



HEQCO: Driving Fundamental Change in Higher Education

Canadian Society for the Study of Higher Education

University of Calgary

May 31, 2016

Harvey P. Weingarten

President & CEO, HEQCO

ONTARIO

A LEADER IN LEARNING

Report & Recommendations
February 2005



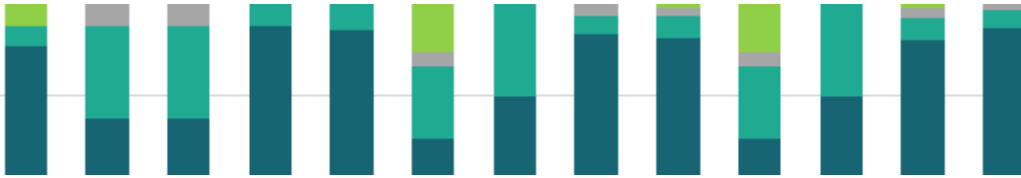
The Honourable
Bob Rae

Advisor to the Premier and the Minister of Training, Colleges and Universities



“Establish a Council on Higher Education...to:
advise government on how to achieve its learning mission,
set targets and **measures for improvement**,
monitor and **report on performance and outcomes**,
co-ordinate research on higher education, and
encourage best practices.”

Evidence-based Policy Advice



**Conducting research:
experiments, interventions,
consortia; international best
practice**



**Engaging leading research and
policy organizations**



**Convening expertise on key
issues**



**Mobilizing knowledge with
relevant audiences**

HEQCO's Key Questions

Access

How can we improve access to higher education for groups that are underrepresented?

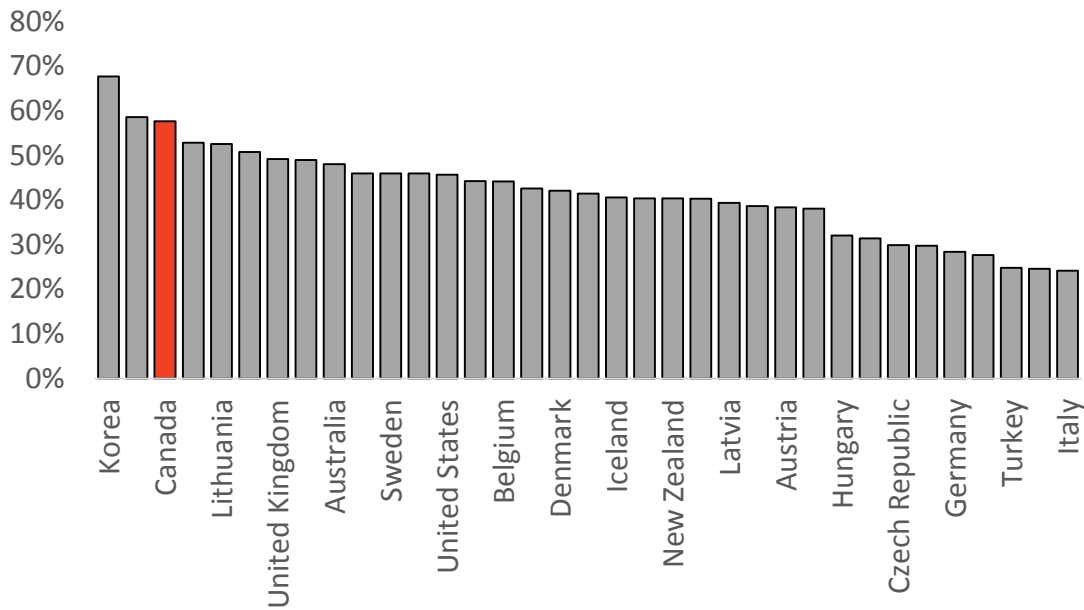
Quality

Are Ontario students graduating with the knowledge and skills they need to succeed in life and work?

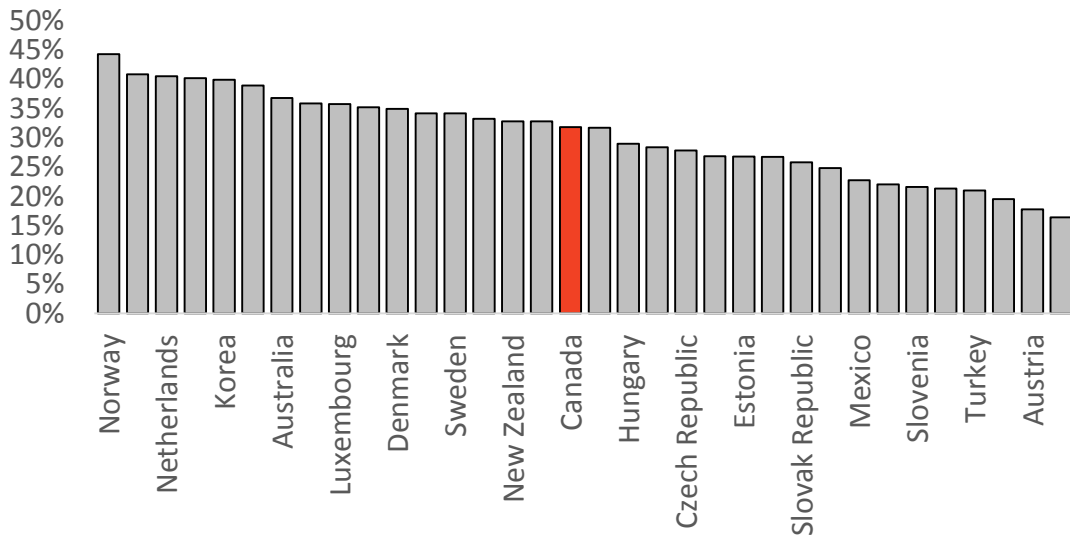
Accountability/ System design

How can Ontario provide a high-quality postsecondary education in a period of continued growth and diminishing resources?

