month course, I've now developed scores of websites and multiple hybrid mobile applications."

Royce B.
Woz U Graduate
Web Developer, Screen Art Studios
[Watch My Story](#)

LEARN MORE

Connecting Credentials

BUILDING LEARNING-BASED CREDENTIALING SYSTEMS

Competency-Based Learning

Micro-trend

A trend particularly relevant in the online learning space, **competency-based learning**, allows students to progress through material at their own pace, rather than follow a traditional structure. “Easy” material is covered quickly, while more time and effort are spent on challenging topics. This personalized learning experience allows the student to demonstrate mastery and gather real-time feedback on progress and performance.

Pros: Can increase student and teacher engagement; Improved student outcomes; Targeted curriculum.

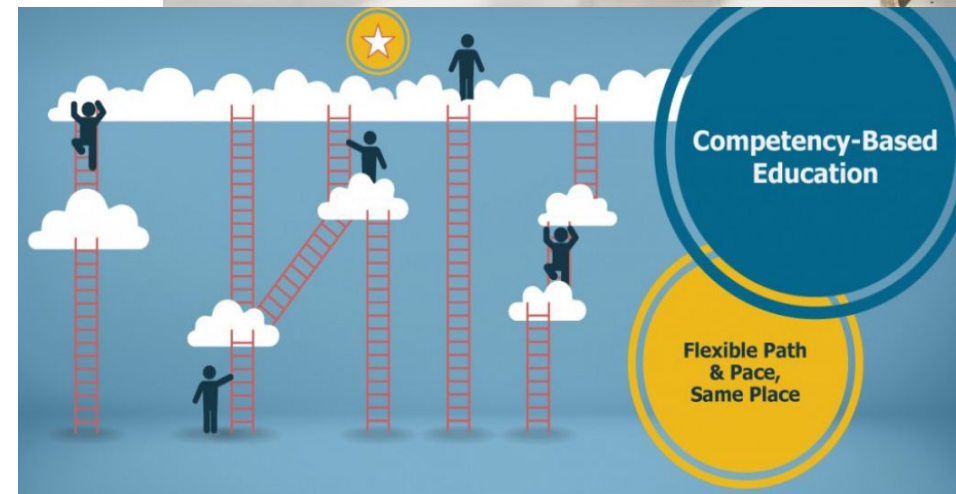
Sources:

<https://www.usnews.com/education/online-education/articles/2016-12-08/what-employers-think-of-online-competency-based-degrees>

<https://www.ed.gov/oii-news/competency-based-learning-or-personalized-learning>

<https://www.competencyworks.org/about/competency-education/>

<https://www.inacol.org/news/how-competency-based-education-differs-from-the-traditional-system-of-education/>



Competency-Based Learning

Examples

Purdue University Global | Flexible Online Learning

[Ad go.purdueglobal.edu/ExcelTrack](https://go.purdueglobal.edu/ExcelTrack)

Our **Competency-Based** Degree Programs Save Time and Tuition. Apply Online.

BSN ExcelTrack™ Program

Use Your Nursing Experience to Save Time and Money with ExcelTrack™!

MSN ExcelTrack™ Program

Finish Your MSN Courses Faster

FlexPath alumni survey results show us:

95%

of FlexPath alumni are satisfied with the FlexPath learning format.

97%

of alumni agree FlexPath provided the flexibility they needed to pursue their degree.

84%

of alumni believe they completed their degree faster and at a lower cost with FlexPath than at other universities they considered.

Source: Alumni Outcomes Survey, 2017

“In proficiency system, failure or poor performance may be part of the student’s learning curve, but it is not an outcome.”

Proficiency-Based Instruction and Assessment, Oregon Education Roundtable



Competency-based education assesses students based on their mastery of specific skill sets and how they apply those skills to real-world situations. (Getty Images)



Learning outcomes emphasize competencies that include application and creation of knowledge, along with the development of important skills and dispositions — Personalized, competency-based learning models meet each student where they are to build the knowledge, skills and abilities they will need to succeed in postsecondary education, in an ever-changing workplace and in civic life.

Increased Partnerships with Community Colleges & Businesses

Micro-trend

In today's workforce, employers need employees with the necessary skills to complete their work, and a college degree does not ensure that the employee will have those particular skills. Some colleges are starting to partner with local businesses to create certificate programs, apprenticeships, work-based learning, and internships, and this trend is particularly relevant in technical fields. This type of credentialing demonstrates to employers that students have mastered skills set forth by standards that both the business and college agree on.

Pros: Strong, effective college programs; Long-term relationships with businesses in the community; Provides insight for students about job markets and local labor needs; Practical application of college education and transferable skills.

Sources:

<https://www.uschamberfoundation.org/blog/post/how-one-community-college-making-partnerships-business-work>

https://www.brookings.edu/wp-content/uploads/2017/07/gs_20170731_community_colleges_toolkit_final.pdf



Increased Partnerships with Community Colleges & Businesses

Examples

U.S. DEPARTMENT OF LABOR



APPRENTICESHIP.GOV

CAREER SEEKERS ▾ EMPLOYERS ▾ EDUCATORS FAQS RESOURCES ▾



Groninger USA apprentices hard at work in the Apprenticeship Charlotte program.

College Internship Search | Internships.com

<https://www.internships.com/search/guided> ▾

... & where you want to work. Search Now. Your Next Internship · Intern Jobs Search · Create Your Profile · Internship Predictor® · Internship Jobs by City ...

Summer Internship Jobs, Employment in Los Angeles, CA | Indeed.com

<https://www.indeed.com/q-Summer-Internship-l-Los-Angeles,CA-jobs.html> ▾

Receive college credit for the semester you participate in the internship. Warner Music Group is proud of its intern program, the professional development we.

College Intern Jobs, Employment | Indeed.com

<https://www.indeed.com/q-College-Intern-jobs.html> ▾

19422 College Intern jobs available on Indeed.com. Apply to Student Intern and more!

2,000+ Summer Intern Jobs in Los Angeles, CA | LinkedIn

<https://www.linkedin.com> > Jobs > Summer Intern Jobs ▾

Today's top 2010 Summer Intern jobs in Los Angeles, CA. ... 2 Years College Experience or Relevant Work Experience *Excellent Communication *Superior ...

“By making West Virginia University part of a national network, the ZinnStarter program provides students with opportunities to communicate their business ideas with their fellow students at member universities. The program not only presents a Silicon Valley perspective, but also gives students a chance to be a part of a board that rewards standout ideas in our statewide competition. This propels us to a new level in our quest to help create new companies in West Virginia, which is an important part of a stronger, more diverse economy.”

—Javier A. Reyes, Milan Puskar Dean, West Virginia University College of Business and Economics



Maine State Chamber of Commerce, Augusta, ME

The Maine State Chamber of Commerce is taking their solution on the road, using a state-of-the-art mobile remote training program to connect career and technical centers, community colleges, and businesses with area students to bring skilled trades industry and hands-on education to all corners of the state.

EXPANDING EQUITY THROUGH WORK-BASED LEARNING OPPORTUNITIES



Tempe Chamber of Commerce, Tempe, AZ

Partnering with local government and school systems, Career Ready Tempe will connect low-income, first generation high school students with work-based learning experiences that not only bring opportunity to the student, but also help develop work-based learning as a talent development strategy in Tempe, creating a sustainable model for the future.

TRAINING FOR STUDENTS AND BUSINESSES



Wake Forest Chamber Foundation, Wake Forest, NC

The Wake Forest Career Readiness Lab will connect high school students to a Chamber business for a semester-long internship, hosting monthly soft skills and leadership educational opportunities for the students. At the same time, businesses will be trained on how to offer meaningful, valuable internship programs for area students.



College Debt Crisis

Micro-trend

The college debt crisis burdens about 1 in 4 Americans, equating to about \$1.5 trillion dollars, and the financial burden begins the minute the student enrolls in college. Paying off college debt can extend to almost 20 years after graduating, meaning that many college grads are not buying houses or getting married. Students, alumni, and policymakers are all trying to alleviate the crisis. Students are creating guidebooks on how to save money or make money on campus; alumni are donating to scholarship funds or creating apps to help manage finances; and policymakers are proposing free community college tuition (in California, the proposal is to extend to free first and second years) and income sharing agreements.

Pros (for measures addressing the crisis): Decreased financial strain during and after college; Making college more accessible to lower-income families or those who cannot afford debt or loans; Fewer homeless or hungry students.

