

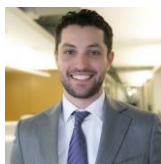


Education
Advisory
Board

COE Forum

Non-Degree Programs for Non-Traditional Careers

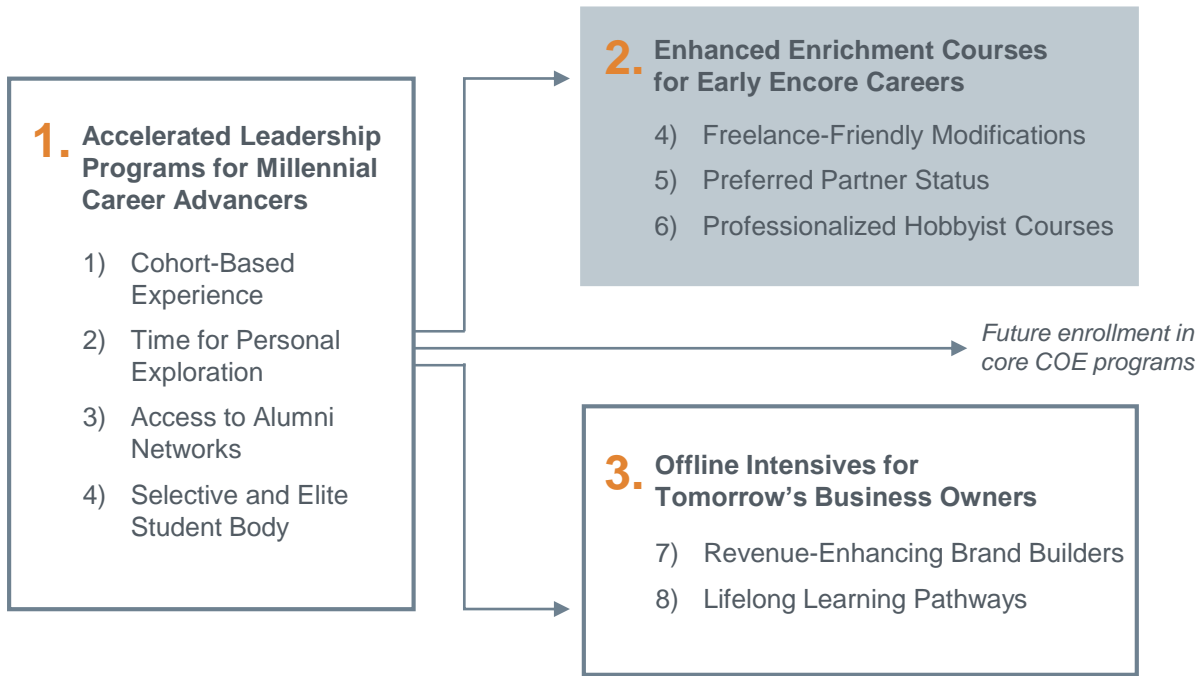
Industry Futures Series



Max Milder
Research Consultant
mmilder@eab.com

Reimagining the Portfolio

Professional Education for the Millennial Workforce



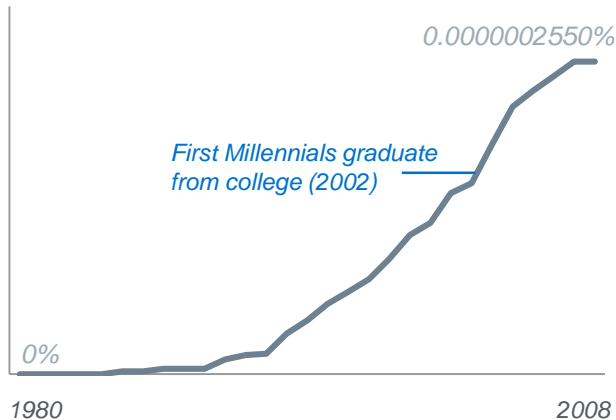


“Leaning In” on Their Own Terms

Prioritizing Quality of Life at Any Cost

Taught to Do What They Love

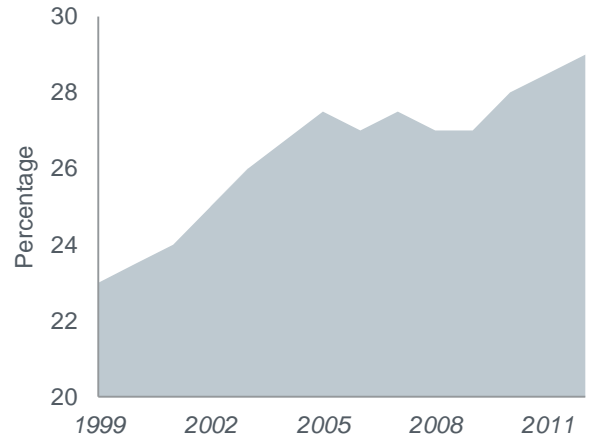
Frequency of “Follow Your Passion” in Printed Text



56% Millennials who would take a pay cut to work somewhere that is “changing the world for the better”

Personal Passion \neq Professional Success

Percentage of Stay-at-Home Mothers in the US



52% Millennials who consider good parenting an important personal goal (four times more than a high-paying career)

Source: Google Books Ngram Viewer; Ashley Mosley, “Recruiting for Tomorrow: How Millennials Boost Your Talent Pipeline,” Business Insider, August 2014; D’Vera Cohn, Gretchen Livingston, and Wendy Wang, “After Decades of Decline, a Rise in Stay at Home Mothers,” Pew Research 2014; “Millennials: A Portrait of Generation Next,” Pew Research, 2010.