Access



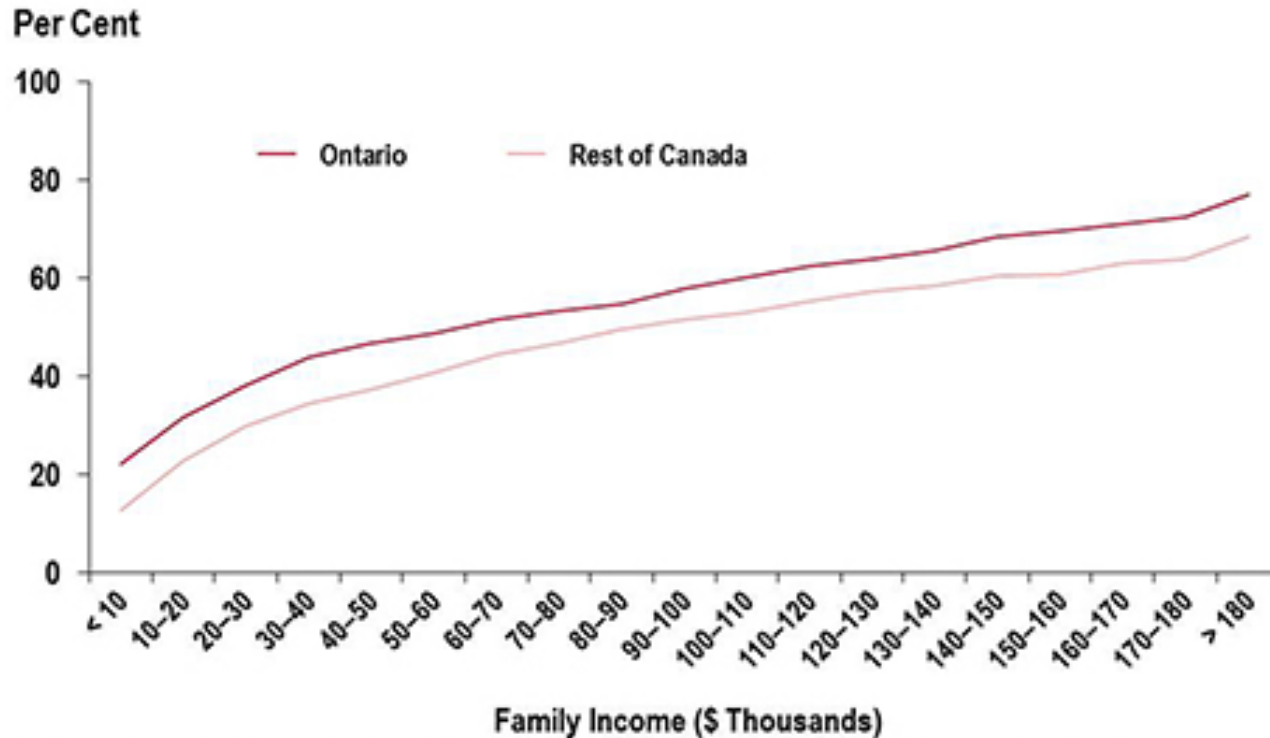
Canada 3rd in OECD in overall PSE attainment



Canada in middle of OECD pack in university attainment

Not all groups in society participate equally

CHART 1.15 Postsecondary Participation Rates of 18- to 21-Year-Olds Living at Home, by Parental Income, 2013



Note: Percentage of families with at least one child in full-time postsecondary education, of couple and lone-parent families with one or more children aged 18 to 21 residing at home.

Source: Statistics Canada — custom data prepared using tax data, 2013.

Quality

Greater focus on quality

Are students learning what they need to succeed in life and work?

Define what graduates should know and be able to do.



Measure whether the desired knowledge and capacities have been acquired.

Classes of skills

Discipline knowledge

Solve equations
Know concepts

Basic cognitive skills

Literacy
Numeracy

Higher order cognitive skills

Problem solving
Critical thinking
Communication

Personality (soft) skills

Persistence
Initiative
Determination
Attitude

The quality of the university experience is diminishing

“The current system is not sustainable if quality is to be preserved or enhanced.”

Expert Panel Report on the Strategic Mandate Agreement Submissions, 2013.

It's all about the job



Does postsecondary education adequately prepare students for work?

- 72% of educators say yes.
- 45% of graduates say yes.
- 42% of employers say yes.

M. Mourshed. Education to employment: designing a system that works. McKinsey & Co., 2012.

- 96% of chief academic officers say university does a good job of preparing students for the work force.
- Only 11% of business leaders agree.