Sources:

<https://trends.collegeboard.org/college-pricing/figures-tables/tuition-fees-room-and-board-over-time>

<http://www.mtv.com/news/3109206/california-free-community-college/>

<https://www.npr.org/2018/04/26/606077648/navigating-campus-for-the-not-rich-students-launch-a-crowdsourced-guide>

<https://www.cnbc.com/2018/11/20/want-to-graduate-from-college-debt-free-these-schools-will-let-you.html>

<https://www.sacbee.com/news/politics-government/capitol-alert/article224262625.html>



C Berkeley student Ismael Chamu, 21, breaks down after ass. But he's resilient. "I've fallen a lot, but I've always gotten up," Ismael says. (Mel Melcon / Los Angeles Times)

People also ask

Is it worth it to go into debt for college? ▾



College Debt Crisis

Examples

Berea's Tuition Promise Scholarship

Berea College was created to help deserving scholars achieve their dreams. At Berea, you'll get:

- an affordable, elite degree at one of the best private colleges in the nation
- work experience and a resume
- funded internships and study abroad
- 60+ areas of study with unlimited academic support
- and a close-knit, diverse campus community

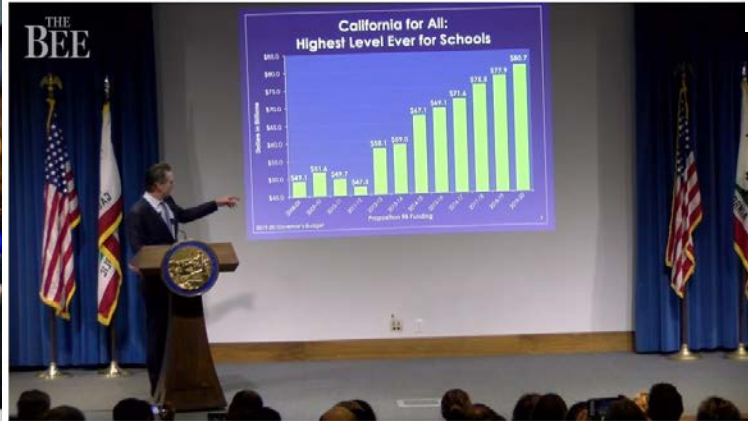
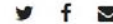
... all at little or no cost to you and your family. No student pays tuition at Berea. All admitted students receive our Tuition Promise Scholarship, which covers 100% of tuition costs. For most Berea students, the Tuition Promise Scholarship amounts to over \$157,000 across four years.



Free community college and a boost for Cal Grants: What Newsom wants to do for higher ed

BY ANDREW SHEELER

JANUARY 10, 2019 01:24 PM, UPDATED JANUARY 15, 2019 10:28 AM



Gavin Newsom revealed his \$209 billion California state budget proposal on Jan. 10, 2019. By Hector Amezcua | Alyssa Hodenfield

Hi everyone! This is a draft of our guide for lower- and middle- income students. Feel free to add ideas and leave suggestions. If you think we're missing something, please include it! If you think something is phrased wrong or factually inaccurate, leave a comment! Thank you!

Also, feel free to take a section you think you have authority in and fill it in. Anyone else with ideas can add to it! If you did contribute something and would like to be credited, YOU CAN ADD YOUR NAME AT THE BOTTOM OF THIS DOC.

Most importantly: This is a document in which we can be honest about the barriers lower income and first-gen students face on this campus. This is a document specifically for us and people with similar situations (although anyone with relevant information can contribute to the doc). If a campus job didn't pay you well enough or a scholarship program was hard to navigate, share that info! It could be valuable to someone.

Juniors create shelter for homeless students

By NATALIE OGANESYAN
January 23, 2019 in News



When Trojan Shelter begins housing students in Fall 2019, it will share its Koreatown church location with other groups. (Photo courtesy of Esther Cha)

Opinion

Michael Bloomberg: Why I'm Giving \$1.8 Billion for College Financial Aid

Let's eliminate money problems from the admissions equation for qualified students.

Online Learning

Micro-trend

Enrolling in an extension program, continuing education, or online university can allow students to complete courses at their convenience. The US Department of Education is attempting to allow more online schools to meet accreditation standards, and San Diego City College offers free online classes for ESL students. Massive Open Online Courses (MOOCs) allow individuals to experiment with college-level classes and study at their convenience. Some colleges are looking to move partially or completely online to save money, and other schools are expanding online learning to the healthcare industry to increase their relevance.

Pros: Flexibility; Lower potential cost for student and school; Ability to explore college-level courses; Students can brush up on skills without enrolling in a degree program; Learning for fun

Sources:

<https://www.usnews.com/higher-education/online-education/the-short-list-online-programs/articles/low-cost-online-colleges-for-out-of-state-students?int=-rec>

https://www.washingtonpost.com/education/2019/01/07/devos-moves-boost-college-online-learning-while-reducing-regulatory-oversight/?noredirect=on&utm_term=.379fe82d6d7f

<https://www.theladders.com/career-advice/increase-your-salary-by-20-with-these-online-classes>

<https://www.usnews.com/education/best-colleges/articles/2019-01-18/what-college-applicants-should-know-about-moocs>

<https://www.usnews.com/news/best-states/articles/2019-01-22/iowa-wesleyan-university-charts-a-course-for-the-future?int=undefined-rec>

http://www.journalreview.com/news/school/article_68c161fe-1e62-11e9-b2e5-2fe5a6e11da0.html

<https://www.edsurge.com/news/2019-01-17-massive-online-courses-find-a-new-audience-with-continuing-medical-education>



Online Learning

Examples

We Are Orbis Education

The Best Solution to Healthcare Workforce Shortages.

College Online Learning Likely to Receive Federal Funding Boost

The main beneficiaries of DeVos' new federal guidelines will likely be online universities. Under the former administration, many for-profit primarily online universities [were found to insufficiently educate their learners and prepare them for a career following graduation.](#)

As late as September 2018, student loan default rates among graduates of for-profit institutions [continued to rise.](#)

Iowa Wesleyan University Charts a Course for the Future

Downturns in rural economy and enrollment woes are putting smaller, private universities on shaky financial footing.

By Jeff Charis-Carlson Contributor Jan. 22, 2019, at 9:47 a.m.



CAL STATE LA
CALIFORNIA STATE UNIVERSITY, LOS ANGELES

OPEN UNIVERSITY

From courses to degrees

100% online learning from the world's best universities and companies

Join for free



Analytics Academy

Find free, online courses on Google Analytics and other data analysis tools. Take lessons from measurement experts, join the Google Analytics learning community, and test your knowledge.



Some experts believe MOOCs can help prepare students for college by offering a risk-free way to explore interests in a variety of fields. (Getty Images)

College Alternatives

Micro-trend

The growing number of online learning, bootcamps, and shorter degree programs provide college alternatives, and with the threat of endless college debt, students who really do not even enjoy school have access to more alternative options. For young adults, it is acceptable to not want to pursue a traditional 4 year degree with all the other viable options that exist today. The Marshall Plan for Talent in Michigan is aimed at closing the talent gap, and plans to teach 55,000 Michigan residents skills for high-demand jobs. Other alternatives like coding bootcamps address the student's and the industry's need.

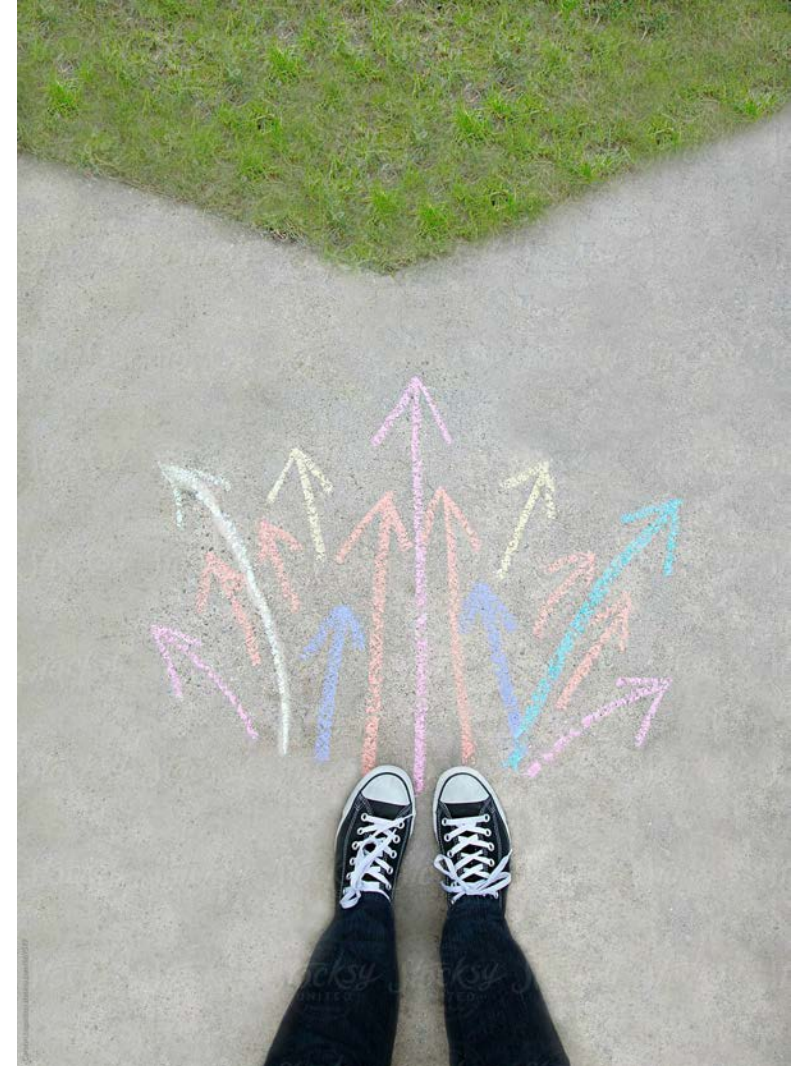
Pros: Don't have to go to college if student does not like school; Save money; Learn relevant skills; Lifelong learning

Sources:

<https://www.forbes.com/sites/tomvanderark/2018/07/06/how-faster-cheaper-alternatives-will-replace-most-of-highered/#2ffde2847e89>

<https://www.michigan.gov/led/0,5863,7-336-85008---,00.html>

<https://www.youtube.com/watch?v=P0I-GdadmbM>

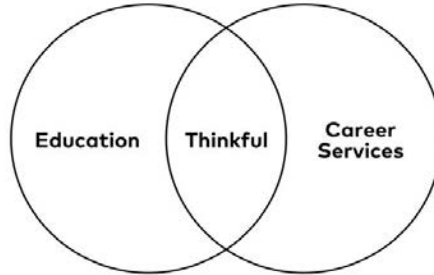


College Alternative

Examples

We are a Career Accelerator

With your personal mentor available to talk face-to-face, answer questions, and help tailor your curriculum to suit your schedule and specific job goals, 1-on-1 mentorship is not only a hands-down faster, more effective way to learn, it affords you a network of likeminded professionals and a new job.