Sustainable, Handmade, Locally Sourced



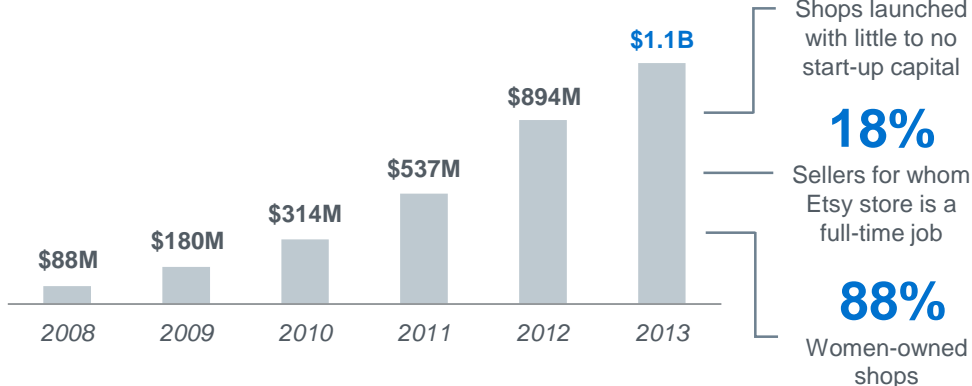
Support for the Artisan Economy Turns Passion into Profit

Etsy Hits a Major Milestone

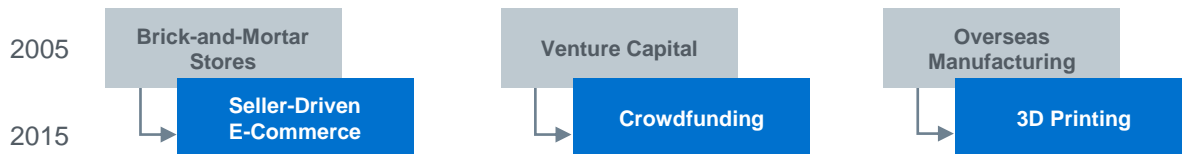
Annual Gross Revenue, 2008-2013

Etsy

- Online craft fair founded in 2005
- Etsy retains percentage of each sale
- One million active shops



Signs of Continued Success for Modern Artisans



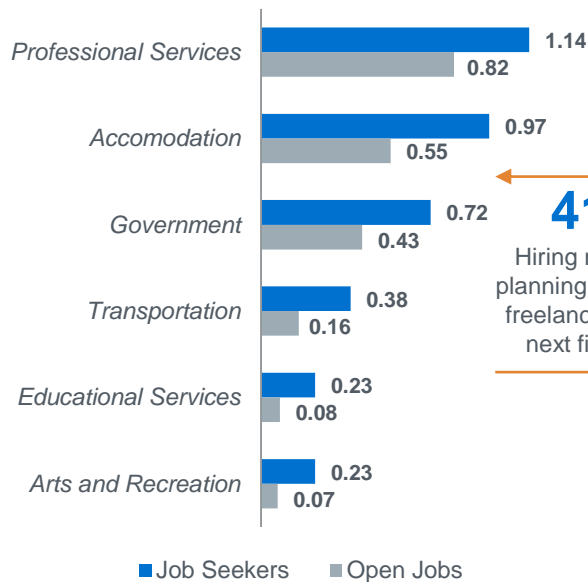
Source: "Worldwide Online Revenue of Etsy," Statista, 2014; "Redefining Entrepreneurship: Etsy Sellers' Economic Impact," Etsy, 2014.

A Forced Choice

Faced with Few Other Options, Workers Opt for “Gigs” Over Jobs

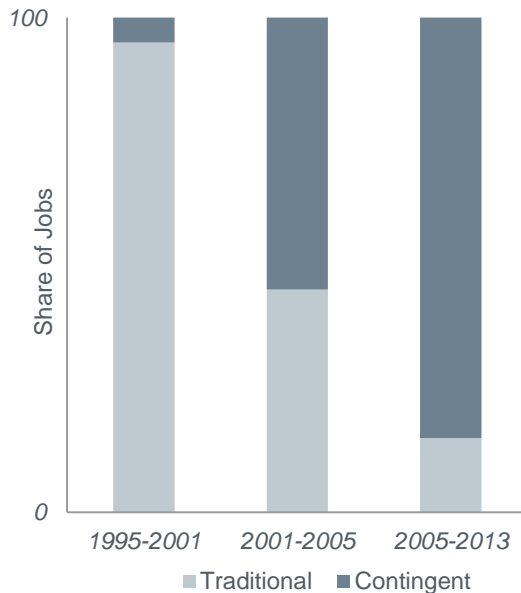
What Skills Gap?

Job Seekers to Openings (in Millions), Nov. 2014



Stopgap Hiring Prevails When Needs Arise

Classification of New Jobs, 1995-2013



Source: Elise Gould, "The Number of Unemployed Exceeds the Number of Available Jobs Across All Sectors," Economic Policy Institute, November 2014; Gerald Friedman, "The Rise of the Gig Economy," Dollars&Sense, March/April 2014.

The Gig Economy Mobilizes

A Critical Mass of Freelancers Fights for Recognition



53M

Freelance and
self-employed workers
in the US

1 in 3

US workers who are
freelancers or self-employed

400%

Growth in freelancers
since 2005

2/3

Nonemployer businesses
generating <\$25,000/year

Corporate Perks for the Self-Employed



FREELANCERS UNION

- 250K members across the United States
- Discounted health and retirement benefits packages
- F2F “After Hours” networking events mirror active online community



Passive Platform Turned Active Advocate



“[Microbusinesses] operate in gray areas between amateur and professional, business and worker, consumer and provider. They are inconsistently captured in government statistics and poorly understood by policy makers.”

*Althea Erickson
Public Policy Director at Etsy*

Source: Lauren Weber, “One in Three US Workers is a Freelancer,” Wall Street Journal, September 2014; “Forget the Jobs Report – Focus on the Freelance Economy,” Forbes.com, July 2013; Jason Nazar, “16 Surprising Statistics About Small Businesses,” Forbes.com, September 2013; “A Call to Action: Five Proposals to Support the Emerging Maker Economy,” Etsy, 2014; Freelancers Union.

Multiple Paths to an Early Encore Career

Millions of “Free Agents” Seeking Primary and Secondary Income

“I liken my experience of leaving Google to breaking up with my college boyfriend. He was brilliant, good looking, respected, and everyone loved him—I even loved him—but **he wasn't the one.**”

Ellen Huerta
Founder of Mend.com

1 Corporate Opt-Outs

Former 9-5 professionals who consider structured corporate environments a hindrance to professional growth

2 Income Supplementers

Stay-at-home parents seeking to gain additional income, avoid resume gaps, or find meaning outside the home



Ree Drummond
“The Pioneer Woman”

Food Network personality and New York Times bestselling author; started blogging on cooking, homeschooling, and life on a rural cattle ranch in 2006



Shay Aaron Designs
Etsy shop owned by 26-year-old art student; **7,000+** sales and **27K** “likes” on Facebook

3 Corporate Skeptics

Creative-leaning professionals with no intention of pursuing employment in a traditional work environment

Source: Ellen Huerta, “Why I Left Google,” The Huffington Post, August 2013; “About Pioneer Woman,” thepioneerwoman.com; “Shay Aaron Miniatures,” Facebook, 2014.