2014 Survey of Chief Academic Officers & 2013 Gallup Poll.

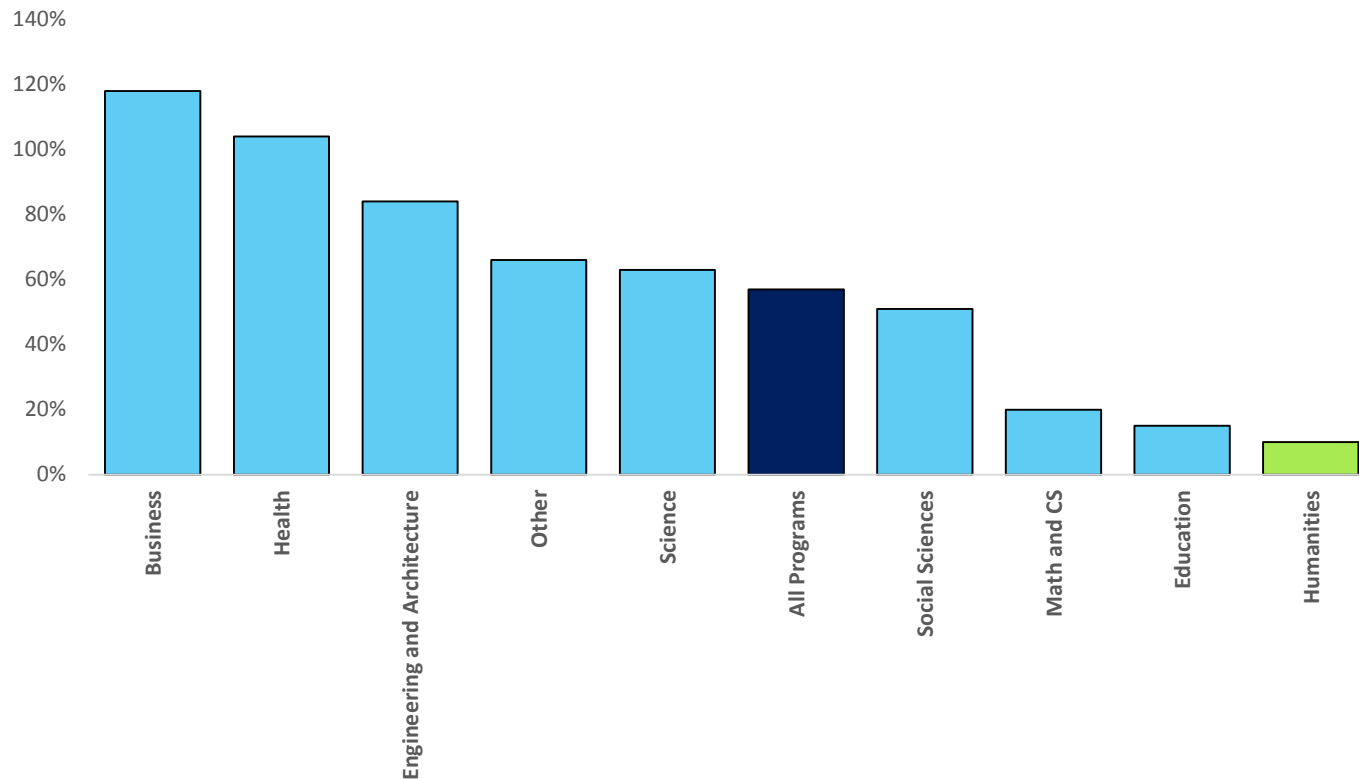
People are questioning the value of university education



When *The Economist* worries whether university is worth it, you know others are asking the same question.

