A Presentation about Possible Futures and Effective Leadership Responses

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Shift Happens!

- Leaders shape culture through the practices and behaviors they use.

- We can help them do this by design (by thinking more deliberately about the culture they need to create) or let it happen through default.

Current Short to Mid-Term Challenges and Opportunities

Tomorrow: "Sunshine with cloudy periods"

Long Term Forecast: "Strong chance of intermittent showers and thunderstorms, but generally sunny"

Long-Term Scenarios

- Where are we going?
- Where should we go and why?
- How can we get there?

Long-Term Scenarios

1. Open networking

2. Serving local communities

3. New public responsibility

4. Higher education Inc.

Spotlight on Internationalization

Internationalization Scenarios

1. Sustained diversified internationalization

2. Convergence towards a liberal model

3. Triumph of the (former) emerging economies

The Future: Potential Game Changers

1. Technology

2. Pedagogy

3. Demographics

4. Densification

The Future: Technology

The Future: Technology & Pedagogy

Azer Bestavros
Professor, Computer Science Department
Director, The Hariri Institute for Computing
Boston University, Boston

Higher education will move from a model of "time-served" to "stuff learned"… the world will become increasingly competency-based…computers will do all grading more quickly and effectively and provide strong, tailored probabilistic recommendations for how students can improve…increasingly students will receive non-traditional credentials and will self-market same through social media platforms…there will be no office hours (instead 'google hangout')…field trips will become virtual ('google glass')...peer learning…flexible enrolment times (Rio Salado College)... 'batches' not cohorts…personalized learning paths…hybrid….collaborative spaces.

The Future: Demographics

The Future: Densification
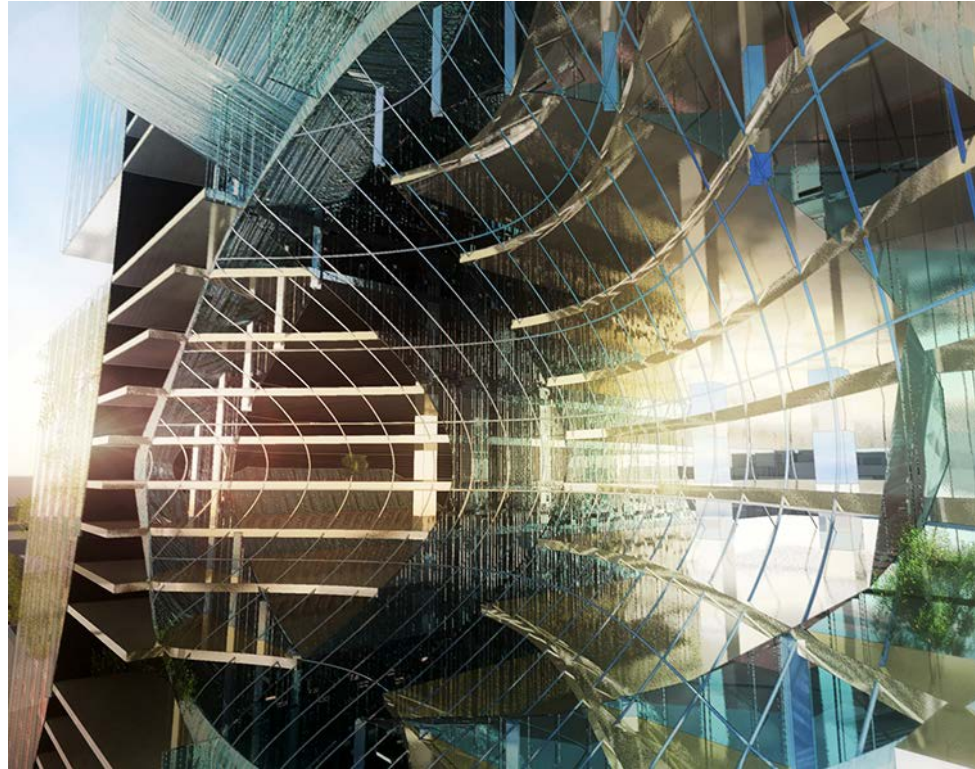
The Future: Densification

"Historical 'baggage' influences modern architectural theory and practice… today's buildings lack the relationship between the part and the whole – one no longer informs the other, and as a result, the concept of the building and its meaning become incoherent and disjointed."