COE Opportunities Abound across Sectors



8

Flexible Workers Seek Flexible Program Options

Most Freelance Career Paths within COE's Reach

Service Sector Gigs

*Ride Sharing
Catering
Part-Time Child Care
Home Cleaning and Repair
Pet Care and Grooming*

Flexible Business/Tech

*Grant Writing
Public Relations
Career Coaching
Financial Planning
Internet Marketing*

Business/Art Hybrids

*Event Planning
Interior Design
Web Design
Writing
Landscape Architecture*

Creative Freelance

*Landscape Architecture
Jewelry Design
Fashion Consulting
Digital Photography
Illustration*



Income Supplementers

Self-paced or short-format programs that allow time for family responsibilities

Corporate Opt-Outs

Affordable, low-risk programs appropriate for experimentation while employed full-time

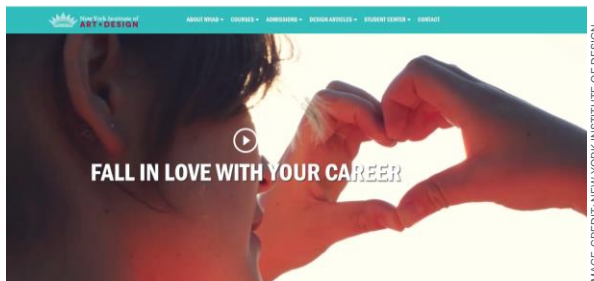
Corporate Skeptics

Portfolio-based programs that win over clients in competitive markets

Fully Optimized for the Early Encore Career

Professional Education for the “Follow Your Passion” Generation

Self-Paced Design Courses for Aspiring Creative Professionals

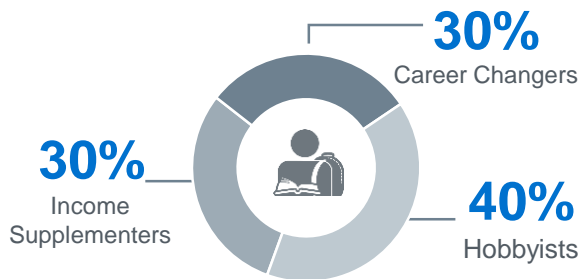
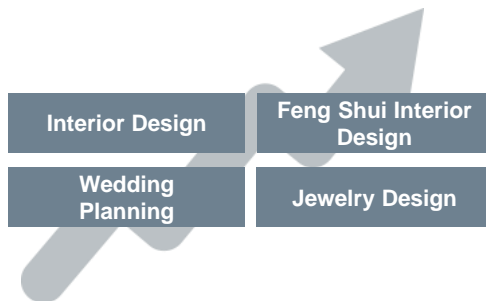


New York Institute of Art and Design

\$995-\$1,495/course

- Self-paced, fully online design courses
- Materials sent via mail (e.g., swatches, jewelry tools); assignments sent back for grading
- Licensed teachers advise and evaluate

Freelance-Friendly Portfolio Attracts Thousands



Building Blocks of a Successful Enterprise



Nontraditional Careers Demand Nontraditional Formats

Flexible Schedule

- Students complete at own pace, within three years
- Start anytime
- **15-18** months average completion time



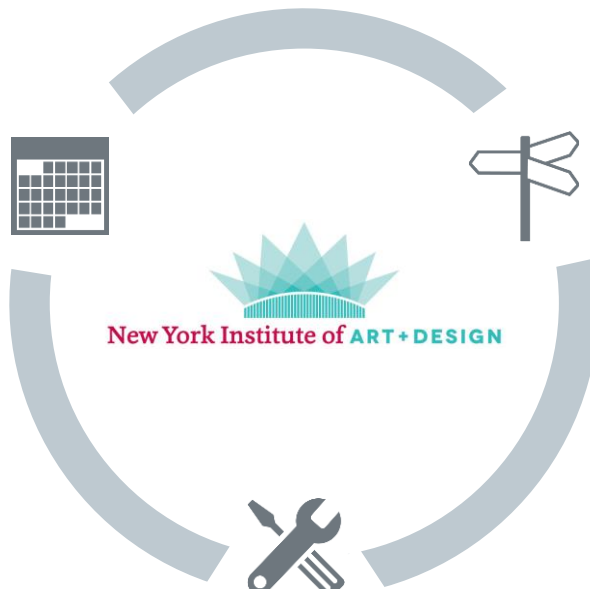
Accessible to Career Explorers

- \$49/month installment plan available
- 21-day trial



Career-Ready Curriculum

Capstone assignments test creative business skills



New York Institute of ART+DESIGN

Adapting the Portfolio to Early Encore Careers

Small Changes for Big Enrollment Gains



11

NYIAD's Top Takeaways

- **Freelance-Friendly Schedule:** Seamlessly integrated within a nontraditional work schedule
- **Accessible to Career Explorers:** Affordable and achievable before a major career change
- **Career-Ready Curriculum:** Supplemental business content for navigating self-employment



COE's Agility in Reaching New Fields and Industries

**Modify Existing
Programs in Freelance-
Friendly Fields**



**Seek Preferred Partner
Status with
Established Brands**



**Add Professional
Coursework to
Hobbyist Courses**



**EMORY
UNIVERSITY**



The Writing's on the Wall

Writers and Universities Find Old Ways Poorly Suited to "New Media"