Enrolments in professional programs are growing faster than in the liberal arts

Growth in Undergraduate Enrolment in Canada from 1994 to 2013



Arts & humanities enrolments are dropping

Arts applications in
Ontario: 2013-2015



Humanities enrolments
in USA from 2012-2014

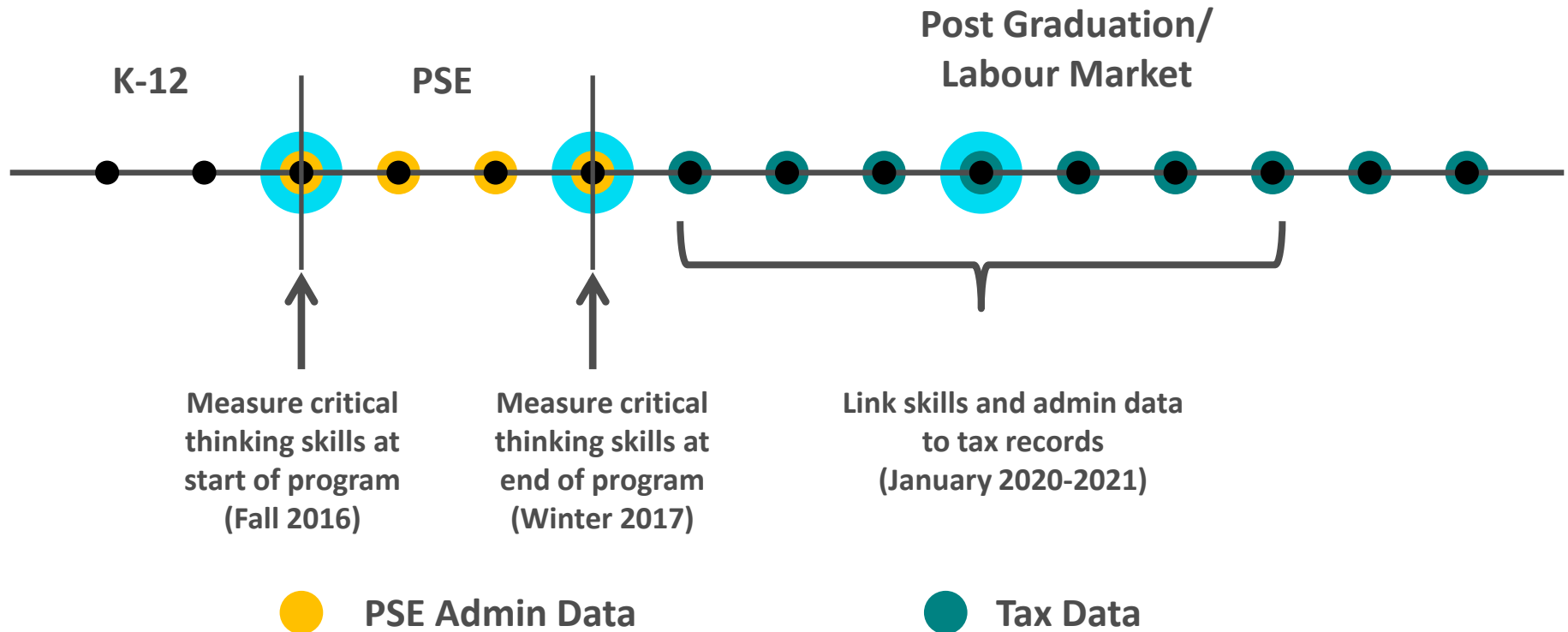


Enrolment changes in
Maritime universities last
10 yrs

Architecture & engineering	+29%
Business	+10%
Health	+21%
Humanities	-31%
Physical & life sciences	+6%
Social & behavioural sciences	-6%

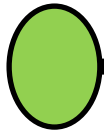
Do skills developed in PSE predict labour market success?

Postsecondary and Workplace Skills Project

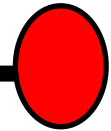


Essential Adult Skills Inventory

Test at start of
program



Test at end of
program



Use online PIAAC to measure change of
literacy, numeracy & problem solving

15 colleges: Humber, Seneca, Sheridan, Algonquin, Fanshawe, Centennial, Conestoga, Georgian, St. Lawrence, Fleming, Sault, George Brown [ON]; Holland [PEI]; SAIT, Columbia [AB]

6 universities: Ryerson, Laurier, York, Ottawa, Queen's, McMaster [ON]; Quest [BC]

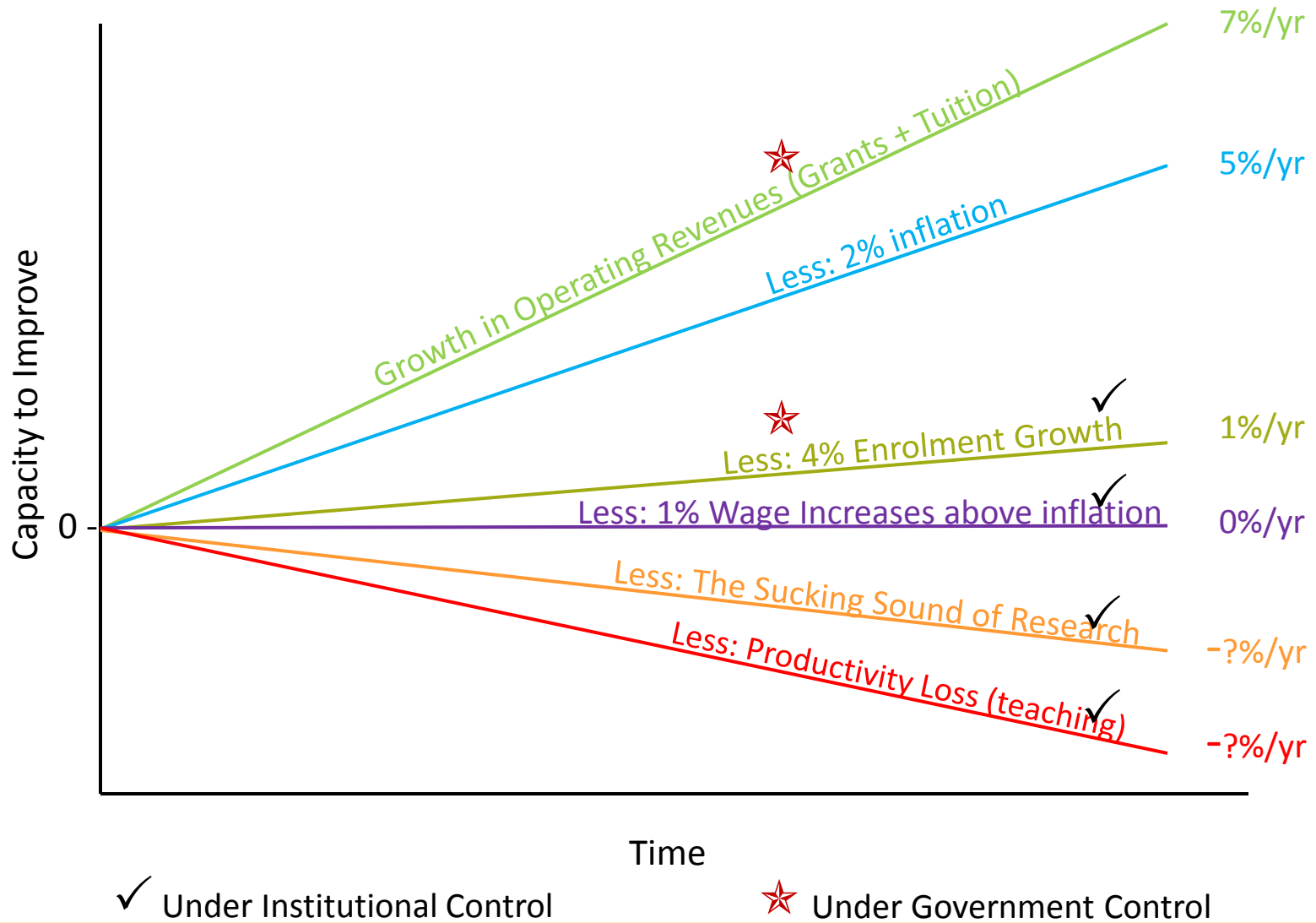
“Changing a college curriculum is like moving a graveyard--you never know how many friends the dead have until you try to move them!”