Nader Tehrani
Professor and Head, Department of Architecture
Massachusetts Institute of Technology, Cambridge.

Principal and Founder of NADAA,
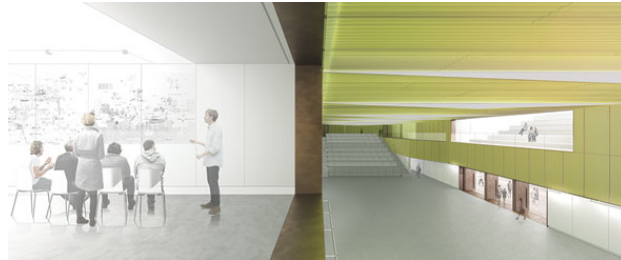Boston and New York

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One Spadina, Toronto

Before

After

One Spadina, Toronto

Exemplary Leadership Practice

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart
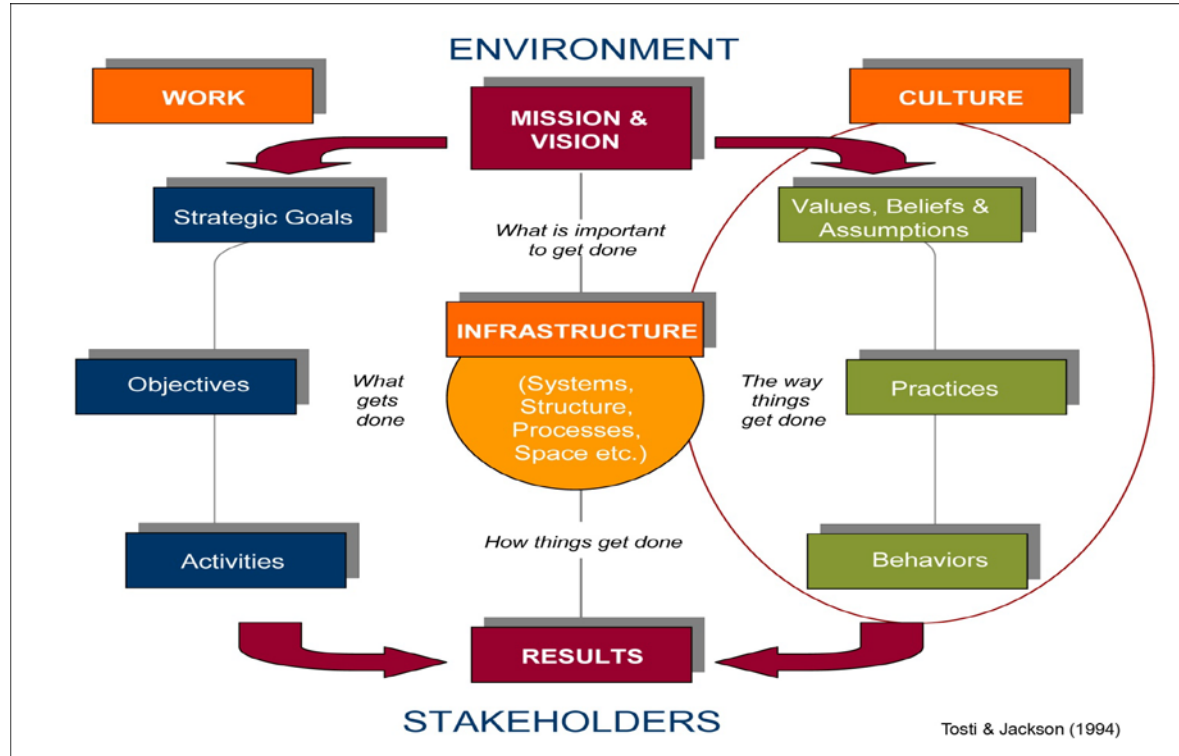- Create and sustain line-of-sight

