
How to cost-effectively grow enrollments by leveraging alternative credentials



Liesl Riddle, Ph.D.
Vice Dean for Strategy
Business School
The George Washington University



Maia Sharpley
Co-Founder
and Managing Partner
Juvo Ventures



Andrea Marcinkus, Ph.D.
Senior Academic Strategist
Pearson Online Learning
Services

Cost-effectively grow enrollments by leveraging alternative credentials

June 29th, 2021



Cost-effectively grow enrollments by leveraging alternative credentials

June 29th, 2021



Credential Types



Degree

(e.g. BS, MBA)

A degree program is a defined, integrated course of study leading to an academic degree, issued by an academic institution.



Certificate

(non-credit)

(e.g. edX / Coursera certs)

A degree alternative consisting of smaller units of learning, usually with very focused learning outcomes intended to acknowledge a skill set. Can be offered by academic and non-academic institutions. Non-credit certificates may or may not be applied to a degree program (i.e. awarded credit after completion and enrollment in academic program)



Certificate

(for-credit)

(e.g. University certs)

Program offered by issuer to educate learners about a specific aspect of their field and potentially supplement a formal degree. For-credit certificates hold academic credit that can be applied to a degree or transferred to another institution.



License

(e.g. SLP-CCC, RN)

A process by which a governmental agency grants time-limited permission to an individual to engage in a given occupation after verifying that he/she has met predetermined and standardized criteria



Certification

(e.g. CompTIAA+, AWS)

A time-limited, renewable credential awarded by an authoritative body as a result of an assessment process whereby an individual's competencies are verified against a set of predetermined skill standards or other standardized objective criteria



Immersive/ Bootcamp

(e.g. Coding Dogo's Bootcamp)

Intensive, immersive, and accelerated training program that teaches skills sought by employers. Most prevalent in IT and business. Can be embedded into a degree or certificate program.



Digital Badge

(e.g. LinkedIn Assessment badges)

Digital recognition of a micro-level, informal learning achievement, such as a module or course. Often shared by learner on professional networking sites, like LinkedIn.

Market Trends: the Learner, the Employer, & the Institution

Andrea Marcinkus, Ph.D.
Senior Academic Strategist,
Pearson Online Learning Services

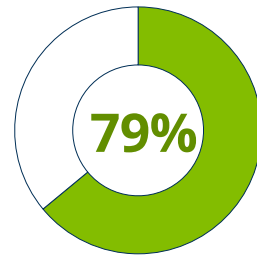
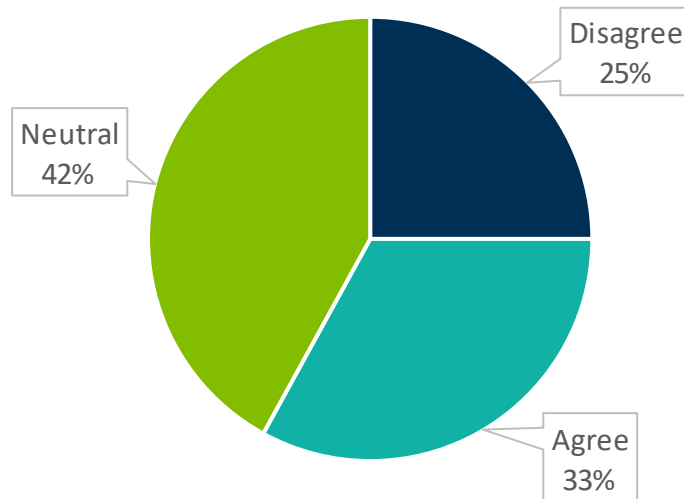


The Learner

Learners' perceptions towards alternative credentials are changing and the pandemic accelerated this trend.

The new learner expects **anywhere, anytime, any size learning.**

Alternative Credentials Will Replace College Degrees



More motivated to enroll in a credential if a **Digital Badge** was awarded upon conclusion

58%

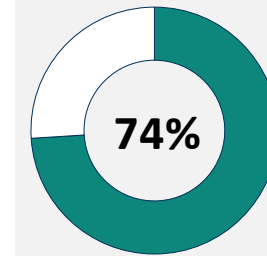
"The current uncertainties of the pandemic made me more willing to engage in short courses (than degrees)"

57%

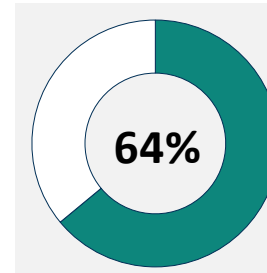
"I would prefer to engage in a competency-based short course than commit to a university degree"

53%

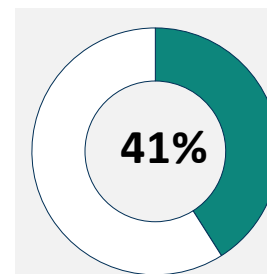
"Alternative Credentials are a better option than degrees for those planning to grow in their current careers"



"A degree or certificate from a vocational college or trade school is more likely to result in a good job with career prospects than a university degree."



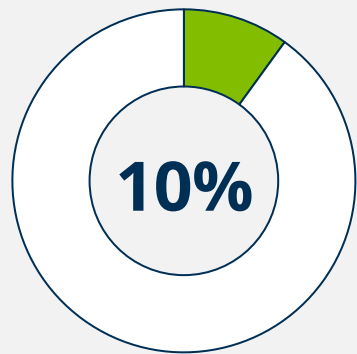
"College and university is getting more out of reach for the average person."