Woodrow Wilson, President, Princeton University



Accountability/System Design

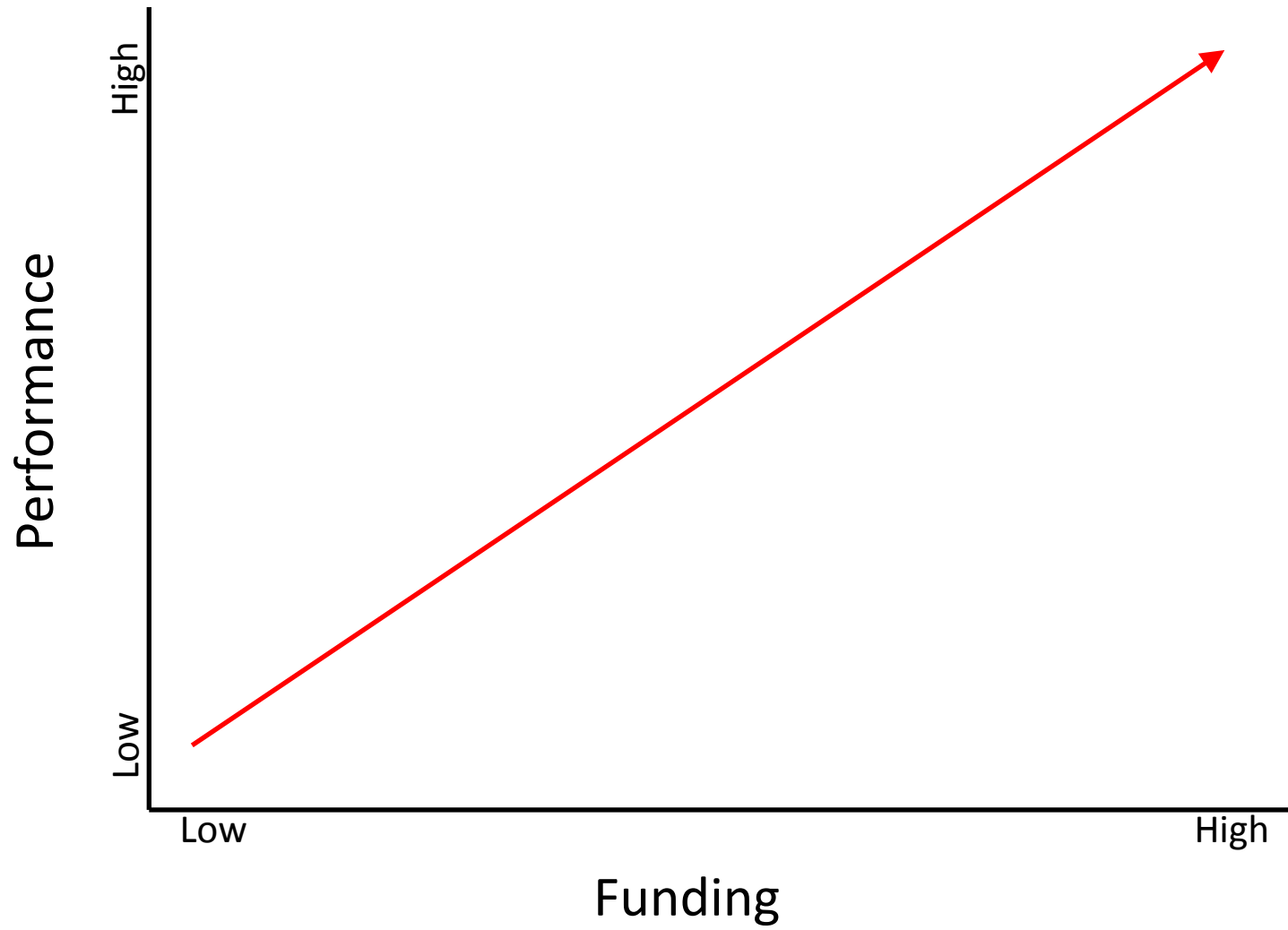
The Canadian Funding Bind



Teaching Productivity Losses

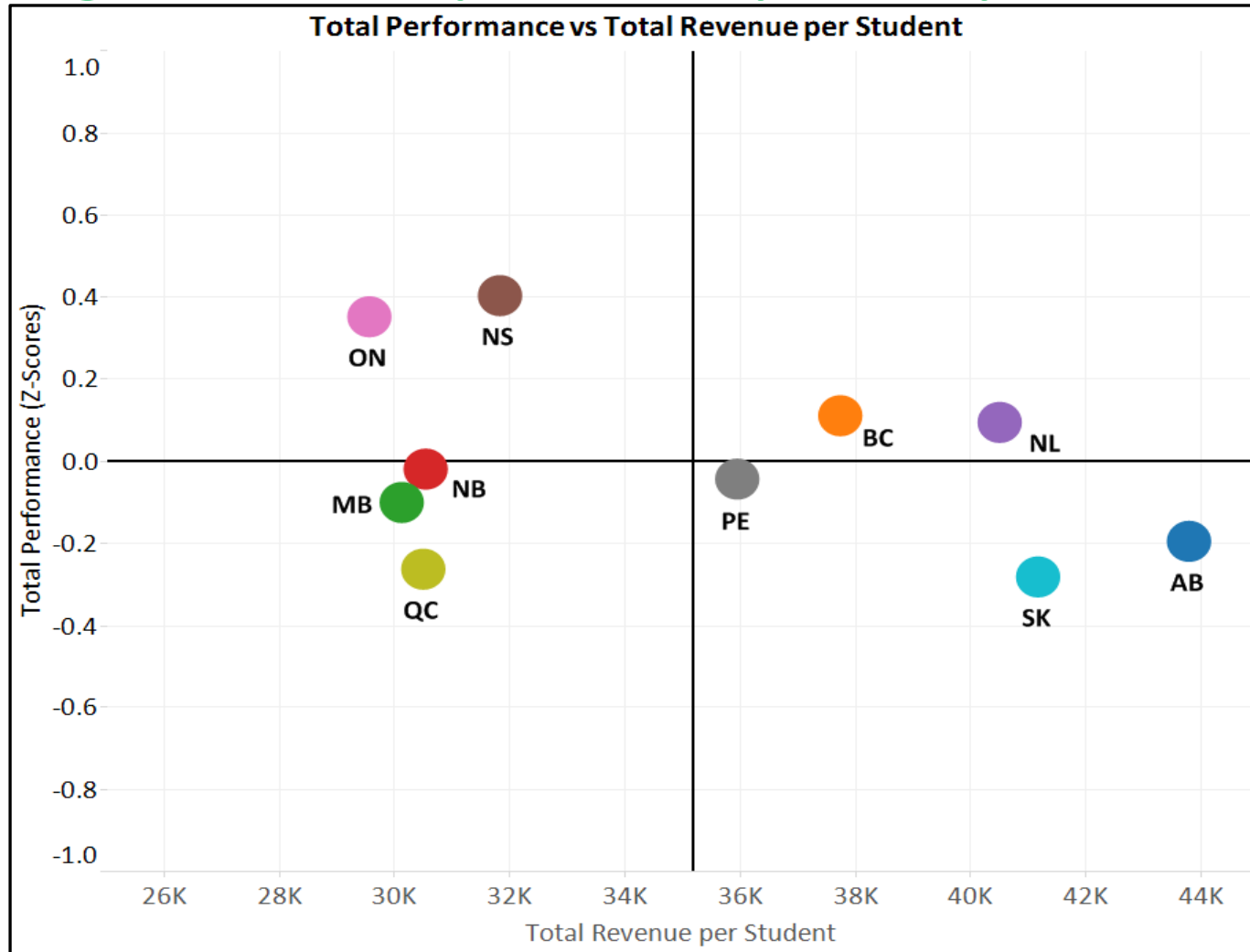
- Reduced teaching loads (3.6 half courses/year).
- 21% faculty get teaching release for administrative purposes.
- 13% of full professors do not teach undergraduates.
- 13% faculty do no research.
- Faculty who do no research teach less than one additional half course relative to research active faculty.
- 19% of faculty do no service work.

This is what governments are told



This is what governments know

Funding does not predict system performance



Governments want more measurement and reporting

“Not everything that counts can be measured. Not everything that can be measured counts.”



Albert Einstein

“What gets measured gets done.”