Zero to job-ready with Techdegree

- ✓ Gain job-ready skills from home
- ✓ Reviewed projects for your portfolio
- ✓ Support from fellow students



<p>The New Education: How to Revolutionize the University to Prepare... Cathy N. Davidson Kindle Edition</p>	<p>A New U: Faster + Cheaper Alternatives to College Ryan Craig Kindle Edition \$14.72</p>	<p>Demographics and the Demand for Higher Education Nathan D. Grawe Kindle Edition</p>	<p>Shaping the Fourth Industrial Revolution Klaus Schwab Kindle Edition \$9.99</p>	<p>Lifelong Kindergarten: Cultivating Creativity through Projects, Puzzles, Games, and Other Ways to Encourage Deep Thinking and Inquiry Mitchel Resnick Kindle Edition</p>	<p>The Future of Higher Education: How Emerging Technologies Will... Lasse Rouhiainen Kindle Edition</p>
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Learn More

<p>HIGHEST RATED 22.5 hours</p>	<p>Instagram Masterclass 2019: Grow from 0 to 40k in 4 months ★ 4.5 25,294 Updated 1/2019</p>
<p>2.5 hours</p>	<p>10 Instagram Marketing Strategies That Make Me 6-Figures ★ 4.5 2,934 Updated 12/2018</p>

MARGARET RHODES DESIGN 03.06.17 07:00 AM

FORGET WELDING. THE HOTTEST NEW VOCATIONAL SCHOOLS DO DIGITAL DESIGN

GETTY IMAGES

WGU is changing higher education—so people can change their lives.

This is a university made for a new kind of student. At WGU, our focus is on the success of our students and our graduates. What kind of university will give the busy adult student of the 21st century—unique, dedicated, and driven—the best chance for success? One of the best online colleges that values those qualities and puts them to work.

We're the first university where all bachelor's and master's degrees are [competency-based](#), with online courses designed in partnership with leading employers. We're nonprofit, driven entirely by a mission to serve students—in fact, it's right there in our name. We're called Western Governors University because we were created by a group of U.S. governors, an innovative solution to their states' demand for high-quality, outcomes-oriented higher education.

[See how WGU was built](#)



Big Data in the Classroom

Micro-trend

Big data can be used to give educators and students an advantage in improving the learning process. Through collecting data, a level of personalization can help to keep students engaged and interested in the course material. Also, content would only be delivered to the student when he or she is ready for it. Big data can be used to design and improve curricula by using market trends to create timely content relevant to the business world. This could also facilitate new areas of learning.

Pros: Personalized learning; Cater to different learning styles; Accurate measurement of skills; Continually assess student growth

Sources:

<https://master.edhec.edu/news/three-ways-educators-are-using-big-data-analytics-improve-learning-process>

<http://tdan.com/using-big-data-to-improve-learning/23535>



Big Data in the Classroom

Examples

EDUCATION

Do you know how universities and colleges use Big Data?

Sep 17, 2018 | Saun Tatt



Credit: Steve McCracken, © 2018

Open Academic Analytics Initiative (OAAI)

Created by Anthony Whyte, last modified by Sandeep Markondiah Jayaprakash on Jul 31, 2014

MEASURE, MONITOR, AND RESPOND

(Big) Data Analytics allows a teacher to measure, monitor, and respond, in real time to a student's understanding of the material. Analytics, showing how students learn can help educators adapt their teaching styles and address student needs before the final grade is delivered. This is an important development for teachers because it will strengthen our ability to address any unconscious biases we might have towards the engagement or performance of our students.

PERSONALIZE THE LEARNING EXPERIENCE.

Make courses interesting for students with different levels of knowledge. Introduction courses can often have students with different levels of fundamental knowledge. Using data analytics to understand where each student is struggling or excelling can allow you to offer different starting material for each student within the same course. This will improve student interest in the subject, and indicate to whom and when specific learning content should be delivered.

DESIGN A NEW COURSE

Use data to understand what industry needs and to deliver a curriculum to meet and employment trends and to organize introductory courses and world.

Meet eAdvisor™

Designed to support your success and help you meet your academic and professional goals, eAdvisor™ suite of online and interactive tools.

News

- ➔ Essential Questions & Data Sources For Continuous Improvement of Undergraduate STEM Teaching and Learning
- ➔ For This Large-Class Lecturer, Cartwheels and Communication are Key
- ➔ Tim McKay Talks Personalized Learning and Analytics in Keynote Speech
- ➔ Will You Graduate? Ask Big Data
- ➔ The Higher Ed Learning Revolution: Tracking Each Student's Every Move



New Business Model Facilitating Bootcamp and Traditional Educational Institution Collaboration

Micro-trend

A trend that has been gaining traction and will continue to in the near future is the morphing of for-profit and traditional educational institutions. These blended models facilitate collaboration between online bootcamps and universities, with one of the most popular being Purdue-Kaplan. The partnership provides the bootcamp with more legitimacy and a better reputation from being associated with a trusted brand. For educational institutions, the partnership can provide students with more marketable skills, which can increase opportunities for employment following graduation.

Pros: Legitimizes bootcamps; Increases reach of traditional educational institution; Increase in participation; Meet students where they are

Sources:

<https://www.educationdive.com/news/partnerships-between-bootcamp-programs-traditional-higher-ed-a-win-win/439694/>

<https://www.chronicle.com/article/Coding-Boot-Camps-Come-Into/239673>



New Business Model Facilitating Bootcamp and Traditional Educational Institution Collaboration

Examples



SAN DIEGO GLOBAL KNOWLEDGE UNIVERSITY

ONLINE FULL STACK CODING PROGRAM

Become a Full Stack programmer in only 6-months

No coding experience necessary, you just need a high school diploma or equivalent



Yale x Flatiron School Web Development Bootcamp: CPSC S115 Introduction to Full-Stack Web Development

Chris Hildreth for The Chronicle
Houston Breedlove, who graduated in 2013 with a religious-studies degree, got a job at a software company after finishing a coding boot camp run by Trilogy Education Services and the U. of North Carolina at Chapel Hill.

BRIEF
Study: Coding bootcamps yield high returns on job placement, diversity

Wyncode Academy is designed to develop successful coders with business acumen. In Lynn's partnership with Wyncode Academy, you will gain experience in [web development](#).



The Coding Boot Camp at UCR Extension

BECOME A WEB DEVELOPER IN 24 WEEKS

Class starts April 16, 2019 at UCR Extension

Community Colleges Offering Bachelor's Degrees

Micro-trend

In 2018, a little over a third of U.S. states had two-year colleges that were offering Bachelor's degrees, including Santa Monica College. The Bachelor's degrees provided by community colleges are typically in subject areas that are not adequately served by four-year schools. Proponents argue that this trend allows more accessibility to a college education.

Pros: Shorter time spent in college; Broader reach of community colleges; Increased accessibility to BA/BS degree

Sources:

<https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2018/04/26/more-community-colleges-are-offering-bachelors-degrees>

<https://www.dailynews.com/2018/06/09/this-southern-california-community-college-just-awarded-18-four-year-bachelors-degrees/>

<https://www.communitycollegereview.com/blog/new-bachelors-degrees-offered-at-community-colleges>



Community Colleges Offering Bachelor's Degrees

Examples



Graduates of Santa Monica College. Santa Monica is one of a handful of California two-year colleges piloting four-year degree programs as part of a trend toward community colleges conferring some bachelor's degrees.

John McCoy/Daily News via AP

CA COMMUNITY COLLEGES OFFERING BACHELOR'S DEGREES

Some California Community Colleges are now offering specialized Bachelor's Degrees. These degrees are not offered in any UC or CSU. All are scheduled to begin by the 2017-18 academic year. Please note that many of these are pilot programs and therefore information may change.

1. Airframe Manufacturing Technology, Antelope Valley College
2. Automotive Technology, Rio Hondo College
3. Biomufacturing, Mira Costa College
4. Biomufacturing, Solano College
5. Dental Hygiene, Foothill College
6. Dental Hygiene, West Los Angeles College
7. Equine and Ranch Management, Feather River College
8. Health Information Management, Mesa College
9. Health Information Management, Shasta College
10. Industrial Automation, Bakersfield College
11. Interaction Design, Santa Monica College
12. Mortuary Science, Cypress College
13. Occupational Studies, Santa Ana College
14. Respiratory Care, Modesto Junior College
15. Respiratory Care, Skyline College



CBC is accredited by the Northwest Commission on Colleges and Universities (NWCUE) to offer baccalaureate degrees.