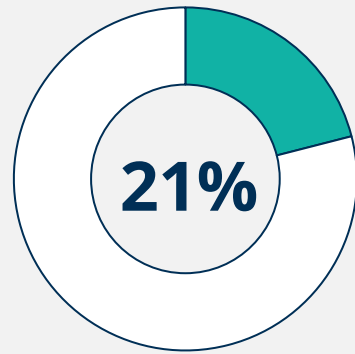
"You can do okay in life today without a university degree."



The Employer



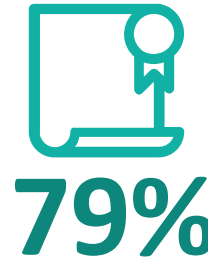
2019



2021

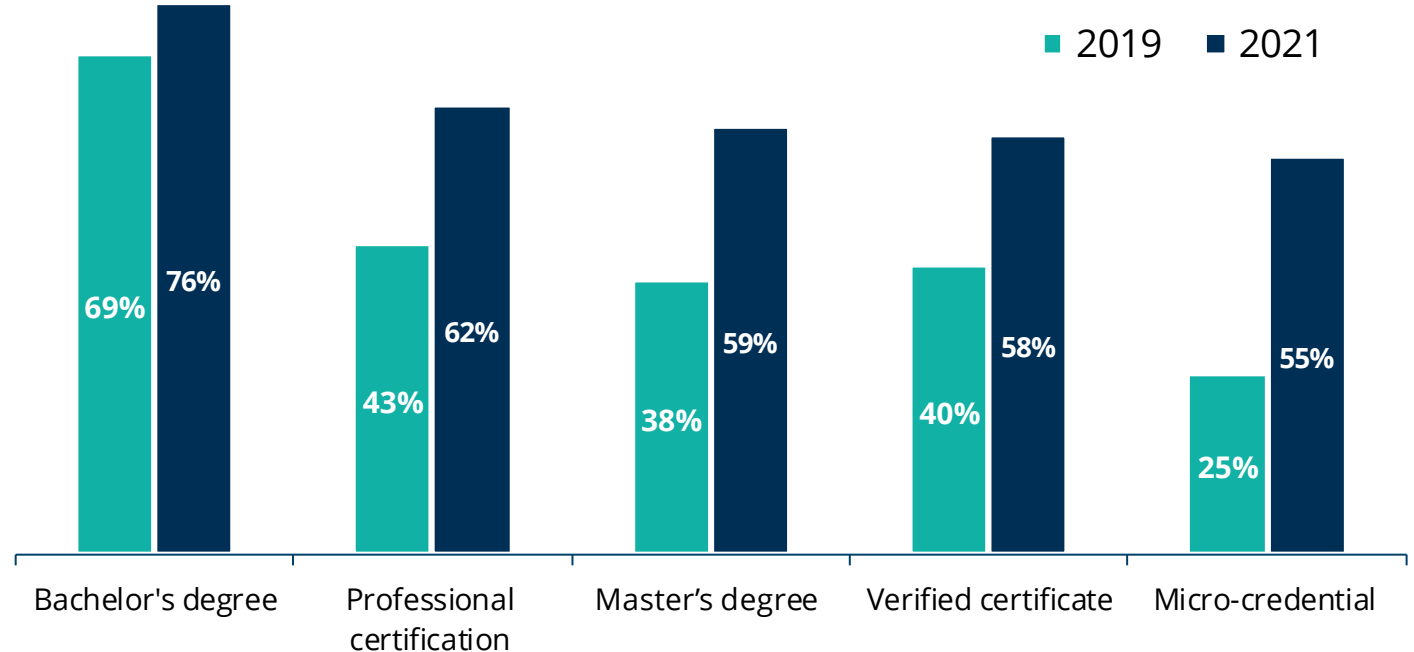
“We have started hiring employees with only non-degree credentials”

Alternative credentialing answers the call for **upskilling** & addressing the **skills gap**.



Employers believe a credential is valuable when there is **alignment of the curriculum with applied, real-world work**

Extremely/very important credentials for entry level candidates



The Institution

Increase of demand from both learners and employers for **more flexible and affordable education opportunities** is creating the environment where non-traditional institutions now hold much of the alternative credential space.

162,224
Post-Secondary
Title IV and non-
Title IV Certificates



9.0%

Increase in **Post-Secondary** Title IV
Certificates

**Compare
To:**

504,599
Non-Academic Org
Digital Badge and Course
Completion Certificates



31.6%

Increase in **MOOC**
Awarded
Certificates



99.3%

Increase in **Non-
Academic Org**
Digital Badge



36.5%

Increase in **Non-
Academic Org** Online
Course Completions



Institutional Strategy

An increasingly online world means that education has no boundaries, but it also means that the choices are endless. ***Institutions should help learners navigate their educational and career options, empowering them to learn on their terms and get the skills they need to build a secure future.***

Build a strategy that includes:

- ✓ **Exclusive** content in **in-demand skill** areas
- ✓ **Personalized** high-quality learning experiences
- ✓ Programs, skills, and outcomes directly tied to **employment goals**
- ✓ **Stackable and flexible** course options mapped to degree portfolio



Affordable, relevant, and diverse portfolio of non-degree learning solutions

Access to curated and up-to-date catalog of job-ready skills development opportunities from world-class brands, in compliment to and as pathway to degree.