Peter Drucker

Governments want more productivity



Teaching Loads and Research Outputs of
Ontario University Faculty Members:
Implications for Productivity and
Differentiation

Linda Jonker and Martin Hicks

Higher Education Quality Council of Ontario (HEQCO)

March 11, 2014



Two areas for productivity increases

1. System redesign
2. Faculty workload distribution

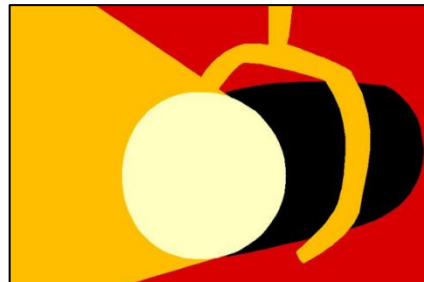


The Benefits of Greater Differentiation of Ontario's University Sector

Final Report

Harvey P. Weingarten, President & CEO
Fiona Deller, Research Director

Higher Education Quality Council of Ontario (HEQCO)



QUALITY: SHIFTING THE FOCUS

A Report from the Expert Panel to Assess the Strategic Mandate Agreement Submissions

Higher Education Quality Council of Ontario (HEQCO)
April 4, 2013



THE DIVERSITY OF ONTARIO'S UNIVERSITIES:

A Data Set to Inform the Differentiation Discussion

Harvey P. Weingarten, Martin Hicks, Linda Jonker & Shuping Liu
Higher Education Quality Council of Ontario (HEQCO)
July 23, 2013



THE DIVERSITY OF ONTARIO'S COLLEGES:

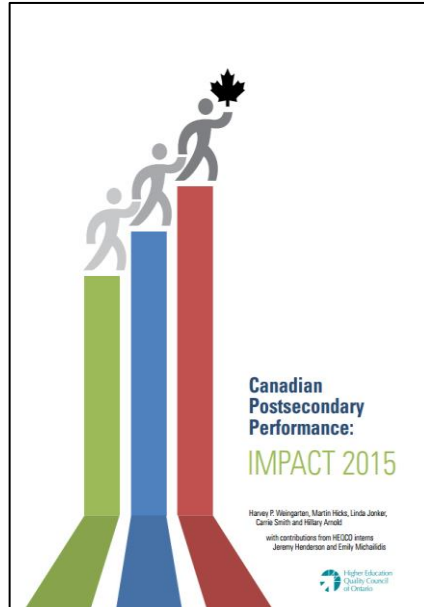
A Data Set to Inform the Differentiation Discussion

Martin Hicks, Harvey P. Weingarten, Linda Jonker and Shuping Liu
Higher Education Quality Council of Ontario (HEQCO)
September 12, 2013



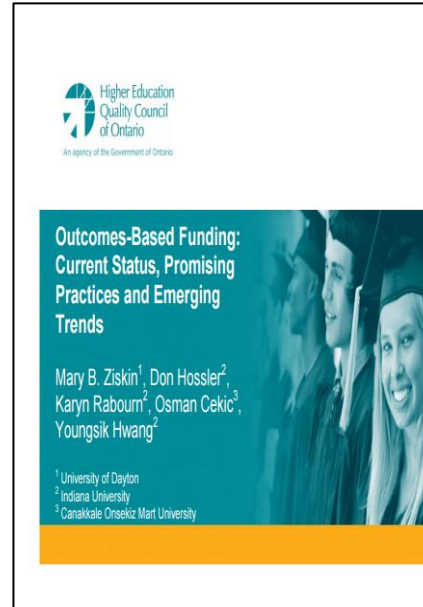
Teaching Loads and Research Outputs of Ontario University Faculty Members: Implications for Productivity and Differentiation

Linda Jonker and Martin Hicks
Higher Education Quality Council of Ontario (HEQCO)
March 11, 2014



Canadian Postsecondary Performance: IMPACT 2015

Harvey P. Weingarten, Martin Hicks, Linda Jonker, Carrie Smith and Hilary Arnold
with contributions from HEQCO interns
Jeremy Henderson and Emily Michalakis



Outcomes-Based Funding: Current Status, Promising Practices and Emerging Trends

Mary B. Ziskin¹, Don Hossler²,
Karyn Raboum², Osman Cekic³,
Youngsik Hwang²

¹ University of Dayton
² Indiana University
³ Canakkale Onsekiz Mart University



Ontario's PhD Graduates from 2009: Where are they now?

Linda Jonker
Higher Education Quality Council of Ontario (HEQCO)
April 26, 2016



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Time to Remove the Surveillance Blinders

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A Brawl Over Tenure on Wisconsin Campuses

Professors reacted to the budget move as if lawmakers had tried to ban tweed jackets with elbow patches.

By CHRISTIAN SCHNEIDER
June 19, 2015 7:18 p.m. ET

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Government plan to allow 'better' universities to raise fees

Shakeup will see universities that rank high on student satisfaction, teaching quality and employment outcomes permitted to charge more

THE TIMES HIGHER EDUCATION WORLD UNIVERSITY RANKINGS

PROFESSIONAL JOBS RANKINGS STUDENT NEW

Social sciences and humanities faculties 'to close' in Japan after ministerial intervention

Universities to scale back liberal arts and social science courses

September 14, 2015



Cash-strapped Nova Scotia universities could ban strikes with new bill

SIMONA CHIOSE - EDUCATION REPORTER
The Globe and Mail
Published Wednesday, Apr. 29, 2015 9:14PM EDT
Last updated Wednesday, Apr. 29, 2015 9:16PM EDT



PolitiFact Tennessee

EDITIONS TRUTH-O-METER™ 2016 PEOPLE PROMISES PANTS-ON-FIRE

TENNESSEE EDITION THE TENNESSEE TRUTH-O-METER PROMISES ARTICLES PEOPLE EL

Says Tennessee's higher education funding model "is 100 percent outcomes-based" and "we are already seeing this model changing the way our postsecondary institutions do business."
— Bill Haslam on Thursday, October 18th, 2012 in an article for Time magazine.

Tennessee's outcomes-based college funding model already "changing the way our postsecondary institutions do business," says Haslam

By Richard Locker on Sunday, November 11th, 2012 at 4:00 a.m.

dailytarheel.com

Proposal would require UNC professors to teach eight courses a year

HALLIE DEAN | PUBLISHED 03/31/15 12:40AM

Faculty teaching loads vary across UNC system

At research universities like UNC and N.C. State, faculty often teach fewer courses due to research obligations. Across the UNC system, faculty members teach an average of 3.7 sections each.

