National Analog Industrial Economy
Fixed processes that were repeatable and scalable:

The assembly line
The fast food restaurant
The computer code

*Time/process fixed, outcomes variable*
Time is variable; PERSONALIZATION AND OUTCOMES are key

Global Digital Information Economy
Risk
Despair
Retrenchment
WHAT WE LEARN?

WHO LEARNS?

WHEN AND WHERE WE LEARN?
WHAT WE LEARN?
Probability that **automation** will lead to **job losses** in next two decades

- **94%** Accountants
- **89%** Technical writers
- **55%** Commercial pilots
- **43%** Economists
- **2%** Chemical engineers
- **.07%** Athletic trainers

**THE NEW NORMAL**
"WE NEED TO RETHINK THE CONCEPT OF COLLEGE; OF HIGHER EDUCATION IN GENERAL."
In 3 out of every 4 job ads, just 25 skills appeared
top 5 skills in job postings

- communication/writing
- organizational skills
- customer service/problem-solving
- planning/detailed-oriented
“People know how to take a course, but they need to learn how to learn.”

*John Leutner, Head of Global Learning at Xerox*
33% of students had no learning gains

40% of college seniors fail to graduate with the complex reasoning skills

50% of college seniors said they talked often with a faculty member about their career plans
WHO LEARNS?
Gen Z views college for career preparation

Which of the following best describes your attitude toward the goal of college?

- To prepare its graduating students for life in general: 43%
- To prepare its graduating students for a specific career: 57%
...while job aspirations are also shifting.

Source: Harris Poll, 2018
Going to school has been an “enjoyable” experience compared

62% MILLENNIALS

40% GEN Z

Source: Harris Poll, 2018
Gen Z: Worried about paying for a degree

Source: Harris Poll, 2018

25% MILLENNIALS

Confident they had sufficient funds to pay for a degree

18% GEN Z
Age of Financial Independence for College Graduates

1983: Age 26

Now: Age 30

Georgetown Center on Education & the Workforce
SPRINTERS
jump right in

WANDERERS
take their time

STRAGGLERS
press pause
3 factors define their years after high school
43% of Sprinters had less than $10,000 worth of debt at commencement — far short of the $37,000 average debt of the Class of 2016.
INTERNSHIPS

- **SPRINTERS**: 79%
- **WANDERERS**: 47%
- **STRAGGLERS**: 24%

had at least one internship in college
Those in their 20s make up the largest share (12 million) of the 31 million adults in the U.S. who left college without a degree.
WHEN AND WHERE WE LEARN?
Gen Z: The YouTube Generation

59% of Gen Z Say

YouTube is #1 preferred learning method

60% of Millennials Say

Textbooks are a preferred learning method
America has nearly **quadrupled master’s degrees** earned since 1970.
an entire meal vs. an appetizer or entrée
FOR THE LEARNER

Suggestions based on your skill gaps
WHAT SHOULD COLLEGES AND UNIVERSITIES DO?
Understand Your Students and Segment Your Markets
Preferences for Learning:

- **The Skeptical Learner**: 15% of learners. Doesn't think that school is for them. Somewhat older and feel like they have gotten by just fine without a degree. If they have to go to school they would prefer for it to be digitally to minimize inconvenience.

- **The Career Learner**: 19% of learners. Highly values education, sees it as a stepping stone for success, but prefers to learn digitally, not just for economic reasons.

- **The Hobby Learner**: 24% of learners. Learning just for the sake of learning, not with an end game in mind. Like the engagement of a high-touch environment.

- **The Reluctant Learner**: 17% of learners. Learning because they have to, not because they want to. They struggle in school and therefore want a high-touch environment.

- **The Traditional Learner**: 25% of learners. The biggest group of 18-24 year olds – going to brick and mortar institutions for the traditional college experience.
Rethink Legacy Structures
Develop a College for the Lifetime Learner
Open Loop
University

Nominated for impact potential

6 years to use when you want

Come back, teach or learn

Leave when outside loops are more useful

Pitch to re-enter

Image via @Stanford Project
Applied Learning for Hard + Soft Skills
Jobs of the Future
Change in share of jobs, 1980-2012

Source: David Deming, Harvard University
THANK YOU.

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