Community Colleges Fight for the Right to Grant Four-Year Degrees

15 state community colleges get OK to offer bachelor's degrees

By **Nanette Asimov** Updated 5:39 pm PST, Tuesday, January 20, 2015



**BACHELOR'S
DEGREE PROGRAM**
CALIFORNIA COMMUNITY COLLEGES

Virtual Reality and Augmented Reality

Micro-trend

Virtual reality (VR) and augmented reality (AR) are becoming increasingly common in college classrooms. It is anticipated that by 2021, 60% of all higher education institutions in the U.S. will be using VR or AR in the classroom. VR and AR are enriching the learning experience by allowing students to connect visually with their course material. This can be done through textbooks. When placed in front of a webcam, students can see 3D images, sounds, and short films. The technologies provide visual, immersive experiences, help recruit new students, keep students engaged, and prepare students for skills needed for employment (including careers in VR and AR).

Pros: Interesting to students; Attractive; Alternative to teaching skills in the real setting; Future is in mind; Immersive

Sources:

<https://www.heacademy.ac.uk/knowledge-hub/augmented-reality-ar>

<https://www.forbes.com/sites/forbestechcouncil/2018/01/16/virtual-and-augmented-reality-in-college-classrooms-more-hype-than-help/#5fda0597d15a>

<https://edtechmagazine.com/higher/article/2018/05/4-ways-colleges-are-embracing-virtual-reality>



Virtual Reality and Augmented Reality

Examples

Teaching using Augmented Reality – VCCS Technical Training Session



Joe Magee of SWCC's Distance Learning & Instructional Technology Department recently demonstrated the setup and use of augmented reality in the classroom for the Virginia Community College Systems Office personnel and technical staff from SWCC's sister colleges. His presentation covered the variety of ways the technology may be used and best practices. Augmented reality, as well as virtual reality, technology may be used to enhance teaching & learning in a broad range of subject areas, such as Administration of Justice, Eng Services, Marketing & Sales.

CLASSROOM

Medical Students Practice Critical Skills on Digital Cadavers

Virtual reality tools prepare future medical professionals for complex procedures.

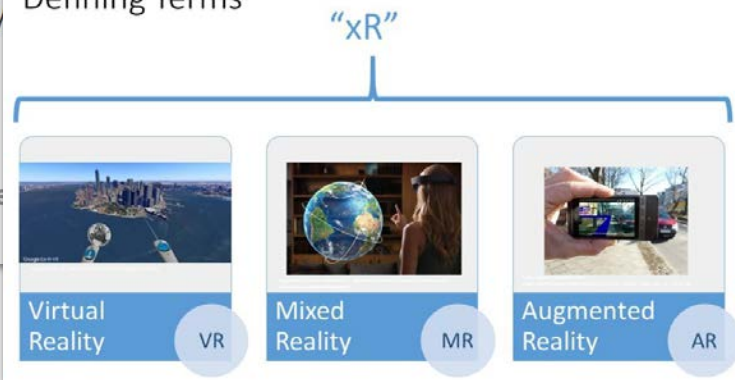
Make teaching fun and effective

Top Hat's active learning technology helps professors easily engage students and build comprehension

Book a 1-on-1 online demonstration

Watch the video

Defining Terms



The Villanova Immersive Studies CAVE



The Villanova Immersive Studies CAVE, managed by CEET and housed in the Falvey Memorial Hall of Falvey Library, is a four-sided (aka "C-4") CAVE. Its development was supported in part by NSF MRI/ACI grant #1338052. Like all CAVEs, it provides viewers with an immersive experience viewing and interacting with 3D virtual-reality worlds, 3D big-data displays, and 3D models of real-world locations and objects. Some of the facility's features include:

Lehman College to Build VR Center in NYC

By Sri Ravipati | 12/21/16



A student using EON Reality's VR and AR knowledge transfer platform. Source: EON Reality.

Universities Nurturing Unique Human Skills

Micro-trend

There are many unique human skills that AI and machines cannot replicate including: complex communication, abstract and systems thinking, collaborative activity, efficient networking, public relations management, intercultural sensitivity, and marketing. Higher education institutions can develop and nurture such skills which would aid students in successfully working alongside AI--as millions of jobs will be directly dealing with such technology.

Pros: Combat AI industry takeovers; Cultivate emotional intelligence; Focus on human skills and higher-level being; New educational programs

Sources:

<http://www.pewinternet.org/2017/05/03/the-future-of-jobs-and-jobs-training/>



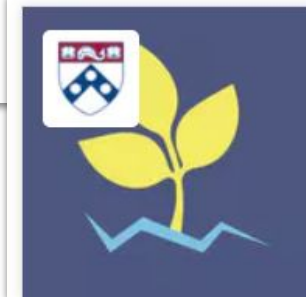
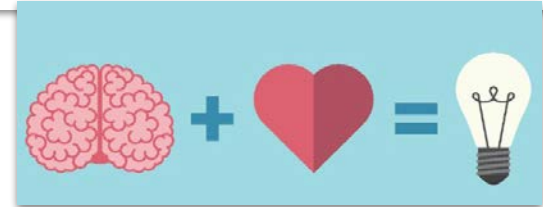
Universities Nurturing Unique Human Skills

Examples

Educators have always found new ways of training the next generation of students for the jobs of the future, and this generation will be no different.

TEACHER LEADERSHIP
College Readiness: How to Help Students Think Abstractly
The power of abstract thinking skills
By [Ben Johnson](#)
January 13, 2012

Are we preparing the next generation for the Fourth Industrial Revolution?



Positive Psychology: Resilience Skills

University of Pennsylvania

COURSE

★★★★☆ 4.9 (682)

Beginner



As Professor Klaus Schwab notes, “We need leaders who are emotionally intelligent, and able to model and champion co-operative working. They’ll coach, rather than command; they’ll be driven by empathy, not ego. The digital revolution needs a different, more human kind of leadership”.

Gamification

Micro-trend

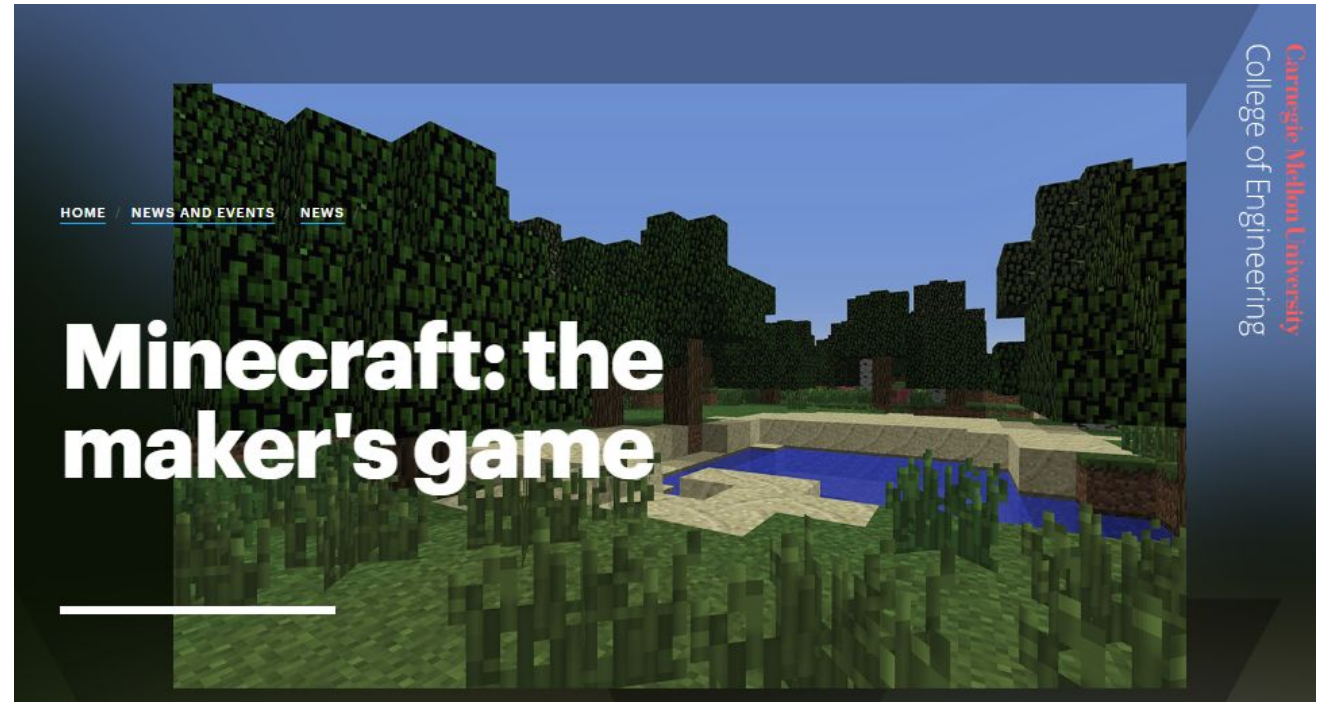
Gamification refers to the use of game elements (e.g., scoreboards, competition, rewards, badges, etc.) in non-game environments and contexts. In higher education, educators who integrate gamification can give students “missions” instead of assignments and they are able to “level up” through grade points. Educators can also facilitate a role-playing game within the classroom. It encourages students to take risks, explore possibilities, and think outside the box, rather than simply trying to find the “correct” answer.