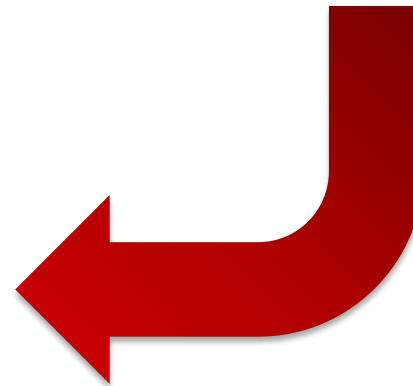
The Only Person that Likes Change is a Baby with a Dirty Diaper



Stay informed. Visit heqco.ca.

The screenshot shows the HEQCO website homepage. At the top left is the HEQCO logo and name, with the tagline "An agency of the Government of Ontario". To the right are navigation links: Home, Newsroom, Contact Us, Sitemap, and Français. Below this is a search bar and a menu with "Our Priorities", "Research", "Events", "ItsNotAcademic Blog", and "About Us". The main banner features a blue background with a hand graphic and the word "TRANSITIONS" in large white letters. Below "TRANSITIONS" is the subtitle "learning across borders, sectors and silos" and the text "March 23 - 24, 2016 / Fairmont Royal York / Toronto". A diagonal banner on the right of the main image says "CONFERENCE HIGHLIGHTS NOW AVAILABLE". Below the banner is a quote: "Education must start from birth." - Maria Montessori. The page is divided into three columns: "ITSNOTACADEMIC BLOG" with a post by Nicholas Dion about numeracy; "FOLLOW US ON TWITTER" showing tweets from @HEQCO; and "LATEST RESEARCH PUBLICATIONS" listing two reports. At the bottom, there are four sections: "Quick Links" (News Releases, Research Publications, Requests for Proposals, Quick Stats), "Social Networking" (Twitter, Facebook, YouTube, RSS), "Contact Us" (address, phone, fax, email), and "Join Our Mailing List" (Name, Email, and a "Keep me informed" checkbox).

Remember
to join our
Mailing List



HEQCO Projects Assessing Learning Outcomes

- Learning Outcomes Assessment Consortium.
 - Critical thinking
- Learning Outcomes Assessment Survey.
- Measurement of resilience.
- Postsecondary and Workplace Skills Project (PAWS).
 - Critical thinking, linked to tax files
- Essential Adult Skills Inventory (EASI).
 - Literacy, numeracy, problem solving acquisition over postsecondary programs

Strategies being used to meet the challenge

1. Governments manage a system, not institutions.
2. Clear & transparent accountability and monitoring mechanisms.
3. Focus on outcomes, not inputs.
4. Greater system differentiation.

The government challenge

How to deliver a higher quality education to more students with no more, or even less, money per student?



Canadian Postsecondary Performance Index

Access

Access to Higher Education

- > Participation Rates

Success in Higher Education

- > Attainment Rates

Equity of Access

- > Gender Balance
- > First-Generation Student Participation Rates
- > Aboriginal Attainment Rates

Value to Students

Student Experience

- > Student Engagement
- > Student-to-Faculty Ratio
- > Teaching Awards

Learning Outcomes

- > Adult Literacy Skills
- > Adult Numeracy Skills

Student Finances

- > Tuition Fees
- > Average Graduate Debt
- > Repayment Assistance Plan Participation
- > Student Loan Default Rates

Jobs for Graduates

- > Employment Rates after Graduation
- > Unemployment Rates
- > Earnings Premium

Health and Happiness

- > Life Satisfaction
- > Physical Health
- > Mental Health
- > Smoking Status

Value to Society

Job Creation

- > Labour Market Participation
- > Related Employment
- > Overqualification Rates
- > % of Population with an Advanced Degree

New Discoveries

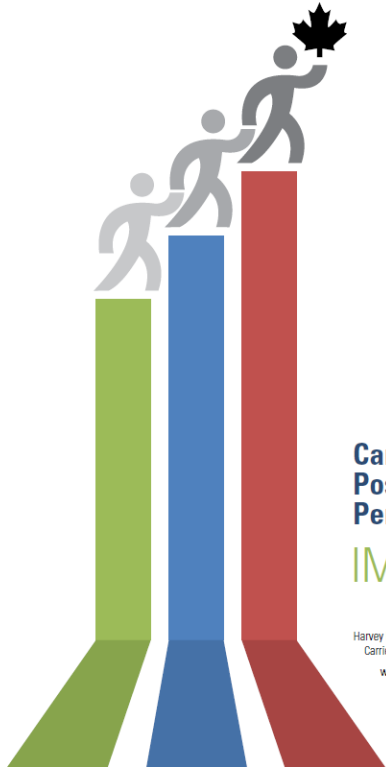
- > Research Funding
- > Research Impact
- > Highly Cited Researchers

Magnet for Talent

- > University Rankings
- > International Enrolment
- > Prestigious Graduate Scholarships

Engaged Citizens

- > Voting
- > Volunteering
- > Donating



Canadian Postsecondary Performance:
IMPACT 2015

Harvey P. Weingarten, Martin Hicks, Linda Jonker,
Carrie Smith and Hillary Arnold

with contributions from HEQCO interns
Jeremy Henderson and Emily Michailidis



Institutional differentiation



Greater institutional differentiation...maximizes the quality of the overall system by enabling each institution to make an optimal and distinctive contribution to the province's higher education system as a whole."