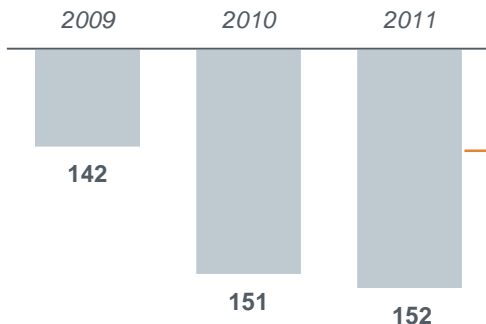
Serving an Industry in Crisis



Certificate in Feature Writing

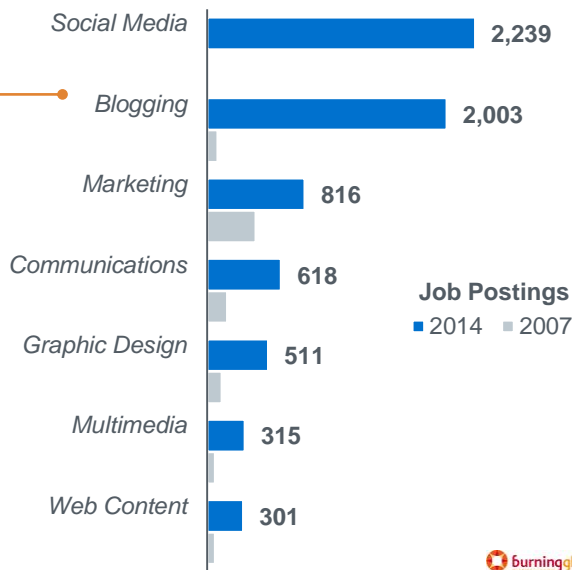
- Designed for journalists and freelance writers
- Courses in research, interviewing, and fact-checking for online and print journalism

Newspapers Closed Each Year



We Are All Marketers Now

Skills Required Alongside "Writing", 2007-2014



Source: Katrina Mendolera, "152 newspapers shut down in 2011," PR Daily, 2012; "Presses stopped forever at 140+ papers in 2009," Reflections of a Newsosaur, 2009.

An Interdisciplinary Approach to Media

Writing Subsumed within Larger Multimedia Portfolio



Digital Media Content Creation Certificate

\$3,200-3,800

Online, 1-3 years

Launched fall 2014

- **30** current students
- **50% margin** expected
- **Student recommended courses added** in design and UX

Core Courses (Online)

| |
|---|
| Intro to Digital Media |
| Business of Digital Media |
| Digital News and Feature Writing |
| Web Self-Editing and Publishing |
| Intro to Graphic Design |
| Photography |
| Digital Media Portfolio |

+

Electives

| |
|----------------------------|
| Graphic Design |
| Web and Mobile Media |
| Writing |
| Video and Audio Production |

Prepared for More Flex Roles

Top 10 Fields by Pay and Demand

- **Marketing**
- **Web Development**
- **Graphic Design**
- **Writing**
- **Social Media**
- Accounting
- Teaching and Tutoring
- Business Project Management
- Insurance Inspection
- Administrative Assisting



Most courses cross-listed in related programs



Gaining Visibility from Coast-to-Coast

Key Partnership Boosts Enrollment with Minimal Marketing

Industry Partnership Serves Growing Field

UCIrvine
EXTENSION



IECA⁺

Independent Educational Consultant Certificate
University of California-Irvine

\$4,725 (10% discount for IECA members)

10-week capstone and business courses append admissions content:

- Developing an Independent Educational Consultant Business
- Marketing and Public Relations for the Educational Consultant
- Social Media for the Independent Consultant

Reaping the Rewards of Partnership

1

Shared Marketing Duties



- Educational program recommended by IECA
- Reciprocal promotions through websites and social media
- Lower-than-average cost to recruit

2

Global Reach

100

Certificates
awarded since 2009

45%

Students from
the east coast

11%

International
students

Who's Your Starbucks?

Pairing Programs with Established Brands Proves Mutually Beneficial

National Reach



Starbucks employees that work 20 hours per week, completed more than 21 credits, and enroll in an online undergrad program receive free tuition

4000+ Applications within a month of launch

Niche Specialty



Three-course certificate in plant-based nutrition based on best-selling book *The China Study*; student-generated buzz drives enrollment

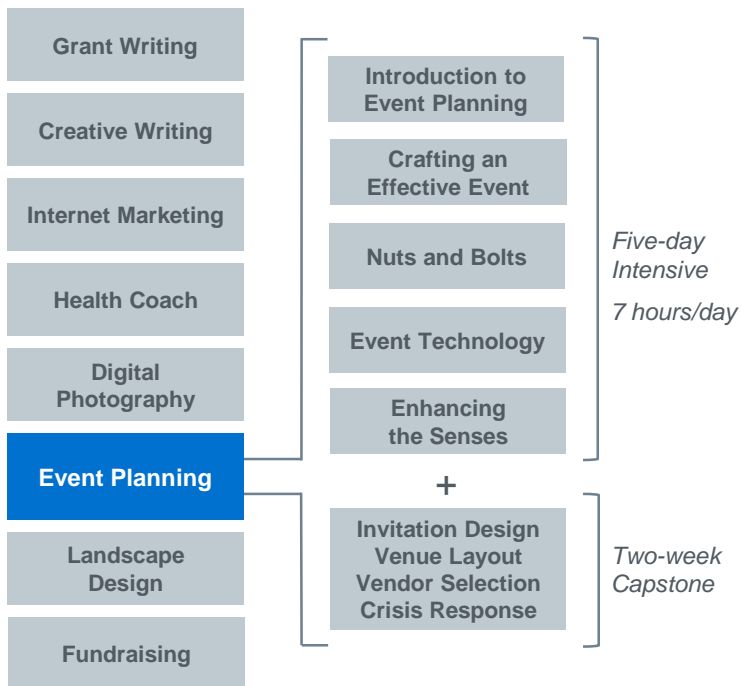
288 Students across 9 sections, 2011

An Association for Everything

- Professional Association of Resume Writers
- Wedding & Portrait Photographers International
- Society of Graphic Designers of Canada
- American Society of Interior Designers
- Society of Professional Journalists
- Wyoming Professional Photographers Association
- Florida Association of Public Art Professionals
- Associated Landscape Contractors
- Horror Writers Association