The Power of Vision

- Simple
- Enduring

THE IMPERATIVE TO DIAGNOSE CULTURE

(Cameron and Quinn)

Average Culture Plot for More Than One Thousand Organisations

Culture/Strategy Fit

ENVIRONMENT

WORK   MISSION & VISION   CULTURE

Strategic Goals   What is important to get done   Values, Beliefs & Assumptions

INFRASTRUCTURE

Objectives   What gets done   (Systems, Structure, Processes, Space etc.)   The way things get done   Practices

Activities   How things get done   Behaviors

RESULTS

STAKEHOLDERS   Tosti & Jackson (1994)

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Measure Culture/Strategy Fit

College Risk and Opportunity Assessment

Seven (7) risk categories/ dimensions:

1. Strategic
2. Compliance
3. Operational
4. Technological
5. Financial
6. Reputational
7. Educational

Risk and Opportunity Assessment Tool

Review the risk and opportunity around incrementally adding a teaching hotel to the new STH facilities at the City Core Campus.

Use the School-SMART Activity Statement, relate them to the 6 College strategic objectives
Base Case: After establishing the base platform for growth by implementing part II of the City Core Campus:

Assessment Type : INITIAL
Assessment Team Members:

v.2.0   BY: S+P
CS,KP,AT,RD,LM,MR,AS,SF,DP,JW

1. Risk Category	2. Risk / Opportunity Statement	3. Supporting Data with source reference below	4. Failure, Root cause or Rationale	5. Desired Outcome	6. Controls or Visibility	7. Likelihood	8. Impact	9. Initial Score
Financial, Strategic	**Source** of Capital	Traditional MTCU sources of funding may not be available [1]	Economic realities of Ontario , no alternate funding found.	Suitable source of capital will be available. Hotel will survive capital rationing process.	College Capital Plan - and Approval	A	A	1. Extensive Mgmt.. PMT
	Justification of Capital Expenditure	Based on positive operating assumptions and excluding financing costs, **Business case** presented has an NPV Estimate of - $6.6m @ 8%. [2] **Sensitivity:** a 10% drop in occupancy rate and a reduction of room rate by $15 to $100 a night changes the NPV to Minus -$8.2m @ 8% [2]	Expenditure may not meet 10 year NPV threshold for investment	Excluding purchase capital, the expected case yields an NPV of plus +$1.7m. A **credible worst case scenario** yields an NPV of plus +$0.13m. Hotel will help underwrite program delivery and will not be a financial burden.	Capital and Expense; Evaluation and controls	A	A	1. Extensive Mgmt.. PMT
	Revenue: Competitive tuition rate, provide **VALUE for money** for international students	**Short term** competitive advantage is rooted in capacity and quality. [3] Will cost figure more prominently in the future. Hospitality Diploma Costs Swiss $150-300k Ontario $40-$80k HK - $8-20k	Far East countries are building capacity and collaborating with western institutions at a fast rate. e.g. Lambton's local Int'l enrolment for Hotel Management has gone to Zero as they teach it in 2 of their 4 Chinese Partnership Schools.	Value of a true western education will remain. Competitive advantage will not be lost This won't be a factor affecting enrolment	Monitoring controls, international student tuitions	B	B	5. Mgmt.. - Director/Dean
Technological	**Relevance.** Idea of a Teaching Hotel was first introduced 10 years ago. Historically, we value a tightly controlled stand alone institutional learning environment .	Use of **virtual simulation** is the current state of the art for experiential learning. Great Appeal to key persona groups Hotel option, allows traditional degree of control over the learning but neither impacts the amount or nature of the learning otherwise available within the city. [Bricks and mortar simulator] [1, 2, 3]	Hotel may not become a **differentiator.** It is neither one of 7 requirements to reach "Leading Hotel School" status, nor is it needed to build Brand. Collaboration is much more common in this industry.	Effective and Efficient experiential learning . Comparison to alternatives in proposal did not included Virtual-Online learning methods. e.g. Model of 80% simulation, 20% placement with partners.	Program Evaluations, monitoring	A	A	1. Extensive Mgmt.. PMT