Personalized & outcome-oriented learning experience

Innovative, engaging, and supported digital-first learning experience leading to recognized credentials, skills and career development.



Flexible learner progression paths and program recognition

Learning solutions that maximizes ROI, support multiple progression paths, and are recognized by universities and employers.



Polling Question

If your university is offering alternative credentials as an on-ramp to degree programs, are you seeing strong conversion rates?

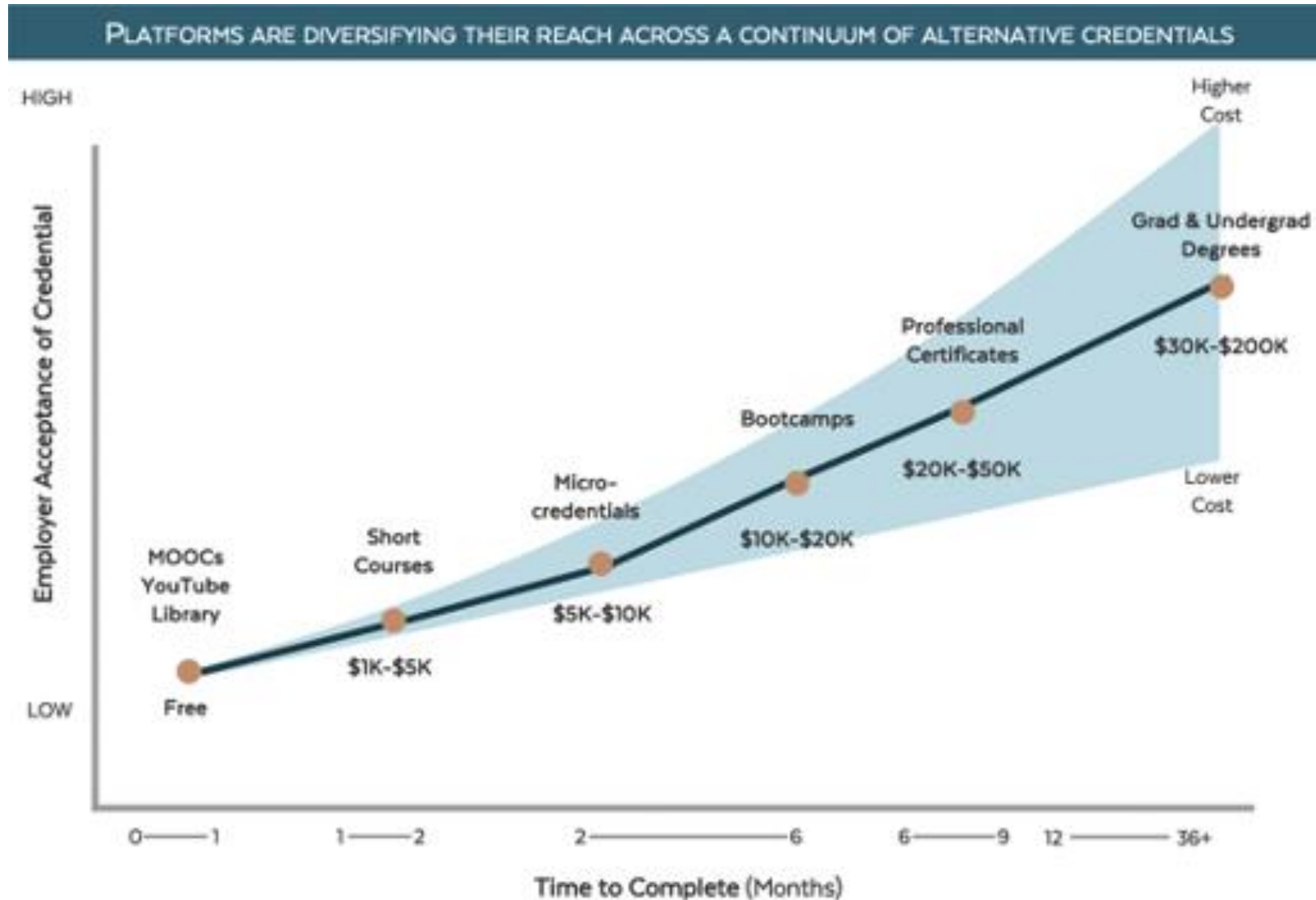
- Yes, the conversion rates are strong
- Yes, but not as strong as we were hoping for
- No, alternative credential students are not converting to degree programs
- Its too early to tell or we are not tracking it
- We don't have an alternative credential program

Ed-Tech perspective on alternative credentials

Maia Sharpley
Co-founder and Managing
Partner
Juvo Ventures



Increasing Diversification of Alternative Credentials



Companies Currently Leading the Charge in Micro & Alternative Credentials

HOLONIQ. MICRO & ALTERNATIVE CREDENTIALS

Holon IQ

\$9.9B Micro and Alternative Credential Expenditure

2019 Global Micro and Alternative Credential Market Estimate in USD

Illustrative examples only

Bootcamps (Offline + Online)



B2B and HE
growing
very fast

\$0.9B

D2C Bootcamps,
B2B Bootcamps and now
University Partnership Bootcamps

Online Non-Degree 'Certificates' and Post Secondary Micro-Credentials.