Pros: Engaging; Teaches communication and logic skills; Immediate feedback; Positive reinforcement; Creativity

Sources:

<https://www.exlibrisgroup.com/game-gamification-higher-education-mobile/>

<https://educationaltechnologyjournal.springeropen.com/articles/10.1186/s41239-018-0123-0>



Gamification

Examples

1. adaptability - an individual difference construct that influences how a person interprets and responds to different situations
2. resourcefulness - the ability to independently perform daily tasks and to seek help from others when unable to function independently
3. communication skills - the ability to perceive socio-interpersonal relationships and adapt one's interaction goals and behaviors accordingly



🎮playing🎮gaming🎮learning🎮online🎮

Friday October 25, 2013 | 10am-6 pm Young Research Library 11360 | RSVP emergence@polisci.ucla.edu
Organized by Susanne Lohmann and Francis Steen in honor of Edward Castronova's visit to UCLA

10am-noon | *Playing and Gaming*

is have brains: modesty is not conformity, and other insights from neuroscience

ardi, Radiance House

els aren't Gisele: lessons in mixed model management

h Bellows, InThinking Network, Aerojet Rocketdyne

tivity and expressionism as a game design philosophy

tern, Design Media Arts, UCLA

n | Lunch

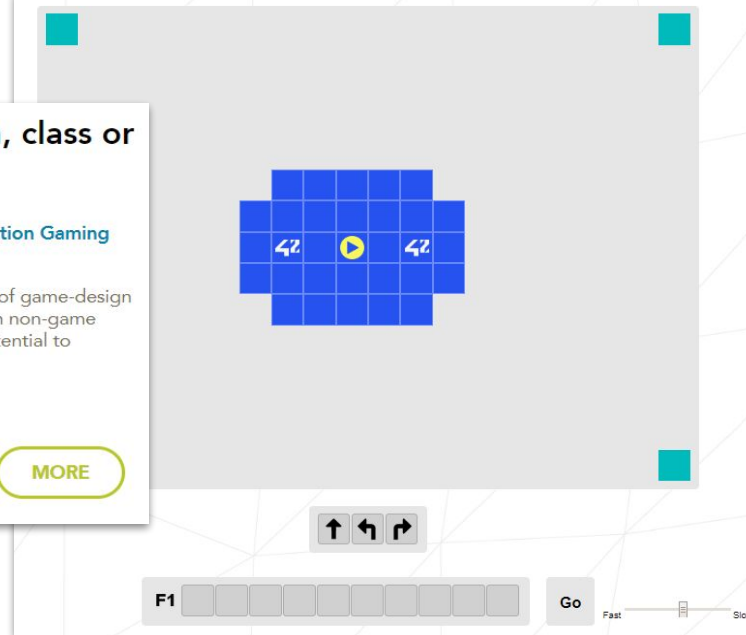


Gamify any lesson, class or curriculum

3/15/2017 Topics: [Gamification](#) [Gaming](#)

Gamification — the application of game-design elements and game principles in non-game contexts — has tremendous potential to engage students.

MORE



Highlights

- Gamified learning improves student attitude, engagement, and performance.
- Points, badges, and leaderboard are the most used game elements in gamification.
- Graphics, points, and levels are the most used game elements in game-based learning.

Diversity and Inclusion

Micro-trend

As some colleges are threatened with unethical admissions processes or worry about the loss of diversity on campus, other colleges are thriving and recognize the power of student and faculty diversity. Diversity and inclusion further increases the college's ties to current events, politics and the community. Some colleges are acting to increase faculty diversity, some are increasing research focused on minorities and diverse populations, while others prefer to engage in the community.

Pros: More people go to college; More unique perspectives; Less discrimination; Social impact

Sources:

<https://diverseeducation.com/article/136433/>

<http://dailybruin.com/2019/01/08/students-faculty-react-to-attempt-to-promote-diversity-to-uclas-hiring-process/>

<https://grandchallenges.ucla.edu/>

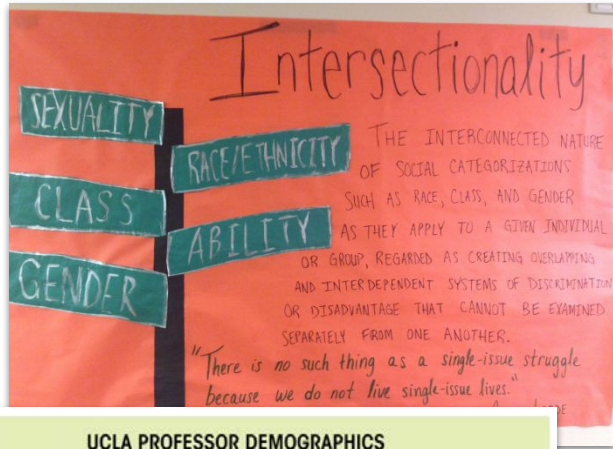
<http://www.pewresearch.org/fact-tank/2018/09/14/education-levels-of-u-s-immigrants-are-on-the-rise/>

<https://www.theguardian.com/us-news/2019/jan/23/elite-schools-ivy-league-legacy-admissions-harvard-wealthier-whiter>



Diversity and Inclusion

Examples



Skagit Valley College celebrates new diversity center
 goskagit.com - Jan 15, 2019
 MOUNT VERNON — Skagit Valley College celebrated Monday the opening of its new diversity center, which President Tom Keegan called a ...



Goshen College continues to work toward diversity, equity, inclusion
 Goshen News - Jan 16, 2019
 GOSHEN — In an early kick-off to Goshen College's Martin Luther King Jr. Day festivities, GC President Rebecca Stoltzfus Wednesday ...

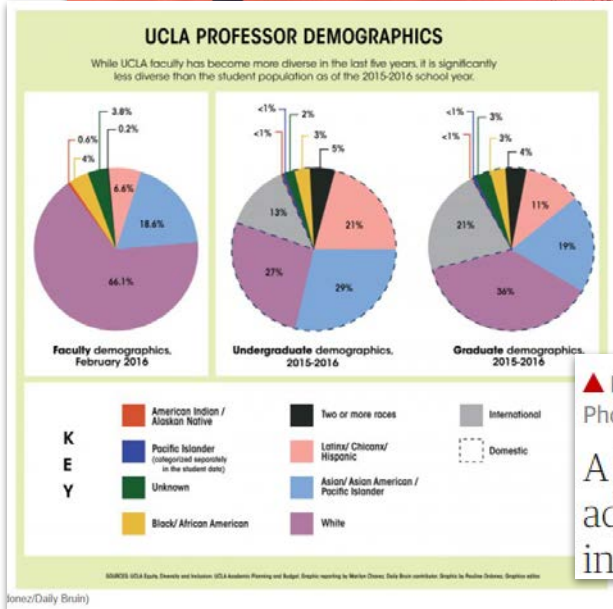


Barnard Council for Diversity, Equity, and Inclusion announces ...
 CU Columbia Spectator - Jan 23, 2019

Depression
 Grand Challenge

Understanding, preventing and treating the world's greatest health problem.

LEARN MORE



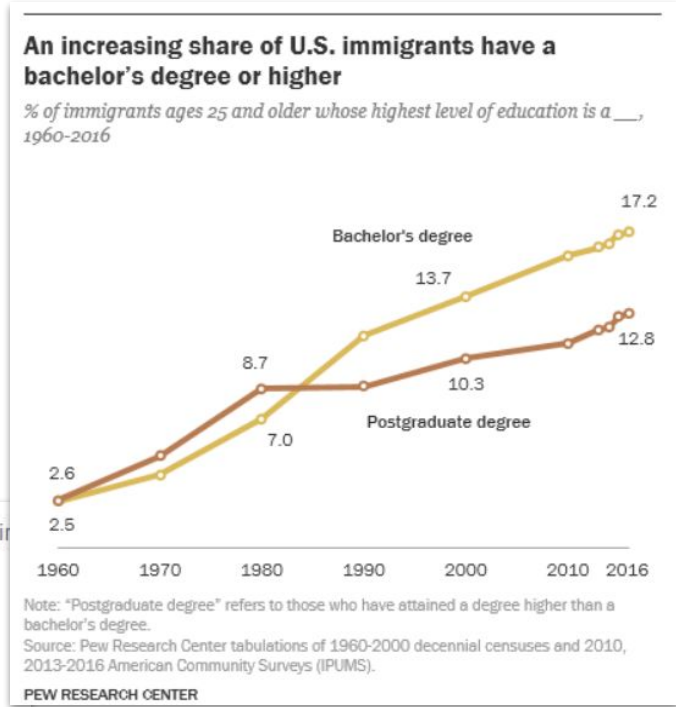
Early Benchmarks Show 'Post-Millennials' on Track to Be Most Diverse, Best-Educated Generation Yet

A demographic portrait of today's 6- to 21-year-olds

BY RICHARD FRY AND KIM PARKER

▲ Northwestern University student Andrea Bian is critical of legacy admissions: 'I think that's kind of unfair'
 Photograph: Laura McDermott for the Guardian

A lawsuit focused on race-conscious admissions at Harvard has added fuel to a fiery debate about wealth and privilege at elite institutions





COMPETITIVE AUDIT

Background

BrandIQ examined the higher education competitive landscape and uncovered four key categories of educational institutions. These categories vary in their offerings and other key characteristics. Our analysis is based on these four groups:

1. **For-profit/market-driven non-profit institutions**, which offer certifications to Doctoral degrees
2. **Four-year colleges/universities**, which primarily offer Bachelor's to Doctoral degrees but have continuing education options
3. **Online learning platforms**, which offer individual courses to micro-credentials/nano-degrees
4. **Trade schools**, which offer specialized certificates and Associate's degrees

Executive Summary

Schools:








- For-profit/market-driven non-profit schools place emphasis on flexibility, convenience, real-world skills, individual improvement, and career-focus.
- Four-year colleges/universities are more likely to emphasize diversity, academic rigor and quality, leadership, and societal improvement.
- Online learning platforms tend to place emphasis on disruption, innovation, self-learning, flexibility, and future-proofing one's career.
- Trade schools emphasize career-placement, practicality, history, experience, and improving the self.

