

Using ICT for Teaching & Learning

Perspectives from the U.S. For-profit Higher Education Space

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Terms

- **Non-Profit Public University**
e.g., University of California, Berkeley
- **Non-Profit Private University**
e.g., Stanford University
- **For-Profit Private University**
e.g., University of Phoenix
- Traditional vs. Non-Traditional Schools
- Higher Education vs. Postsecondary Education

Financial Snapshot

- University of Phoenix (APOL = Market cap = 14B, Over 300,000 students)
- Harvard University (Endowment =22B, 20,000 students)
- Harvard University investing in for-profit universities through private equity fund investment. (e.g., Vatterott College)

For-profit Sector

- For-profit education enterprise sector is very diverse and dynamic. It includes small mom and pop, friendly ambitions, multi-state super system, private equity controlled and ones publicly traded.
- Technology is widely and quickly adopted by higher education, especially community colleges, to expand access.

Major Trends

- Since the economic downturn that began in March 2000, postsecondary enterprises have outperformed nearly all other business sectors.
- Although there has been some turmoil, the current growth rate of for-profit post-secondary enterprises is still astonishing.

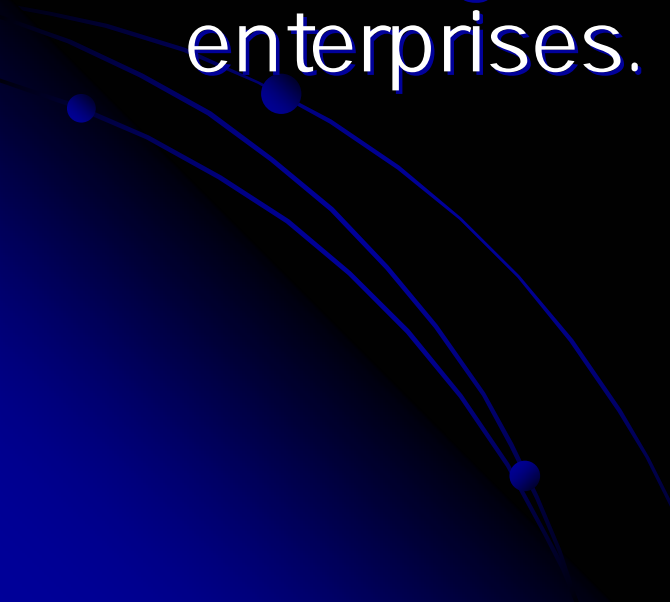
Major Trends

- Significant growth of ICT spending has been observed, yet ICT budgeting is a continuously challenging matter.
- Deployment of ERP systems for organizational efficiency, effectiveness, and growth is not an option, but a **must** for higher education institutions.

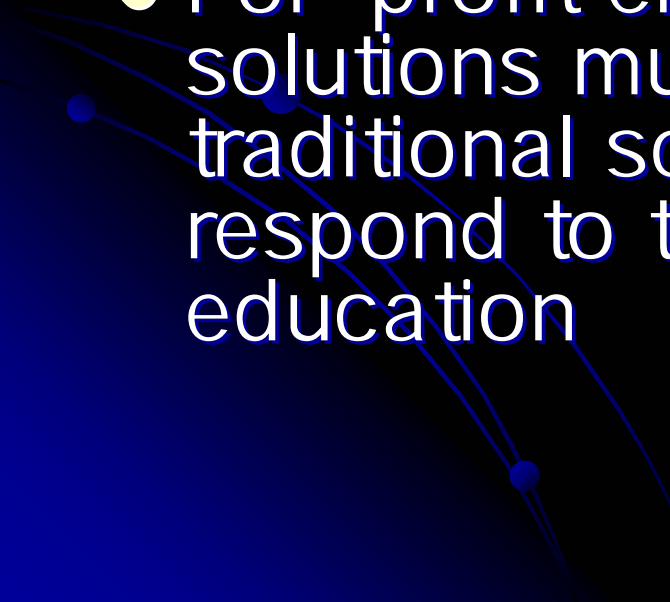
US Education Market

- Except about 120 universities in the U.S., the rest of the higher education providers are in the business of **educating the workforce.**
- The enrollment of adult, female, and minority learners is increasing in for-profit colleges.