Client-Ready in Under a Week

Short-Format Bootcamp Offers Quick Returns for Students, COE Unit



Minimal Overhead, High Margins

\$115K Average annual revenue

1

Dedicated instructor for four annual sessions

Plans for Continued Growth



Most classes moving to online format



One-day intensive to grow out-of-state reach

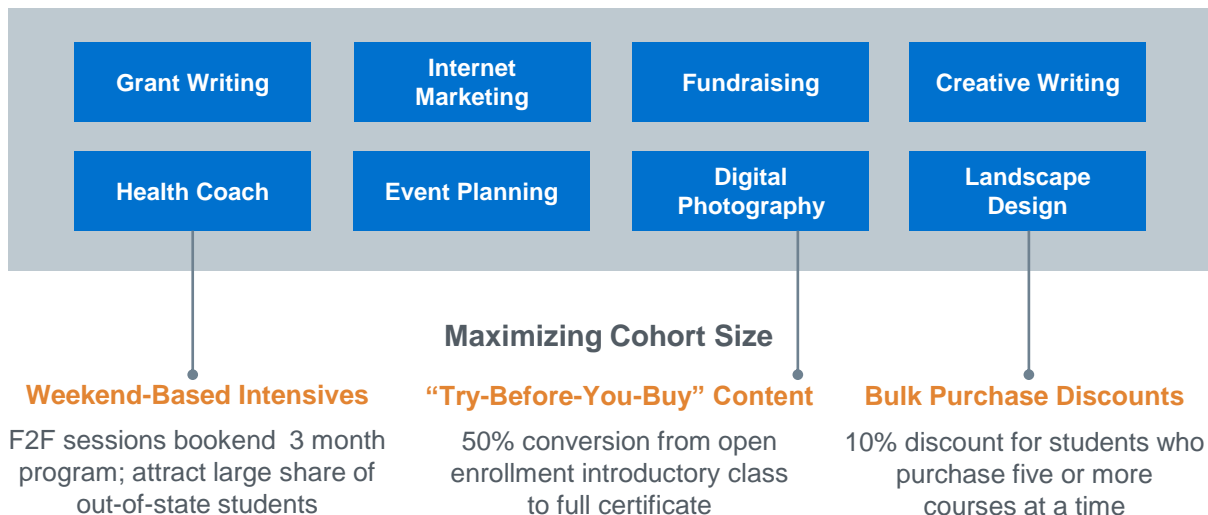
Marketing a Passion Career Portfolio

Reaching and Converting Self-Pay Students



EMORY
UNIVERSITY

- Portfolio of “personal development” certificates
- One-third of all student enrollments are passion career seekers



Bringing the Lessons Home

Putting Enhanced Enrichment Programs into Practice

NYIAD's Top Lessons

- Freelance-friendly curriculum
- Accessible to career explorers
- Career-ready instruction



Existing COE Resources

- Freelance-adjacent fields
- Niche instructional strengths
- Enrichment programs with career potential

Quick-Wins

Advertise **business or entrepreneurship** courses to enrichment students

Approach an **association** whose mission overlaps with COE instructional strengths

Offer **self-paced or intensive courses** to minimize students' total time commitment

Include a **portfolio requirement** in any program that could appeal to freelancers

