WCET’s Leadership Summit will help you answer the big questions about innovation and leadership in higher ed.

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Leadership, Vision, and Sustainability Panel

Connie Johnson, Provost and Chief Academic Officer,
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Patrick Rossol-Allison, Senior Program Officer,
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Patrick Rossol-Allison

- Senior Program Officer at Bill & Melinda Gates Foundation
- Areas of Expertise:
  - Institutional Transformation
  - Capacities
  - Scaling
- Institutional Experience:
  - Strategic planning/management
  - Data and research
  - Finance
  - Accreditation
What do “we” want to learn today?

• Our goals
  
  A shared vision for higher education
  
  Leadership examples to emulate
  
  Sustainability practices to scale

• Audience goals
I like, I wish, and I wonder....
KEEPPING THE BIG GOALS IN MIND

• The Postsecondary Success (PS) Strategy of the Bill & Melinda Gates Foundation envisions a U.S. higher education system that acts as an engine of social mobility and economic development.

• The 11 million: By 2025, we aim to increase the number of credentials of value in the workforce by 11 million – over and above what the system is currently on track to produce.

• Eliminating the equity gap: We also envision a system that eliminates income, race, and gender as predictors of educational attainment for those who enter.
HOW CAN BIG GOALS ACHIEVED? OUR THEORY

1. Integrating a small number of high-impact solutions, colleges and universities can transform their education and business models enabling them to improve credentialing efficiency and eliminate attainment gaps.

2. Continuing political, economic, and consumer pressures that are bearing down upon colleges and universities along with pressures created by rapid technological changes, drive these changes as colleges seek to enroll and retain students by way of response.

Under what conditions are institutions ready to transform themselves leveraging high-impact solutions?
What we have learned about institutional readiness for transformation:

1. From CBD and solution implementation investments we have learned that a certain set of capacities determine whether an institution is ready to implement solutions with quality (Leadership, Data/IR, IT, Strategic Finance, Policy).

2. From two commissioned studies, Bridgespan (2014) describing “characteristics that define an institution optimally organized to help 21st century students succeed” and Deloitte Monitor (2015) describing the “strength of potential partners in required capacities for organizational scale, sustainability, and speed.”

3. From BCG (2016) transformational model case studies we have learned that prioritized, sequenced, and integrated implementation of solutions and strengthening of capacities are recipes for successful transformations.

Prioritized, sequenced, and integrated strengthening of operating capacities and implementation of solutions in the context of pathways.
Dr. Bryan Setser – rpk GROUP

- Entrepreneur-in-Residence
- Strategic partner development
- Technology enabled solutions
- Multiple change and innovation projects that include EDUCASE, ACE, various Foundations, and a host of university, college, community college, and early college clients.
- National Baldrige examiner and selected by three different Governors in North Carolina to the Technology and E-learning commissions
How Can We Jump From One Curve to the Next?

Harvesting Resources to Invest in Innovation

Optimize Current Model
- Academic Portfolio and Services Assessment
- Data/Metrics
- Awareness
- Current State

Invest in Innovation
- Shared Future Vision
- Increase in Net Revenue and Human Capacity

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**Need to Shift the Frame:**

from Cost Cutting to **Maximizing** Return on Investment

- **Preserve Access** AND Drive **Attainment**
- **Move from Spending to Investment**
- **Change infrastructure and culture**

If we are to **preserve access and increase attainment**, in a world of constrained resources and fewer students...

then we must get a **better return on investment** from current resources through understanding levers to change the business model...

which will require a strategic approach connecting **financial practice** with **institutional change models**.
What Do We Mean By ROI?

Transitioning to an ROI lens requires three fundamental shifts.

1. A holistic understanding of resources
2. A focus on unit cost
3. A connection between student success and financial sustainability

Institutions involved in our recent IPASS study demonstrated an annual average increase in net revenue of $1 Million
Key Findings – iPASS and ROI

$700,000
Grantee spending averaged more than $700,000 on iPASS activities during FY14-FY16, but largely reflects a reallocation of existing resources rather than new money.

Costs per student are expected to decline as additional students have access to and benefit from these systems, but expansion opportunities remain to drive costs down even further.

26%
Personnel costs were the largest expenditure; only about one-quarter of spending was to purchase iPASS technology/software.

The majority of iPASS activities are funded with institutional dollars.
Improved Retention Can Generate New Revenue

- Rising retention rates boost enrollment and can generate additional net revenue for grantees.
- The projected revenue increases averaged more than $800,000 per institution in FY16 and are expected to grow modestly along with retention.
Dr. Connie Johnson  
Provost/CAO  Colorado Technical University  

- Initiated adaptive learning technology
- Extensive experience in regional accreditation, curriculum implementation, and faculty training and development.
- Peer evaluator and team chair for the Higher Learning Commission (HLC), serves on the Board of ACAO (Association of Chief Academic Officers) and serves on the advisory committee for the Online Learning Consortium Innovation Award.
**About CTU**

- Colorado Springs and Aurora, Colorado
- Over 23,000 students (21,000 online)
- Average age of students—mid to late 30s
- 123 degree programs; 6 colleges

**Adaptive Learning**

Piloted in 2012
- Currently 140 courses
- Over 75,000 students to date
- Over 500 faculty trained
I like, I wish, and I wonder...
I wonder about......

• Let’s go back to our list

• Let’s take some questions we did not cover in the I like and I wish
Resources

Gates Foundation
http://postsecondary.gatesfoundation.org

Colorado Technical
http://bit.ly/1QCQXht

rpk GROUP
http://rpkgroup.com/resources/
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