Students:

- For-profit/adult education schools target working adults seeking advancement and younger students that are more career-focused.
- Four-year colleges/universities target younger students who are ambitious, crave community or school pride, and/or value service-orientation.
- Online learning platforms target young, working adults, who are heavily career-focused, who are wanting to change their careers, or who desire to be in a non-traditional educational environment.
- Trade schools target younger, career-focused students and adults with an interest in technical, healthcare, design, and other specialized vocational areas.

Side-by-Side Summary of Positioning and Communications

Side-by-Side Comparison of Positioning and Communication by For-Profits/Market-Driven Non-Profits

	 DeVry University	 University of Phoenix	 Ashford University	 Chapman University	 Capella University	 ASU	 SNHU
Offering	Online/in-person Degrees/courses	Online/in-person Degrees/courses	Online Degrees/courses	In-person Degrees/courses	Online Degrees/courses	Online/in-person Degrees/courses	Online/in-person Degrees/courses
Core Purpose/Mission	To foster student learning through high-quality, career-oriented education integrating technology, science, business, and the arts.	To provide access to higher education, enabling students to develop knowledge and skills necessary to achieve their professional goals, improve the performance of their organizations, and lead and serve their communities.	To provide high-quality, accessible, affordable, innovative, educational programs that meet the diverse needs of individuals pursuing advancement in their lives, professions, and communities.	To provide personalized education of distinction that leads to inquiring, ethical and productive lives as global citizens.	To extend access to high quality Bachelor's, Master's, Doctoral, and certificate programs for adults who seek to maximize their personal and professional potential.	To advance research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.	To expand access to education by creating high-quality, affordable and innovative pathways to meet the unique needs of each and every student.
Value Proposition	Flexible. Affordable. Study on your own time.	Built for working adults. Career relevant coursework online.	For on-the-go students of all ages. Accessible. Integrates with various devices.	Education that encourages innovation and creation. Real world and academic.	High value for the money. Distinguished education. Scholarship and flexibility.	Accessibility. Academic. Excellence/quality. Strong community impact.	Convenient. Affordable. Career-focused programs.
Positioning	Offers flexibility to take classes at every level online and in-person. Something for everyone.	Gaining real-world skills for the working professional to stand out.	Where higher education meets technology.	A vibrant, on-campus environment to get the most out of your education. Where big ideas are born.	Reshaping higher education to fit your life. Letting you live and learn.	Explore your interests and learn new skills to reach your goal. Be inspired to live your best life.	Expanding the boundaries of higher education to meet the needs of all students.
Target Consumer	All students	Working adult students	Independent learners	Young ambitious students	Working adults seeking higher degrees	High performing students at any level	Career-focused young students
Communication & Messaging	Flexible. Practical. Accessible. Adaptable. Empowering.	Practical. Adaptable. Helpful. Charismatic.	Flexible. Convenient. Moldable. Warm. Supportive.	Well-rounded. Capable. Connected. Supportive. Creative. Fun. Logical.	Innovative. Inclusive. Flexible. Understanding. Helpful. Qualified.	Compassionate. Warm. Adventurous. Intelligent. Inspirational. Inclusive. Socially-conscious. Leaderly. Compelling.	Practical. Adaptable. Accessible. Caring. Supportive. Motivating. Inspirational.

Each for-profit/market-driven non-profit institution falls along a continuum for their key brand positioning.



Flexibility

Structure



Real-World Skills

Theoretical, Broad Thinking



High Value

High Premium



Low Investment

High Investment



Individual Ownership

Collaborative and Immersive



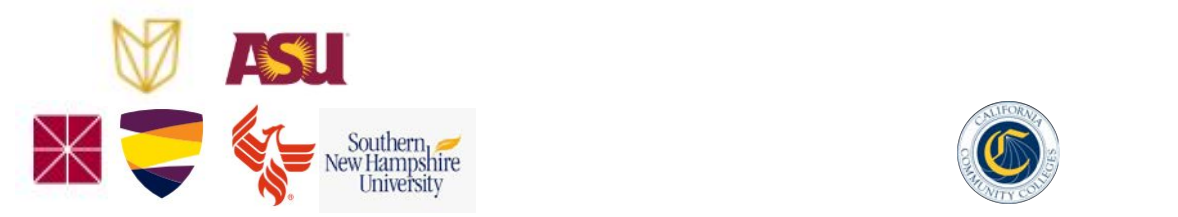
Improve Self/Skills

Change the World



Innovative/Disruptive

Traditional



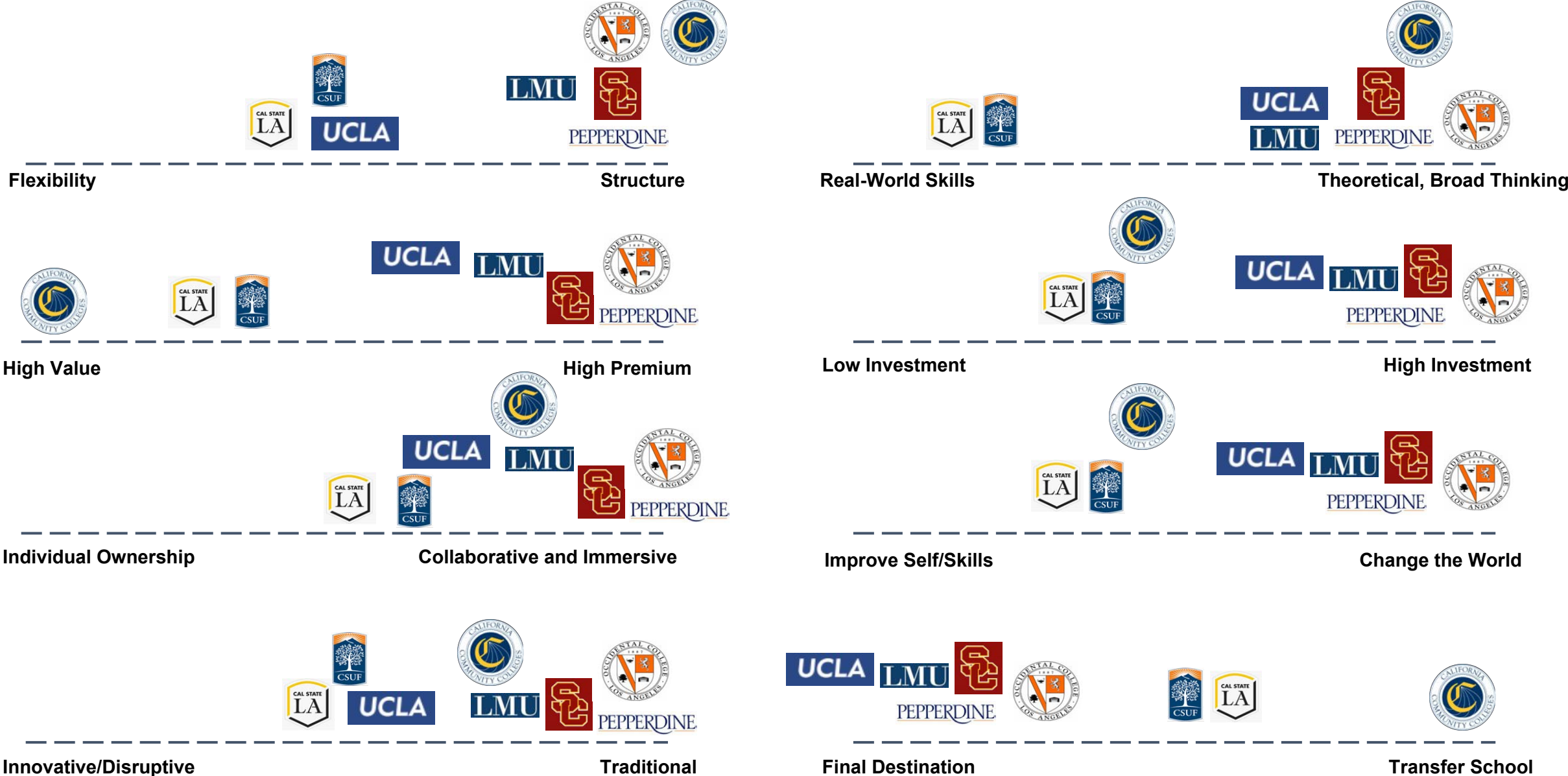
Final Destination

Transfer School

Side-by-Side Comparison of Positioning and Communication by 4-Year Colleges/Universities