Revise or **sunset outdated programs** in freelance-friendly fields

Market a **bundle of enrichment courses** to aspiring early encore careerists

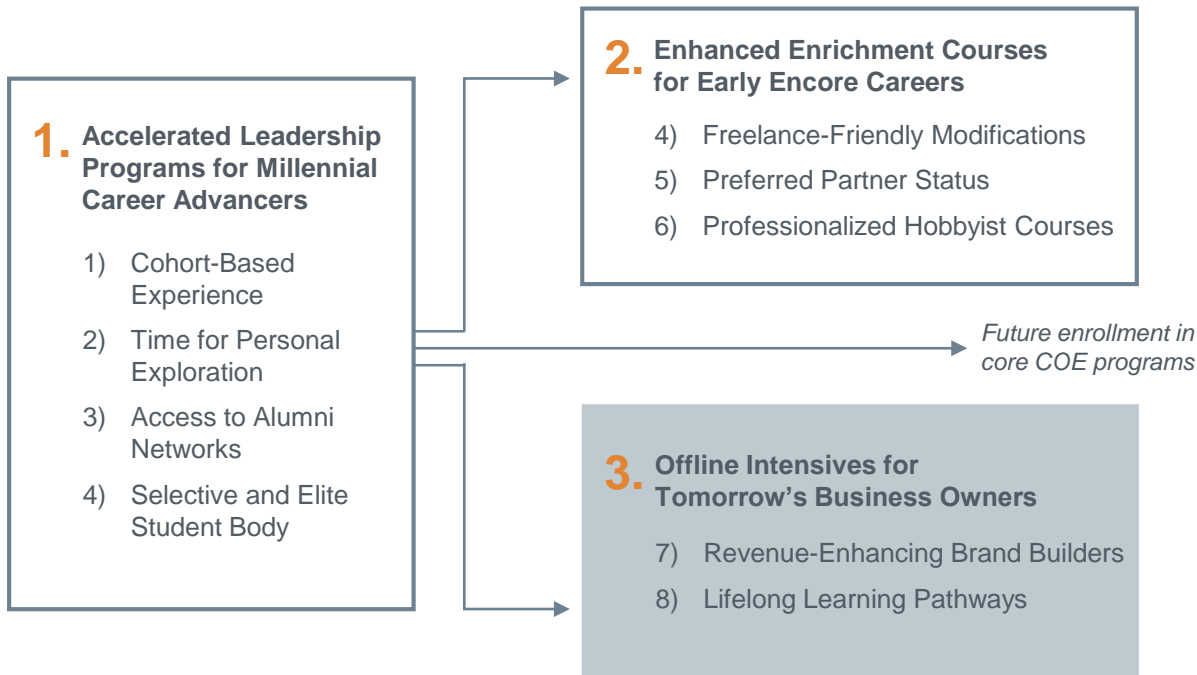
Long-Term Differentiators

Reimagining the Portfolio

Professional Education for the Millennial Workforce



19



Cast in the Same Mold

Early Encore Careers vs. Tomorrow's Business Owners



20

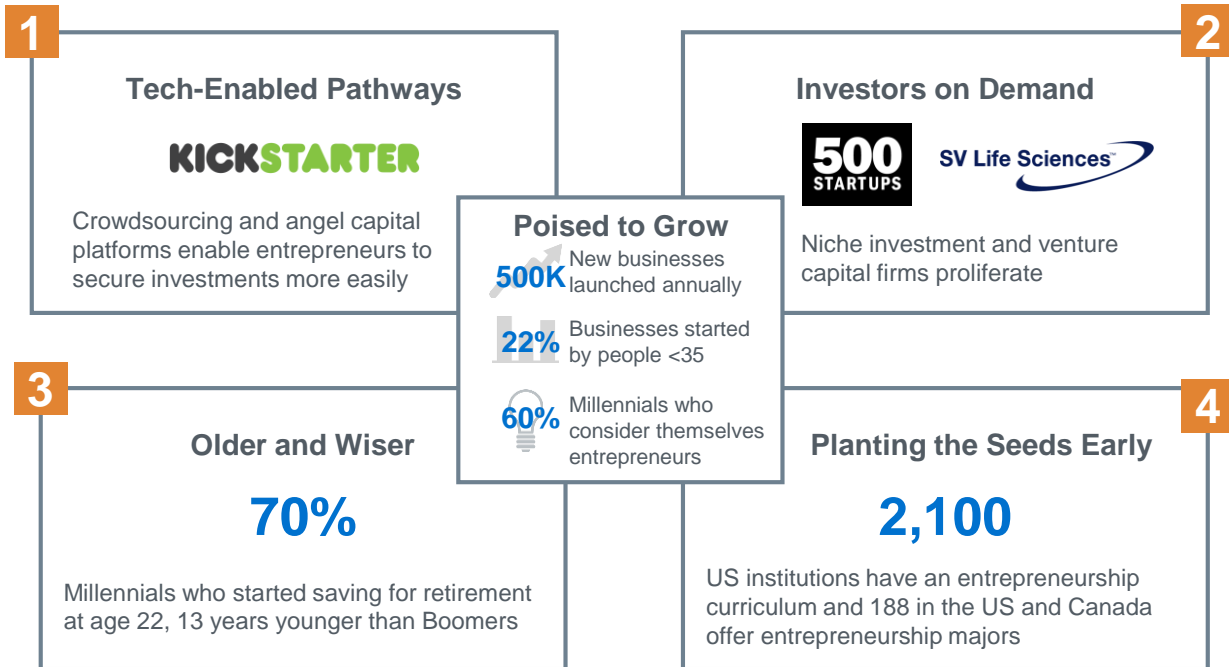


No Shortage of Good Ideas

Millions of Millennial Business Owners Waiting in the Wings



21



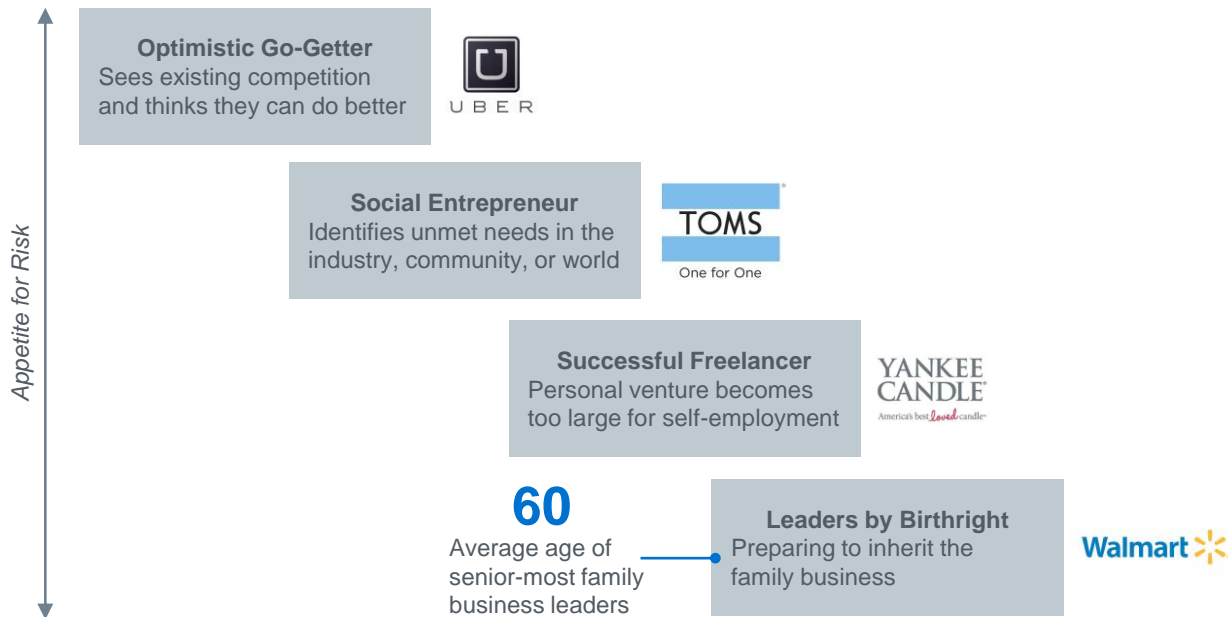
Source: Penelope Wang, "Millennials (With Jobs) Are Super Saving Their Way to Retirement," Time, 2014; "The Millennial Generation Research Review," National Chamber Foundation, 2012; Andrea Huspeni, "Millennials Are Snubbing the Corporate World for Entrepreneurship," Entrepreneur, 2013; Saint Louis University; "Kauffman Index of Entrepreneurial Activity," Ewing Marion Kauffman Foundation, 2014.

Jumping in with Both Feet

Willing to Take a Risk and Optimistic about the Payoff



22



Completion Rates Only the Tip of the Iceberg

For Entrepreneurs, Skills Take Precedence over Credentials

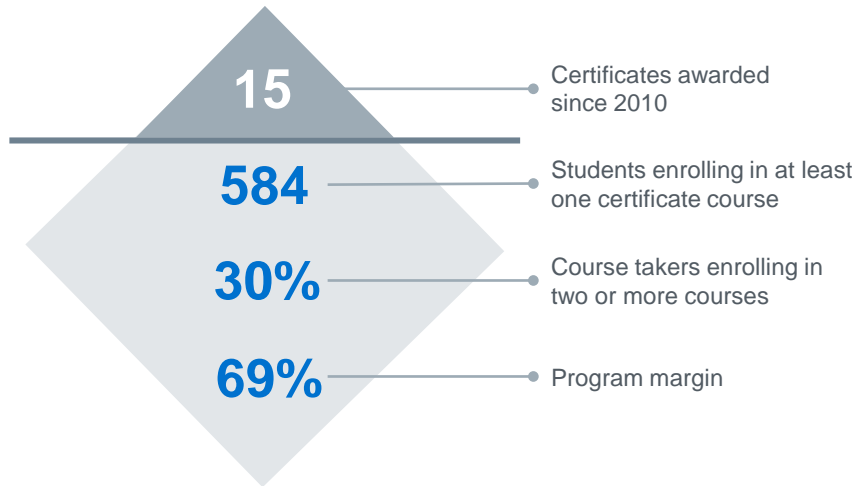


Though Just a Few Go All the Way, Program Reaches Hundreds

Entrepreneurship and Small Business Management Certificate

\$4,475 ; 7 Courses

- F2F weekend and evening courses
- Evenly split between web-based and brick-and-mortar businesses
- Capstone course prepares students for pitch to VC firms



Increasing the Appeal to “Cherry Pickers”



Waive prerequisites for upper-level certificate courses



Market individual courses, not just programs

So Many Courses, So Little Time

Startups Find a Niche Where University-Based Programs Fall Short



Entrepreneurs

"I'm making a pitch to investors in three months."