University & Non-University
designed & delivered
'certificates' & micro-credentials

\$2.3B

← Excluding Offline
Executive and
Continuing Education

Professional Certifications



Accounts, Cyber, Engineers, Finance,
Lawyers, Nurses, Physicians, Software
Developers, Tech/Project Management.

\$2.9B

Online Courses & Badges



MOOCs, Marketplaces, Coding and
Creator Courses, Skills Assessments and
Test Prep for Professional Certifications

Holon IQ

\$3.8B+

Source: HolonIQ Smart Estimates, February 2021

Post-COVID Market Sizing - 2025

HOLONIQ. GLOBAL ONLINE DEGREE & MICROCREDENTIAL MARKET

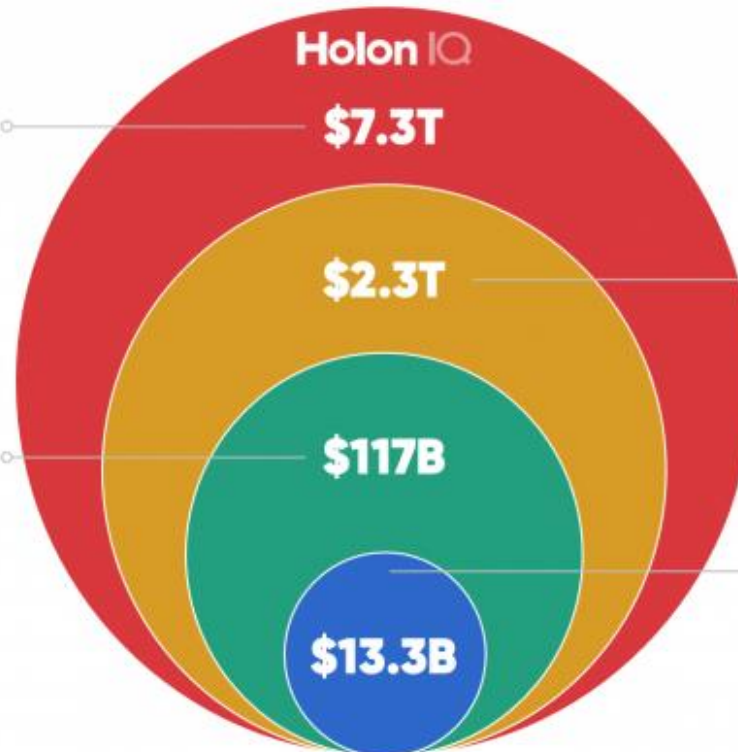
Holon IQ

\$117B Online Degree and Micro-Credential in 2025

Global Online Degrees and Micro-Credentials and Global OPM Market Size. USD 2019-2025

Global Education
Growing from \$6.1T in 2019
at 3% to \$7.3T in 2025.

**Global Online Degrees
and Micro-Credentials**
Growing from \$45B in 2019
at 17% to \$117B in 2025.
2% (\$45B) of Global
Post-Secondary (\$2.2T),
growing to 5% (\$117B) by
2025 (\$2.3T).



**Global Post Secondary
Education (HE+TVET)**
Growing from \$2.2T in 2019
at 0.7% to \$2.3T in 2025.

Global OPM Market
Growing from \$5.7B in 2019
at 19% to \$13.3B in 2025.
OPM revenue, not OPM
powered total tuition.

Source: HolonIQ Smart Estimates, February 2021. Not to scale.