							
	UCLA	USC	Pepperdine	CSULA	CSUF	LMU	Oxy
Offering	Traditional 4-year school	Traditional 4-year school	Traditional 4-year school	Traditional 4-year school	Traditional 4-year school	Traditional 4-year school	Traditional 4-year school
Core Purpose/ Mission	To create, disseminate, preserve, and apply knowledge for the betterment of our global society.	To develop human beings and society as a whole through the cultivation and enrichment of the human mind and spirit.	To strengthen students for lives of purpose, service, and leadership.	Transforms lives and fosters thriving communities across greater Los Angeles.	To combine the best qualities of teaching and research universities where actively engaged students, faculty and staff work to expand knowledge.	To encourage lifelong learning, academic excellence, education of the whole person, and promotion of service and justice for all.	To provide gifted, diverse students with a total educational experience of the highest quality to prepare them for leadership in the modern world.
Value Proposition	Reputable. Diverse. Progressive. Connected campus. Financial aid.	Diverse. Accessible. High quality education. SoCal community.	Desirable location. Strong programs with volunteer emphasis. Connected alumni.	Student-focused. Push boundaries. Upward mobility. Culture of excellence.	Affordable. Comprehensive. Regional university with global outlook.	Diverse. Rigorous. Academic experience.	Diverse. Close community. Leader in Liberal Arts. Los Angeles area.
Positioning	Optimism changes the world. Optimism defies the odds.	Cultivation of creative minds and spirits for the betterment of society.	Purpose. Service. Leadership. Inspired to learn as you learn to inspire.	Prepare students for local, national, and global leadership.	Intellectual and cultural center.	Commitment to meaning and purpose.	A place of intimate scale and infinite scope. A community in conversation. A home.
Target Consumer	Young students	Young students	Service-oriented young students	Young students and transfers with prioritization on LA students	Local young students and transfers	Young students	Young ambitious students
Communication & Messaging	Rigor. Optimistic. Innovative. Scholarly. Prestigious. Entrepreneurial. Socially-conscious. Accessible.	Caring. Outspoken. Free-thinking. Scholarly. Prestigious. Influential. Entrepreneurial. Socially-conscious. Inspiring. Proud.	Intelligent. Leaderly. Purposeful. Religious. Prestigious. Accommodating. Rigorous. Service-oriented. Inspiring.	Caring. Accessible. Hopeful. Cultural. Upwardly-mobile. Service-oriented. Welcoming. Inspiring. Transformative. Practical. Prestigious.	Practical. Fun-loving. Friendly. Intelligent. Scholarly. Socially-conscious. Prestigious. Welcoming. Vibrant.	Intelligent. Purposeful. Religious. Socially-conscious. Rigorous. Inspiring. Transformative.	Creative. Free-thinking. Socially-conscious. Accepted. Worldly. Traditional. Service-oriented.

Each 4-year college or university falls along a continuum for their key brand positioning.

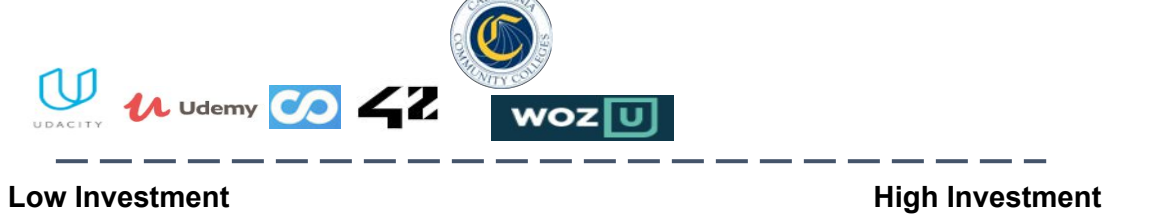


Side-by-Side Comparison of Positioning and Communication by Online Learning Platforms



	Udacity	Woz U	42	Udemy/Learning Annex/LinkedIn Learning	Coursera
Offering	Nano-degree Micro-credentials Stacked online programs	Nano-degree Micro-credentials Stacked online programs	Nano-degree Micro-credentials On campus	Online courses/tutorials	Online Degrees Certifications Specializations
Core Purpose	To democratize education through the offering of world-class higher education opportunities that are accessible, flexible, and economical.	To inspire students through innovative curricula and personalized training focused on their natural ability to achieve and learn.	To offer to young adults a better chance at succeeding as we strive to uncover the talents of this generation in the field of programming.	To improve lives through learning; to help people discover & develop skills through personalized data-driven learning experience.	To empower people with education that will improve their lives, their families, and their communities.
Value Proposition	Accessible. Flexible. Economical. Provides job ready skills.	Innovative curricula. Personalized. Hands-on project-focused format.	No tuition. Guide yourself with peers. Project-based learning. Gamification. No barriers.	Expert instruction. Flexibility.	Universal access to the world's best education. Partnering with top universities and organizations to offer courses online.
Positioning	Think forward. Build skills for today, tomorrow, and beyond. Future-proof your career.	Tech education. Reprogrammed. Become workforce ready in a high-growth industry.	Disrupting engineering education. No teachers. No courses. No classes.	Never stop learning. Learn anything on your schedule.	You don't need to quit your job or move to a new city to earn a top university degree.
Target Consumer	Career-focused students	Young adults interested in technology or changing careers	Young, non-traditional students with an interest in technology	Working adults	Learners and professionals
Communication & Messaging	Intelligent. Practical. Progressive. Supportive. Empowering.	Practical. Helpful. Accessible. Innovative. Committed.	Disruptive. Innovative. Helpful. Creative. Non-traditional. Unrestricted.	Flexible. Practical. Innovative. Empowering. Transformative. Accommodating.	Premium. Flexible. Customized. Accessible. Useful.

Each online learning platform falls along a continuum for their key brand positioning.