"I want to test my business plan against industry experts."

"I need to be on-call 24/7."

Forced to choose only the most critical university-based courses



COE/University-Based Programs

12-18 month completion

Capstone requires full enrollment or special approval

Ongoing commitment to evening/weekend courses



THE
FULLBRIDGE
PROGRAM

| | | |
|----------------|--|---|
| Established | 2011 | 2009 |
| Motivation | Community for entrepreneurs and startups | College-to-workforce transition program |
| Specialization | Technology | Business |
| Cost | \$9,500-\$11,500 | \$2,400-\$5,500 |
| Length | 8-12 weeks | 1-6 weeks |
| Scale | 70,000 students | 9 cities around the world |

A Captive Audience

Forgoing Flexibility for Short Periods of Intensity

From the Last Thing on Their Mind...



M: *Client meeting*
Parent-teacher conference

T: *Budget presentation*
Grocery shopping

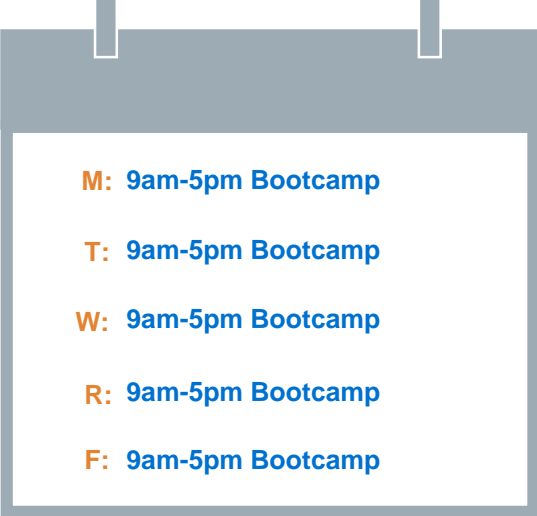
W: *Investor presentation*
Spin class

R: **Social Media Strategy class**

F: *Doctor's appointment*
Client meeting



...To Their Undivided Attention



M: **9am-5pm Bootcamp**

T: **9am-5pm Bootcamp**

W: **9am-5pm Bootcamp**

R: **9am-5pm Bootcamp**

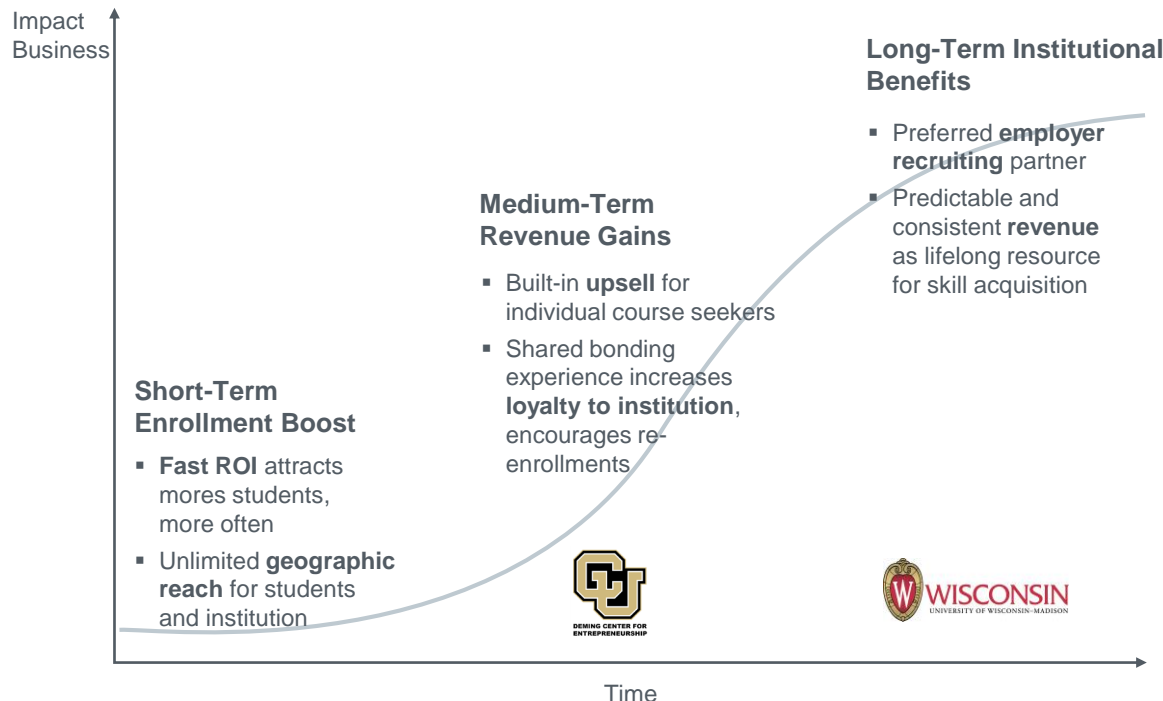
F: **9am-5pm Bootcamp**

- Evening and weekend courses interfere with irregular business hours and family schedules
- Infrequent classes create drop-off in motivation

- “24/7” format creates memorable experience
- Length of week-long bootcamp short enough to arrange childcare or PTO

Offline Intensives for Business Owners

Done Well, Bootcamps Promise Lasting Benefits for Institutions





Redefining “Entrepreneurship”

Inclusive Language Draws a Diverse Crowd

Building a Dream Team



Ideas2Action Bootcamp

Leeds School of Business

\$5,000; 10 courses over 5 days

8:30am-8pm

15 Question Application and 2 Interviews:

- *What areas/industries/sectors are you most interested in working in and learning about?*
- *What is your motivation for learning an entrepreneurial skillset?*
- *What would you like to achieve from Ideas 2 Action?*



53

Applicants

1.5

Months to market
first cohort

Attracting Every Shade of Entrepreneur

| | | |
|---------------|---|---------------|
| Sector | Blogging | Finance |
| | Technology | Manufacturing |
| | Nonprofit | |
| Age | 17-60 Age range of first cohort | |
| Idea Maturity | 1) Launch a Business 2) Grow an Existing Business 3) Accelerate and Raise Funds | |
| Education | 47% Bachelor's degree | |
| | 24% PhDs | |