Program Delivery, Operational	Programs may not fully **make use of new facility.** It remains a lab style novelty and is not core to the study plan	Possible **ineffective and inefficient** learning method. Value not realized. Experience with Day Care was mixed , proven to not be a core competency . How to you build and maintain a BOUTIQUE 5 Star hotel & then measure. [1]	Shift in pedagogy represents a **radical change.** { support 7 x 24 hr. scheduling }. Operation of a "For Profit" hotel in a "Not for Profit" environment, with guidance from a hired third party. Staffing requirements will likely exceed available students.	Add value through Effective and Efficient experiential learning. **Method** of delivery not the issue	H+S, SWF	A	B	3. Must Manage - VP oversight
Safety, Compliance, Reputational	All Industry regulations, health and safety issues for non-hospitality programs are addressed in base case. Risk lies in the **splitting the school** and support groups over 2 campuses.	Experience with Z building indicates that there will be mixed feelings if much regular inter-campus travel is required.	CCC: Phase I SAPA will likely have similar issues.	Self-sufficient campus, Seek economic / effective scale of operation	H+S, SWF	C	B	7. Accept & Monitor or Control Chair/Mgr.
	Managing a Public house [w. or w/o alcohol] brings many diverse sometimes inappropriate clients.	New workplace hazard for any "live" experiential learning	Places employees and students on placement at risk of assault and/or battery etc.	Avoid a terrible strain on College reputation and STH Brand	Existing controls for Residence and related	C	B	7. Accept & Monitor or Control Chair/Mgr.
Strategic, Reputational	**Local hotel owners** will not welcome a government sponsored competitor undermining their business	Increased competition for downtown Tier 1 customers. [5]	Loss of business for partners. Extent of reaction unknown. e.g. Boycott hiring of graduates?	Good community relations and job success for students	KPI - Employer data, Student job success	A	B	3. Must Manage VP oversight
SEM , Operational, Strategic	**Enrolment from catchment area.** Much THS Capacity built in Ontario Colleges over the last few years, appears stable now.	1/3 of our students are from our catchment areas. Overall Fanshawe enrolments are declining --16% last year & -16% over 5 years [Bubble] [4]	Overall Ontario enrolment is also declining-13% last year, -9% over 5 yr. Local capacity may not align with student requirements to think and experience learning globally.	Increase enrolment over base	Enrolment Measurement data, OCAS and PEQAB	C	A	4. Considerable Mgmt.. - Director/Dean
	Enrolment from outside catchment area. Anecdotally, this historically has been influenced by lack of capacity in other catchment areas.	2/3 are from other areas. 42% of students are from catchment areas that do not have Hotel programs, Half of these students are from Sheridan and Conestoga. [4]	Non players such as Sheridan and Conestoga could become players cutting off the inflow including Durham and Seneca. Scans indicate that F12 Fleming is the only new Hotel program starting up in the foreseeable future. No ministry protection.	Increase enrolment over base	Enrolment Measurement data, OCAS and PEQAB	B	A	2. Must Manage VP, SLC oversight
	Enrolment from international sector	Number of candidates is declining. This is not unique here but is true across entire province, down 20% over last year. [4]	Competition in the Far East is building capacity. e.g. 3 schools built or planned in HK. Definite shift by many Tier 1 schools to teach collaboratively in the new Far East markets.	Increase enrolment over base	OCAS Data	C	A	4. Considerable Mgmt.. - Director/Dean
	Retention / Completion	Graduation in Hospitality programs is good [65.8%] [4] Retention in Hospitality programs is excellent [80-90%]	Program is well received. Room for improvement is small. Level 4 "leavers" return at a later time to complete.	Creative balance between CO-OP, placement and other forms of experiential learning.	Enrolment Projection Grid	C	B	7. Accept & Monitor or Control Chair/Mgr.
Financial, Strategic, Reputational	**ARI in the Hospitality** industry is virtually non-existent. Developing this expertise and then leveraging the Hotel will support the new Brand and enrolment.	ARI is **mutually exclusive** to hotel. May help build collaboration with community partners. [1, 2]	Developing this expertise and then leveraging the Hotel will support the new Brand and enrolment . Requires new **levels of commitment** from faculty and support to regularly seek funding and do the work.	New , not yet fully considered.. **New source of funding**, building STH Brand and College reputation.	New - no controls	B	C	8. Accept/Monitor/Control- Chair/Manager