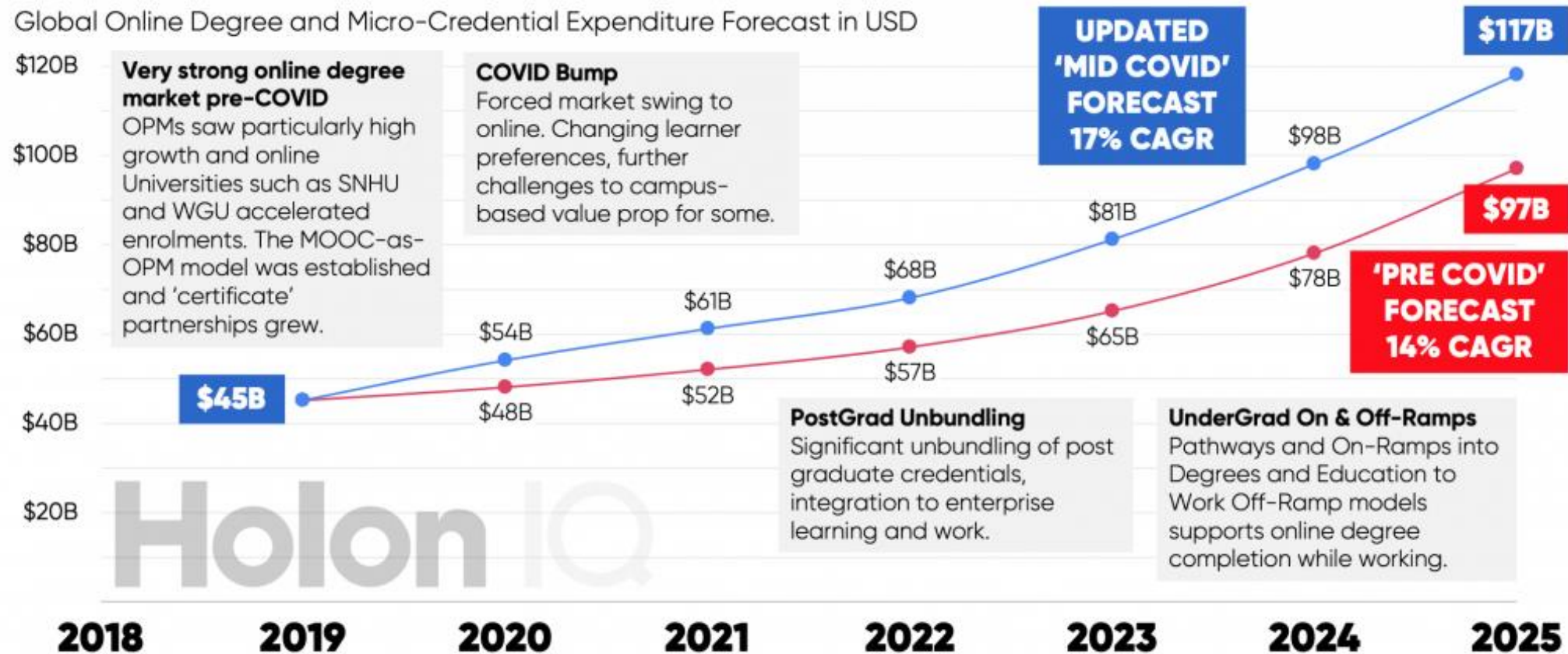
Post-COVID Market Sizing - 2025

HOLONIQ. GLOBAL ONLINE DEGREE & MICROCREDENTIAL MARKET

Holon IQ

\$117B Online Degree & Micro-Credential Market in 2025

Global Online Degree and Micro-Credential Expenditure Forecast in USD

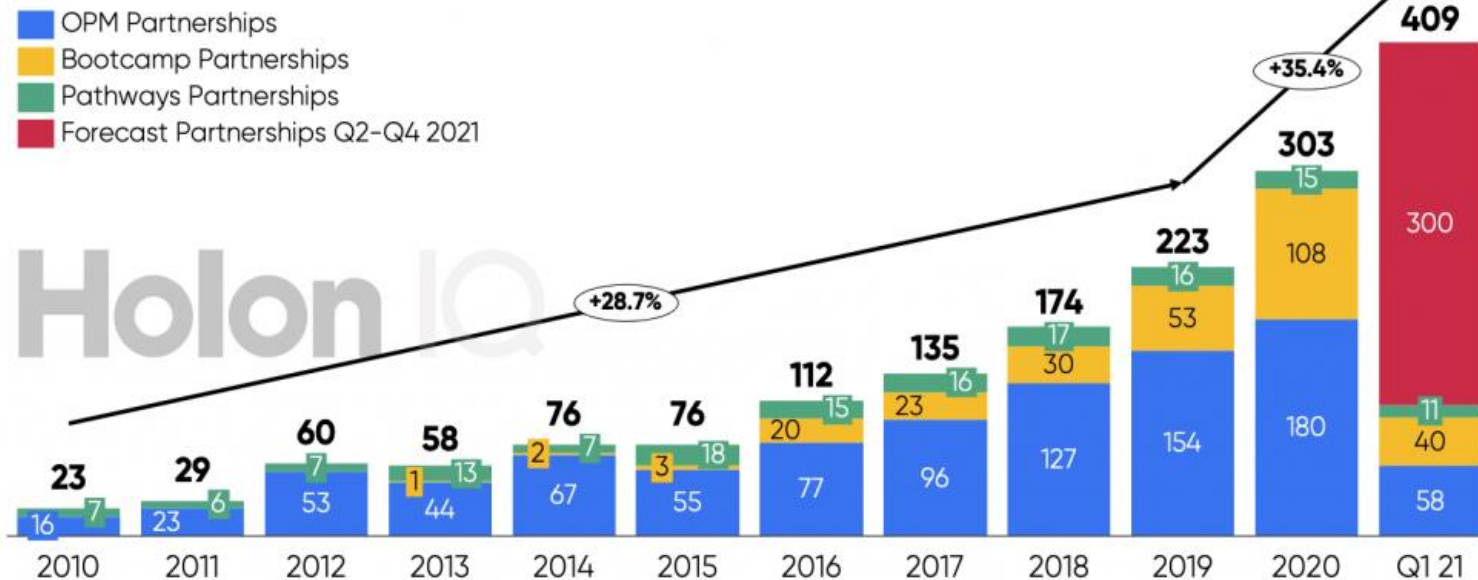


Universities partnering with Edtech firms

HOLONIQ / OPX PARTNERSHIPS AND DIGITAL POST-SECONDARY

2021 is on track to see 400+ new OPM, Bootcamp and International Pathways Partnerships with Universities around the world.

Number of new University Partnerships established with OPMs, Bootcamps and International Pathways. 2010-2020



- Universities around the world are **accelerating their adoption of Academic Public-Private Partnerships**.
- 450+ US Universities and over 300 International Institutions have **collectively established 1,377 partnerships with an OPM, Bootcamp or International Pathway** to innovate core business and accelerate growth.

Polling Question

How is your institution building partnerships with ed-tech at your institution?