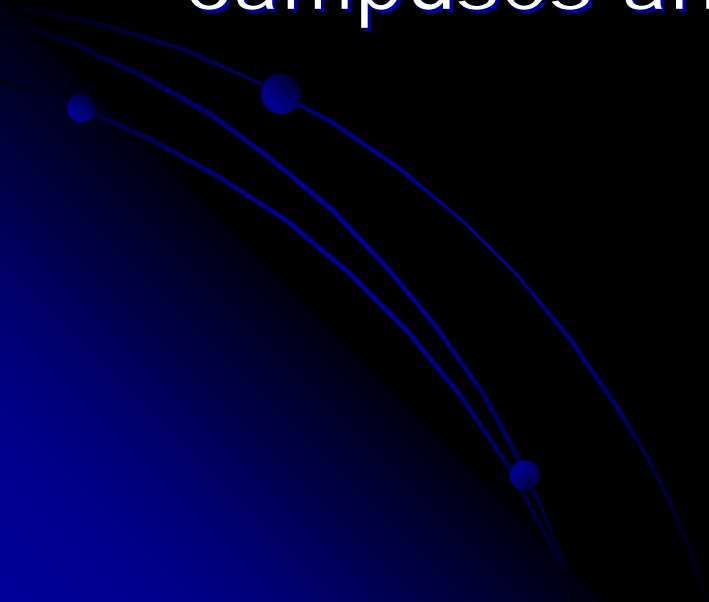
US Education Market

- For-profit enterprises serve students who would generally not enroll in other kinds of higher education institutions.
 - Unprecedented success with online learning initiatives by for-profit enterprises.
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US Education Market

- For-profit education enterprises tend to focus on convenience for working adults with formats, modes, locations, & schedules designed to accommodate their customers.
 - For-profit enterprises apply ICT solutions much more quickly than traditional schools to dynamically respond to the growing needs of online education
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US Education Market

- Large enterprises' growth in enrollment is due to their roots in long-established regionally accredited institutions that have grown through acquisitions, new campuses and online programs.
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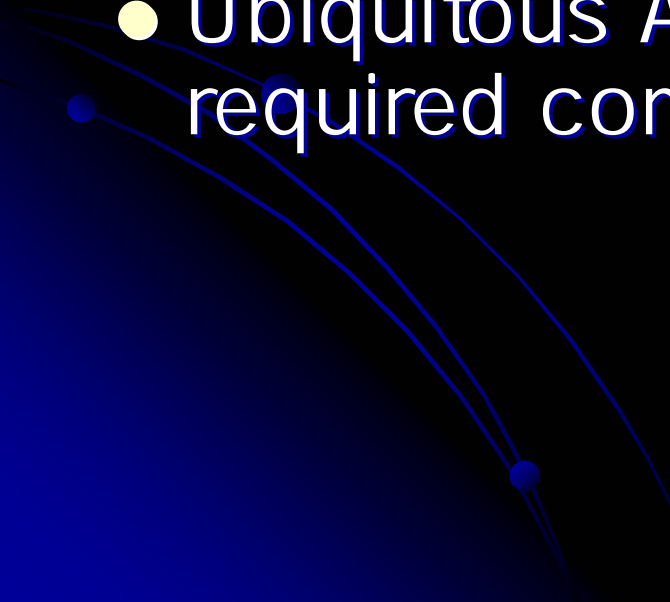
Non-Profit Sector

- Responding to quickly growing needs of online education is a significant burden.
 - Traditional schools struggle often with curriculum material ownership.
 - Rock star faculty members once tenured are virtually immune to institutional plans with the academic freedom badge.
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Non-Profit Sector

- Faculty's ICT literacy in average is behind students'.
- Non-profit universities launching for-profit spin-off/ At least with financial success in mind
- Traditional schools expanding continuing/extension education programs – increased marketing efforts.

Challenges for Higher Education

- Current higher ed infrastructure cannot accommodate the growing college aged population and enrollments, making non-traditional programs necessary.
 - Ubiquitous Access is becoming a required commodity
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Challenges for Higher Education

- Increasingly, technology literacy is becoming a common expectation
- Needs for flexibility, convenience, and options in educational services that best meet idiosyncratic learning styles, pace, schedule and circumstance.
- Getting faculty integrate technology into teaching is the single most challenge for CIOs.

Challenges for Higher Education

- Faculty members are generally interested in saving time and working less by using technology. But in most cases, use of technology takes more time and efforts without any planned & systematic support by University administration . (e.g., setting up a website, making a powerpoint presentation, or even filling in CMS templates)

ICT Strategies

- Learner centered, self - directed, non - linear.
- Address individual differences (Application of CRM)
- High interaction between students / faculty / group members
(Prompt feedback, online participation as required & monitored activities)
- Promote group projects

ICT Strategies

- Use minimum, yet most effective technology
- Platform independent
- ASP model – fixed cost based planning
- Outsource as appropriate
- Address network security & identity issues
- Get a handle on copyright issues and patent infringement issues

ICT Strategies

- Create real-life content
- Provide hands-on activities
- Performance-based assessment – Digital Portfolio
- Maintain the high momentum of community learning throughout the entire learning period
- Avoid information overload

Bottom Line

Curriculum requirements

Outcome-based assessment

**Does it help produce
employable students?**



Dewey's view of education:

- “Social efficiency is among the chief aims of education”
- “Vocation to participate fully in society in multiple roles with varying responsibilities”
- “Vocation of knowing and sharing knowledge, for the good of individuals and the society.”