Data Sources :   1- S+P Environmental Scan 2- Resource Planning Analysis   3 - Institutional Research Benchmarking 4 - IR , OCAS Data 5 - Business Proposal
College Strategic Objectives : Operational Efficiency, Student Success, Quality Workplace, Community Partnership, Planned Enrolment Growth, Applied Research

Risk and Opportunity Assessment Tool

Level	IMPACT Descriptor	Categories	Description	Risk Management Actions Response - Treatment		
			Level:	C	B	A
			Likelihood ->	*Seldom, once in 3 years*	*Likely, every 2-3 years*	*Unavoidable, Now, this year*
A	Significant	*Strategic*	Fundamentally fail to meet Customer, Board of Governors or MTCU requirements, serious impact to enrolment	4. Considerable Management Required – Director and Dean Level	2. Must Manage Director and Dean Level, Include VP, SLC oversight	1. Extensive Management Essential, PLT to direct
		Compliance	Significant or multiple events, leading to fine fraud or legal actions.			
		Operational	Loss of life; Inability to operate: recruit, retain staff, labour disruption impacting graduation			
		Technological	Complete systems crash with loss of data			
		Financial	Material Financial Loss, at College level			
		Reputational	Stakeholder faith impacted for >18 months			
B	Moderate	*Strategic*	Partially meet Customer, Board of Governors or MTCU requirements, some impact to enrolment	7. Risk may be worth Accepting with monitoring and effective controls – Chair Level, Manager level	5. Management effort worthwhile Director and Dean Level	3. Must Manage Director and Dean Level, Include VP oversight
		Compliance	Isolated events, leading to fine fraud or legal actions.			
		Operational	Significant injury to 1, LTA's; Inability to operate: recruit, retain staff, labour disruption for short duration			
		Technological	Systems crash during peak period, with normal recovery			
		Financial	Material Financial Loss, at School level			
		Reputational	Stakeholder faith impacted for 6-12 months			
C	Minor	*Strategic*	Substantially meet Customer, Board of Governors or MTCU requirements, marginal impact on enrolment	9. Accept risk - All	8. Risk may be worth Accepting with monitoring and effective controls – Chair Level, Manager level	6. Manage and monitor at manger, chair level
		Compliance	Isolated issues, not thematic			
		Operational	Isolated injury; Inefficient operations & rework needed to operate: recruit, retain staff			
		Technological	System offline periodically, during non-peak periods			
		Financial	Minor Financial Loss, at program level			
		Reputational	Stakeholder faith impacted for <6 months			