- We have multiple OPM, Bootcamp, and International Pathways partnerships at our institution
- We have chosen 1 or 2 Ed-tech companies to work with across different schools/colleges
- We currently do not work with any Ed-tech companies, but I'm interested in learning more
- Working with Ed-tech companies are not a current part of our strategy

The George Washington University's Business School perspective: a case study in alternative credential application

Liesl Riddle, Ph.D.

Vice Dean for Strategy, Business School,
The George Washington University

The George Washington University Alternative Credential Landscape and Strategy

27

**Certificates
(as of Fall 2021)**

*Certificates can be taken as a **stand-alone credential**, used as **glidepath into degree**, or as a **finishing elective set for degree** (lifelong learning)*

Academic Operations & Strategy

- Most certificates are **leveraging excess seat capacity** in core courses in other programs
 - *A few are leveraging excess seat capacity in regularly scheduled electives*
- All are **fully stackable** (as an option) into 4 formats of the MBA (full and part time, online, accelerated)
- Some (but not all) certificates stack into **specialized masters**
- Created **MS in Interdisciplinary Business Studies (2 certs + 2 electives)**
- Some degree focus areas **leverage certificates offered by partnership** with GW's other schools

Certificates Improve Access, Equity & Diversity

Improving access to education



Ability to "try on" graduate education in **low-risk environment** that includes a **credential**



Cost of degree more **financially accessible** by spreading out cost of tuition



Professional students can **demonstrate ability to succeed** in a degree program in a non-conventional way

Increase Equity & Diversity



Opportunity to **demonstrate ability to succeed** in a university graduate degree program for students not previously able to demonstrate this conventionally



Lower tuition cost **increases philanthropy potential**



Time-to-impact and may **broaden corporate partners' tuition remission program pool**

Alternative Credential Analysis

What's working:

- **Double-digit overall grad revenue growth, certificates cited as major decision-making criteria** (2-1/2 yrs)
- MBAs – **Most (~70-80%) of MBA students completing at least 1 certificate** as part of degree
- **Conversions** to degree (and **equity benefits**)
- **Returning alumni** for upskilling/reskilling (primed market)
- Tapping into **new market segments** (22-26 = 33%, 40+ = 15%) –delivering on lifelong learning
- Reports from employers about placement readiness of students, **double digit rankings growth** (2-1/2 yrs)
- **Easier to retool/redesign** a certificate than a degree program