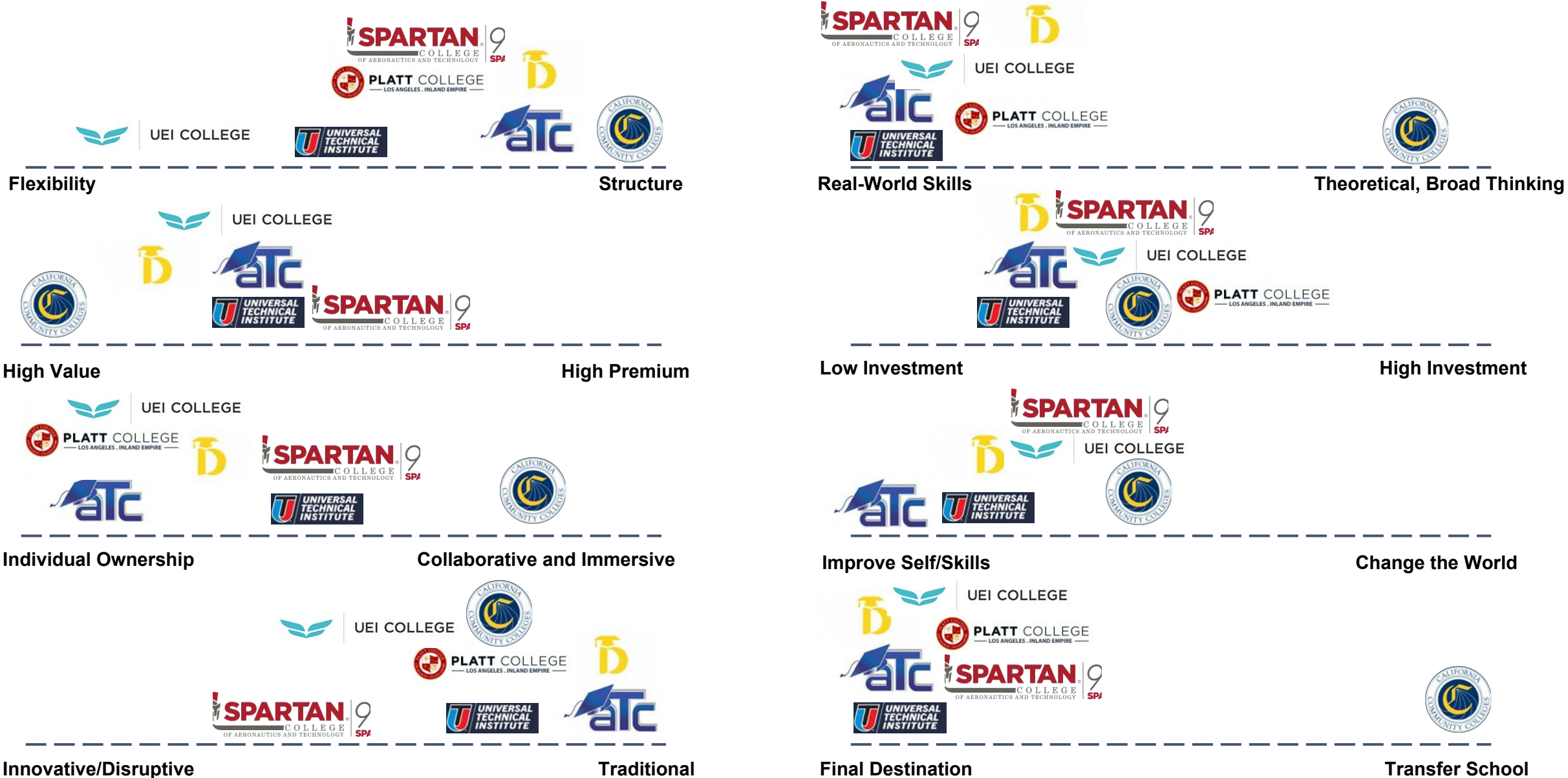


Side-by-Side Comparison of Positioning and Communication by Trade Schools









	Associated Technical College	Diversified Vocational College	Universal Technical Institute/ MMI	Platt College	UEI College	Spartan College
Offering	Healthcare & technical trade school	Diverse offerings trade school	Technical trade school	Diverse offerings trade school	Diverse offerings trade school	Aeronautics & Technology trade school
Core Purpose/ Mission	To provide oriented training programs to help the student develop quality job skills needed for success in career areas offering long-range opportunities.	To prepare students for a successful future.	To change the world one life at a time by helping people achieve their dreams.	To provide a balanced program of instruction for students, to help them acquire the specialized knowledge & skills needed for career opportunities in many of today's in-demand fields.	To prepare you for a career and a life you can be proud of.	To provide a supportive educational environment for students to actively participate in learning & to provide quality career-oriented higher education programs to a diverse student population.
Value Proposition	Courses with high market demand. Skill building. Timely.	Hands-on. Practical. Focused. Success-oriented.	Relationships with thousands of employers. State-of-the-art facilities with current technology. Training aligned with employer needs.	Accredited programs. Convenient campus locations. Accredited programs. Convenient schedule.	Speed and convenience. Support. Respect. Flexible class times. Programs exceeding industry standards.	Diverse offerings. Community.
Positioning	An investment in education is an investment made for life. Successful, rewarding, careers begin with professional, creative training.	Forward to the future. Committed to people...and their future.	Flexible scheduling and frequent start times mean it's never too soon or too late to start your training.	Serving Southern California for over 30 years. Dedicated to your education. It's all about your future.	Now, I have a career. We love our people. We're focused on your career.	The job of the future isn't white-collar, or blue collar. It's "new-collar." And it's you. Spartan delivers results.
Target Consumer	Students looking for fast-paced, skill-based learning in healthcare & technology	Career-focused adults	Young students	Career-focused adults	Career-focused adults	Recent high school graduates
Communication & Messaging	Creative. Professional. Successful. Generous. Traditional.	Successful. Accommodating. Practical. Future-oriented.	Helpful. Exciting. Accessible. Practical. Flexible. Adventurous. Non-traditional. Inspiring. Experienced.	Trustworthy. Reputable. Flexible. Accommodating.	Caring. Committed. Helpful. Respectful. Accommodating. Supportive.	Authentic. Fun. Exciting.

Each trade school falls along a continuum for their key brand positioning.



Side-by-Side Comparison of Positioning and Communication by Healthcare-Specific Trade Schools

	 <p>WEST COAST ULTRASOUND INSTITUTE</p> <p>West Coast Ultrasound Institute</p>	 <p>Concorde Career College</p>	 <p>North-West College</p>	 <p>American Career College</p>	 <p>CBD College</p>	 <p>Southern California Health Institute</p>
Offering	Healthcare trade school	Healthcare trade school	Healthcare trade school	Healthcare trade school	Healthcare trade school	Healthcare trade school
Core Purpose/ Mission	To provide students with a solid foundation in their field of study.	To prepare students for the most in-demand jobs in healthcare.	To prepare students in short term programs for gainful employment.	To provide adult learners with the skills and technical knowledge needed for initial employment in entry-level positions.	To provide educational opportunities, leading to careers or career advancement, in an open and supportive environment that encourages a lifelong quest for knowledge.	To provide quality allied health programs in an environment of scholastic learning to produce empathetic and compassionate allied health workers.
Value Proposition	Career placement. Educated and up-to-date staff.	Earn degree in short period of time. Education leading to employment. Wide range of programs. Student-centered. Post-graduation assistance.	Quality. Affordability.	Flexible class schedules. Career placement. History and experience.	High quality education. Professional state-of-the-art learning environment. Experienced faculty and staff.	History and experience. Comprehensive career resources.
Positioning	Stand out in the field. Knowledge builds careers.	Start your health care career in months, not years.	Celebrating 50 years of success. Your direction to success.	One change changes everything. Be part of high-growth field. Helping people. Change lives, start with yours.	Preparing you for an exciting, stable and rewarding career as a healthcare specialist quickly and effectively.	Learning today for a better tomorrow.
Target Consumer	Adults interested in healthcare	Adults interested in healthcare	Adults interested in healthcare	Adults interested in healthcare	Adults interested in healthcare	Adults interested in healthcare
Communication & Messaging	Useful. Connected. Accessible.	Helpful. Fun, Knowledgeable. Reputable.	Reputable. Leaderly. Generous.	Helpful. Practical. Relevant. Accommodating.	Experienced. Practical.	Practical. Helpful.

Each healthcare-specific trade school falls along a continuum for their key brand positioning.

Flexibility **Structure**

High Value **High Premium**

Individual Ownership **Collaborative and Immersive**

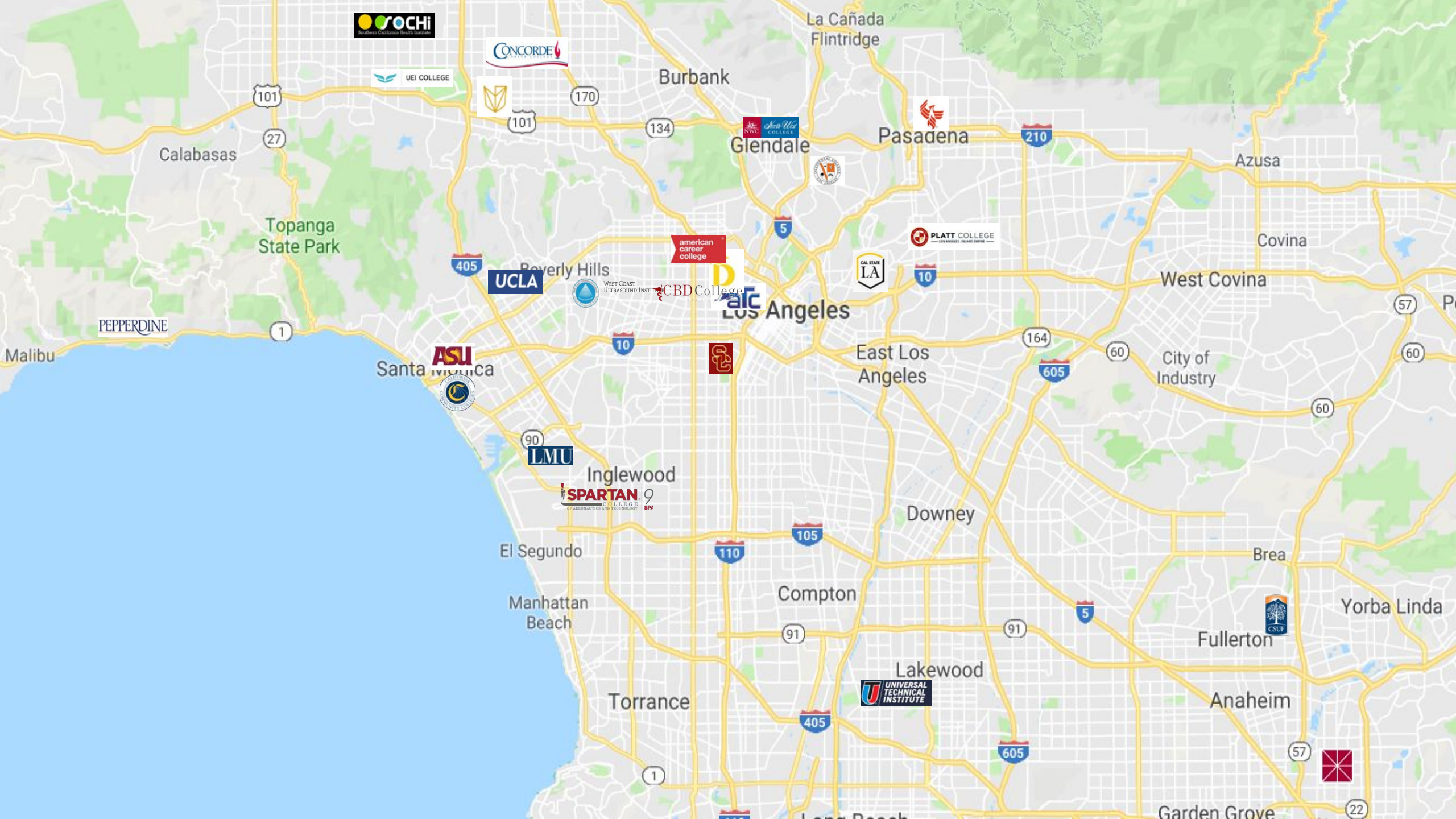
Innovative/Disruptive **Traditional**

Real-World Skills **Theoretical, Broad Thinking**

Low Investment **High Investment**

Improve Self/Skills **Change the World**

Final Destination **Transfer School**



Azusa

Covina

West Covina



CBD College

WEST COAST ULTRASOUND INSTITUTE

Los Angeles



East Los Angeles



City of Industry



Malibu

PEPPERDINE

Topanga State Park

Calabasas



Santa Monica



Inglewood



El Segundo

Manhattan Beach



Compton



Downey

Lakewood



Torrance



Brea

Fullerton



Yorba Linda

Anaheim



Garden Grove