Strategy Implementation Tool

		College	Faculty		School		COMMENTS – CRITICAL ISSUES:
GOAL 1	**Grow enrolment by 20% over 5 years**						
1.1	Cumulative PS growth	3					
1.2	Complete the Academic Services Document	1					
1.3	Introduce at least 7 programs per year	3					
1.4	Balanced Scorecard	2					
1.5	Phase I School of Public Safety	2					
1.6	Phase II School of Public Safety	2					
GOAL 2	**Provide access to flexible learning options**						
2.1	Web-enhanced delivery by 14F	2					
2.2	Set eLearn targets	2					
2.3a	Weekend College, operational by 13F	3					
2.3b	Weekend College, assessed by 14W	3					
2.4	Weekend College Future Planning by 14W	3					
2.5	Set Internal College Academic pathways strategy and plan	1					
GOAL 3	**Provide the premier learning and student life experience**						
3.1	Attain the highest 'student life' ratings for select personas in the College system	3					
3.2	Attain one of the highest 'College reputations' in the system	3					
3.3	Attain KPI Capstone Scores (4) that exceed provincial average	3					
3.4	Set International retention/graduation targets by Nov 2013	2					
3.5	Attain a top quartile overall College graduation rate for the province	3					
GOAL 4	**Foster a high-performing and sustainable College**						
4.1	Strategy and plan for improved Employee Survey results by 13F	3					
4.2	Operational CRM by 16F	3					
4.3	Create an "Invest-in-People" college strategy by 14W	1					
4.4	Implement an "Invest-in-People" college strategy by 14W	2					
4.5	Announce College Foundation, capital campaign by 14W	2					
4.6	Operationalize the Internationalization plan by 15F	3					
4.7	Implement Operational and Capital planning methodology						
4.8	Approval of revised Master Facilities Plan by 14F	2					
4.9	Develop and Introduce New health and safety assessment measures by 13F	2					
4.10	Complete all aspects of a Strategic Framework Implementation Plan	2					

Strategy Implementation Tool

College Outcome 1.1: Achieve 4% per year of cumulative post-secondary growth, over 2012/13 baseline, through domestic and international intakes, and retention										
Metric Owner: Deans and Chairs										
Responsible: IR Analyst / Budget Coordinator			**Reporting term:**	2013/14						
Data Source: Questionnaire to subject experts			**Reporting Date:**	14-Nov-13		**Unsatisfactory**	**Marginal**	**Satisfactory**	**Very Good**	**Exceptional**
Frequency: Interim Report Monthly and Actual Report, by term						1	2	3	4	5
FoB	**School**	**Forecast for Domestic Target**	**Forecast for International Target**					Score		
1	**LKSB**	3 Good	3 Good	3		3		3		
2	**ITY**	3 Good	2 Fair	3		2		3		
3	**THS**	2 Fair	2 Fair	2		2		2		
								3		
FoT	**School**	**Forecast for Domestic Target**	**Forecast for International Target**					Score		
1	**BLD**	4 Very good	2 Fair	4		2		4		
2	**MAN**	2 Fair	2 Fair	2		2		2		
3	**MPW**	3 Good	2 Fair	3		2		3		
								3		
FoHSHS	**School**	**Forecast for Domestic Target**	**Forecast for International Target**					Score		
1	**NRS**	5 Excellent	2 Fair	5		2		5		
2	**HUM**	3 Good	2 Fair	3		2		3		
3	**HLT**	2 Fair	2 Fair	2		2		2		
								3		
FAMD	**School**	**Forecast for Domestic Target**	**Forecast for International Target**					Score		
1	**ARD**	3 Good	5 Excellent	3		5		3		
2	**COM**	4 Very good	2 Fair	4		2		4		
3	**GEN**	2 Fair	2 Fair	2		2		2		
								3		
FoRCE	**School**	**Forecast for Domestic Target**	**Forecast for International Target**					Score		
1	**JNA**	2 Fair	5 Excellent	2		5		2		
2	**OXF**	4 Very good	2 Fair	4		2		4		
3	**STE**	3 Good	2 Fair	3		2		3		
								3		
							College Score	3		