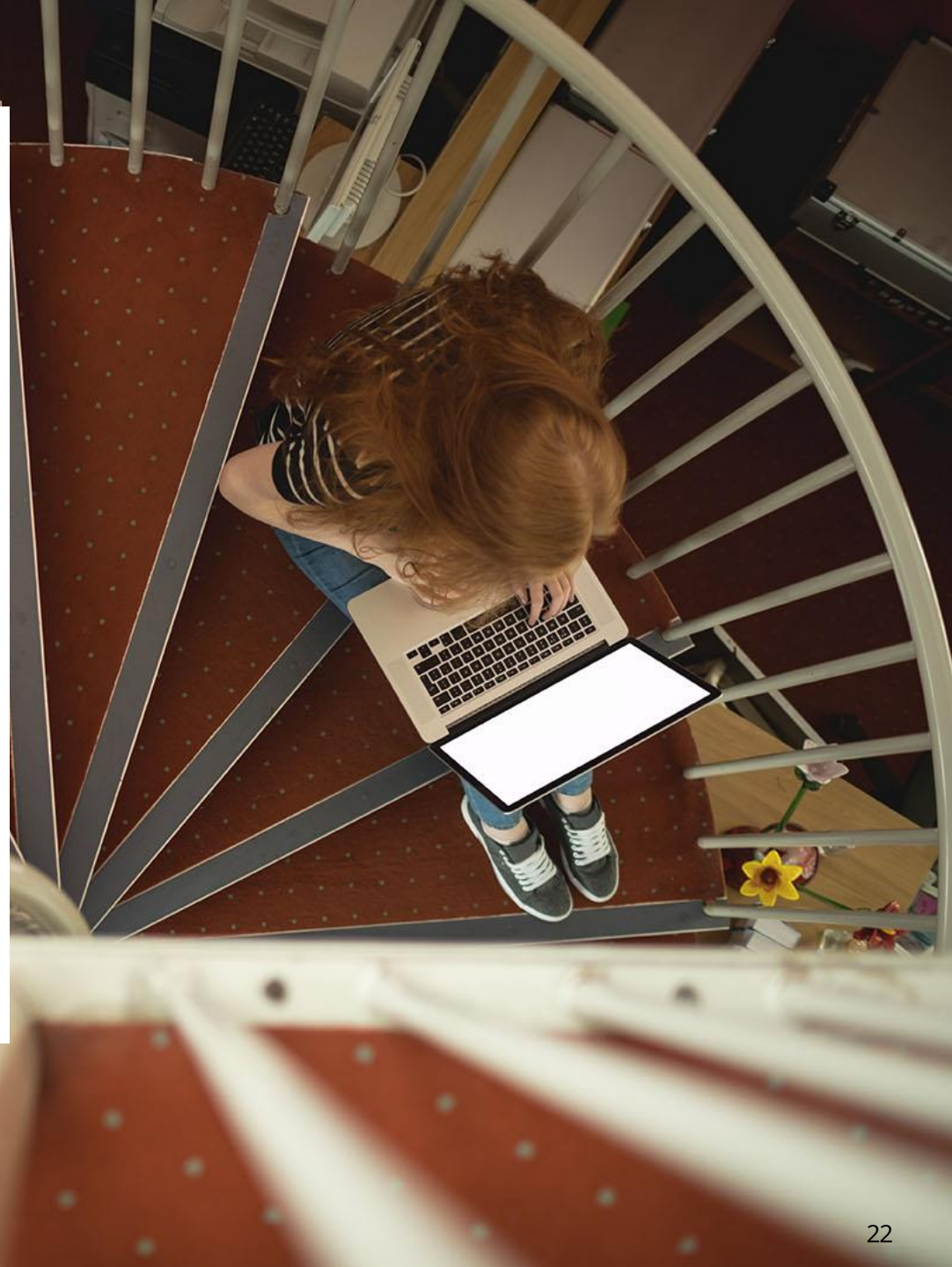
Almost
2/3

of certificate program students continue to an associated degree program

Costs to think about:

- **Organizational** implications (recruiting, advising, career center, instructional design)
- **Pedagogical** implications (cross-generational teaching)
- **Branding** implications
- **Investments** in AOL (to make MSIBS work –not required for AACSB for certificates only)

Q & A





Pearson

Appendix

Maia Sharpley
Co-founder and Managing
Partner
Juvo Ventures



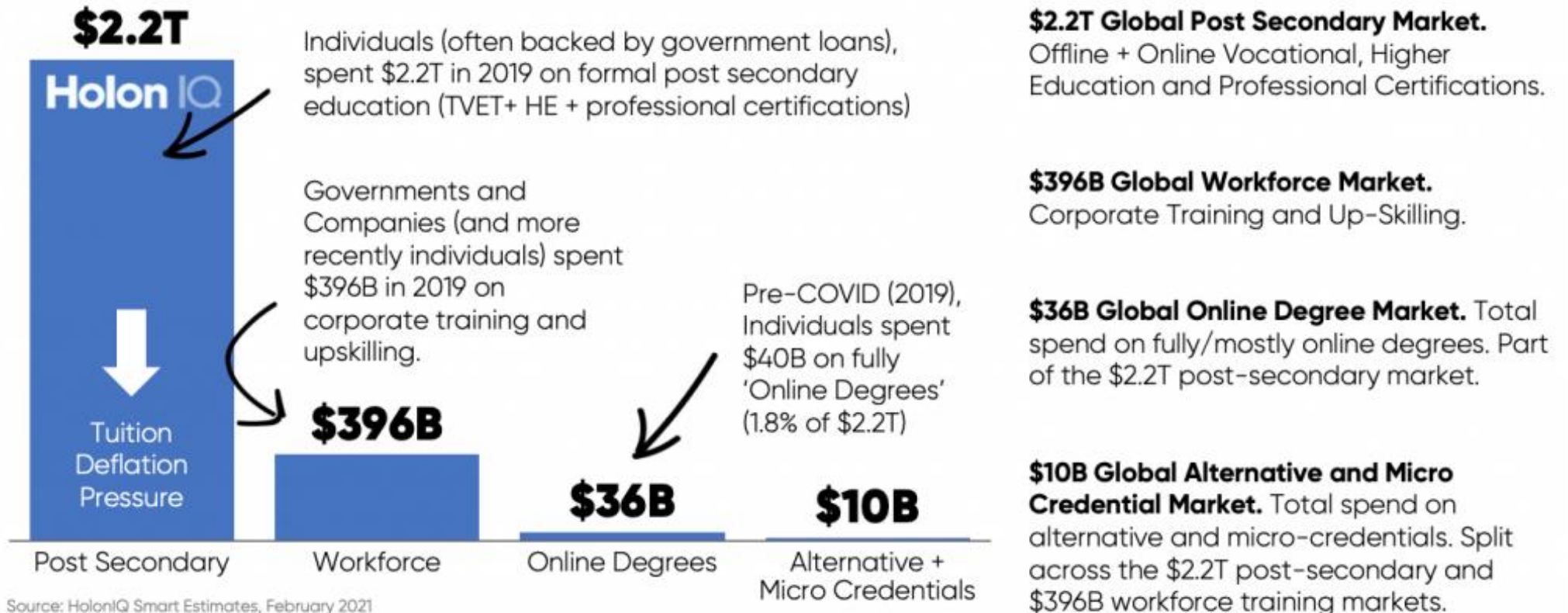
Global Post Secondary + Workforce Market in 2019

HOLONIQ. MICRO AND ALTERNATIVE CREDENTIALS

Holon IQ

\$2.6T Global Post Secondary + Workforce Market

2019 Global Post Secondary, Workforce, Online Degree and Alternative Credential Market Estimates in USD



Micro & Alternative Credential Breakdown

HOLONIQ. MICRO AND ALTERNATIVE CREDENTIALS

Holon IQ

Segmenting the Post Secondary Credential Spectrum

Defining the Global Micro and Alternative Credential Spectrum, beyond government led qualification frameworks, is not straight forward. Different stakeholders bring very different perspectives, and this segmentation is by no means exhaustive.

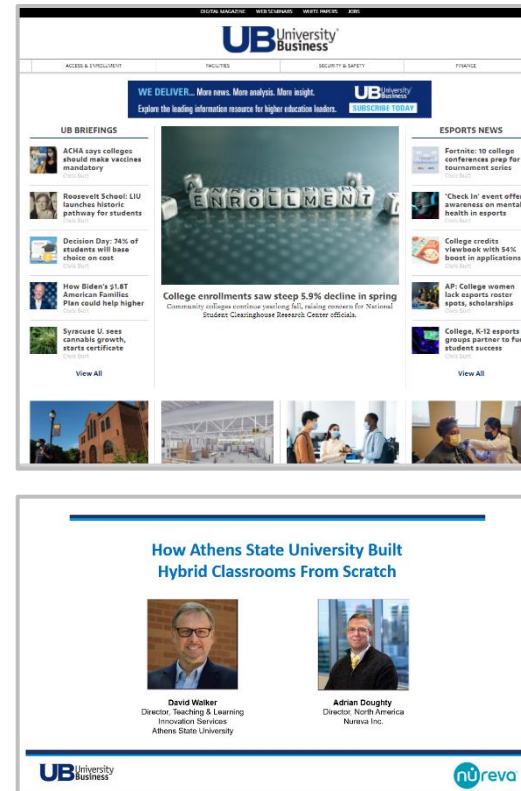
1-10+ hours Short Courses/Badges	500-1000 hours Bootcamps	200-1000 hours Professional Certifications & Licenses	100-1000 hours Non-University Issued Non-Degree 'Certificates'	100-1000 hours University Issued Non-Degree 'Certificates'	1500-5000 hours Degree Programs/ 'Accredited Programs'
<ul style="list-style-type: none"> On Demand, Online, Short Courses. Mostly asynchronous video and resources. Generally, no formal assessment. 'Peer to Peer' heavy. 	<ul style="list-style-type: none"> 3-6 month full-time immersive programs. Coding, Cyber, Digital Marketing, PM, UX... Formerly offline, moving online due to COVID. Might go back 	<ul style="list-style-type: none"> Professional certifications and licenses. Generally issued by industry bodies. Dominated by Question Banks, Study Notes and Test Prep. 	<ul style="list-style-type: none"> 'Self-credentialled', employer or Industry backed, non-accredited programs. Google: 'equivalent to a four-year degree'. Industry backed MOOC Certificates 	<ul style="list-style-type: none"> University Branded Certificates. Delivered internally or through partners/platforms. Increasingly credit bearing or some form of recognition/ advancement quality. 	<ul style="list-style-type: none"> National/Regional Qualification Framework Regulated Programs. Government funding tied to qualification frameworks.
Examples <ul style="list-style-type: none"> Degreed LinkedIn (Lynda.com) OpenClassrooms Pluralsight Skillshare Udemy 	Examples <ul style="list-style-type: none"> 42 General Assembly Lambda School Le Wagon Thinkful Trilogy 	Examples <ul style="list-style-type: none"> AWS, Cisco, SSCP... Bar (Law), CFA (Fin)... CA/CPA/CIA/CERA... NCLEX... PE/FE, PMP, PgMP... USMLE, ABFM... 	Examples <ul style="list-style-type: none"> Google Certificates, Udacity Nano-Degree MOOCs w Industry Partners eg EdX MicroMasters, Coursera 'Specializations' 	Examples <ul style="list-style-type: none"> eCornell European Micro-credential Framework University Learning Store WGU Academy 	Examples <ul style="list-style-type: none"> TVET Certificates Associate/Bachelor Masters/Doctorate 'Sub Bachelor' and 'PG Diploma' in most parts of the world.

Source: HolonIQ, February 2021

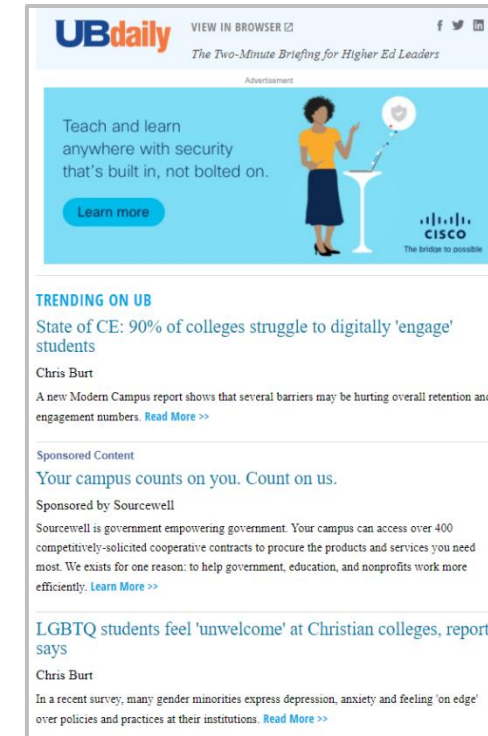
University Business is the leader in editorial coverage of news, trends and current issues in higher education. Subscribe for FREE and stay up-to-date through our magazine, website, web seminars, and newsletters.



UB magazine (print & digital)



UB's website and web seminars



UB Daily, Weekend Roundup and UB Tech Newsletters

Thank you for joining us!

The archive recording of this web seminar will be available for you to review, or share with members of your team, at:

<http://www.UniversityBusiness.com/Web-Seminars>

You will also receive an email with a link to the slides.