Strategy Implementation Tool

Key Factors (Positively/Negatively) Influencing Performance	Implicated Areas								
	HR	IT	Facilities	R&BM	Purchasing	Registrar's	S&P	Stu. Serv.	Other

Program Balanced Score Card

PROGRAM: Program Code - Program Title										

2011-12 OVERALL PROGRAM SCORE:	**3.49**
Bonus Points:	*0.70*
2011-12 Balanced Scorecard Score:	**2.79**
Historical Program Scores	
2010-11 Overall Program Score:	**2.33**

Balanced Scorecard Scale: 1 - 5	Unsatisfactory 1 - 1.75	Marginal > 1.75 - 2.5	Satisfactory > 2.5 - 3.25	Very Good > 3.25 - 4.0	Exceptional > 4.0

Pathways, Student Choice and Labour Market		Program Quality		Student Activity[5]		Financial Quality[6]	
Pathways[1] - 25%	2.2	**Program Excellence[3] - 75%**	2.5	**Conversion Rate - 40%**	2.0	Revenue - 25%	3.0
Articulations - 30%	11	5	KPI Student Satisfaction 25%*	n= 44	73.9%	2	Eligible Applicants to Target - 50%	4.6	2	PS Grant	$ 492,167.00	-
Laddering - 40%	0	1	KPI Graduate Satisfaction - 25%*	n = 14	71.4%	2	Ratio of Offers to Reg as of Start Date - 50%	4.7	2	PS Tuition	$ 255,798.18	-
Bridging - 30%	0	1	KPI Graduation Rate 25%*	n=24	70.6%	3	**Retention Rate - 40%**		2.8	International Tuition	$ 62,965.57	-
Student Choice - 25%	3.7	Program SFS Score 25%	4.38		3	1st day to Count Date - 50%	95.6%	2	Misc/Program Specific/Co-op Fee	$ 13,503.22	-
# of Delivery Options - 50%	2	3	**Accreditation/Certif/Licensing 25% - (if applicable)[4]**		3.0	Level 1 Course Failure Rate[6] 25%	11.5%	3	Total Revenue	$ 824,433.97	3
# of Intakes - 35%	4	5	Program Accreditation - 50%		Full	3	Count Date to Count Date - 25%	92.0%	4	*Space Requirements - ON HOLD*	
# of Interprof Collaborations 15%	1	3	Graduate Testing Outcomes - 50%		n.a.		**International - 20%**		2.3	*Dedicated Space Requirement*	n.a.
Market Share[2] - 10%	5.0	*Faculty Scholarship - ON HOLD*				International Enrolment as % of Total - 25%	13.6%	2	*Square Foot Utilization/Student*	n.a.
MS by size of Level 1 enrolment	1	5					1st day to Count Date Retention - 50%	50.0%	1	*Dedicated Technologies (NPV)*	n.a.
Labour Market Responsiveness - 40%	3.0	*Experiential Learning - ON HOLD*				*1 students at Start Date vs 1 at Count Date*			**Net Contribution - 75%**		3.0
KPI Related Employment	56.3%	3					Level 1 Course Failure Rate[6] - 25%	0.0%	5	Contribution to Overhead	27.8%	3
PATHWAYS/STUDENT CHOICE/ LABOUR MARKET - 25%	3.18	**PROGRAM QUALITY - 25%**		2.63	**STUDENT ACTIVITY - 25%**		2.35	**FINANCIAL QUALITY - 25%**		3.00

Program Balanced Score Card

PROGRAM: CODE - TITLE				2012-13 OVERALL PROGRAM SCORE:	3.49
				Bonus Points	***0.70***
				2012-13 Balanced Scorecard Score	2.79
				Historical Program	
				2011-12 Overall Program Score:	**2.33**
				2010-11 Overall Program Score:	**2.33**

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