Pre-enrollment modules to be introduced in 2015, per faculty request

Critical Knowledge Meets a Powerful Network

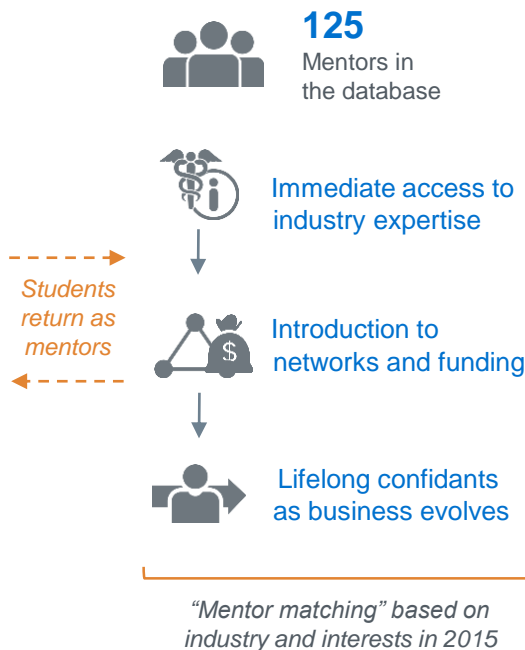
Support Continues Long after Program's End

Greater Intensity Promotes Bonding

| M | T | W | R | F |
|---|---|---|---|---|
| Class <i>Attracting Resources (Yes, Money Too!)</i> <i>How to Pitch Investors and Partners</i> | | | | |
| Lunch | | | | |
| Class <i>Scaling: Accelerating to Success</i> <i>Insider Secrets to Sales and Negotiation</i> | | | | |
| Dinner | | | | |
| Evening Activity <i>Interviews and Data Collection</i> <i>Prototype Development</i> | | | | |

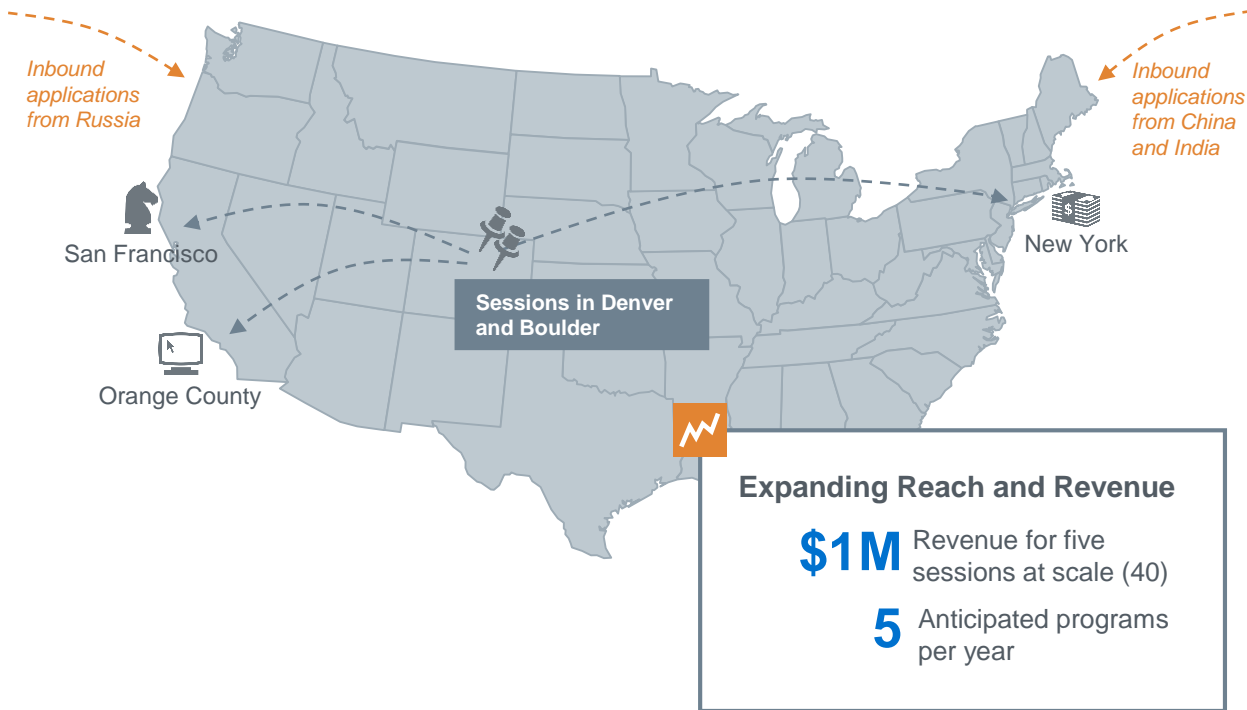
8:30A – 8:00P

Mentor Support for Bootcamp and Beyond



Taking Bootcamps on the Road

Potential for Specialized Programs across the Country

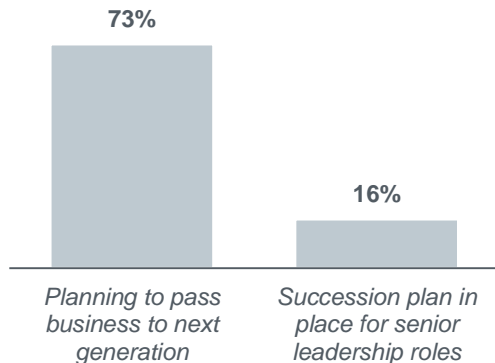


Immersive Training for the Next Generation

Up-and-Coming Leaders Seek to Improve Chances of Success

A Generation Unprepared to Retire

Survey of Family-Owned Businesses, 2014



30% Family-owned businesses that **survive a transition** to the next generation

Short-Format Program Draws Regional and National Attention



Next Generation Leadership Bootcamp

- \$6,995 - \$7,995
- Monday - Friday, 8:30-5:30
- One cohort per year
- Advertised in *Family Business* magazine

Family Systems, Communication, Conflict

Decision Making, Team Building and Paradoxes

Finance and Wealth Management

Trusts and Estate Planning

Governance

Serving Every Branch of the Family Tree

Re-Enrollment Pathways Promise Recurring Revenue Streams

Millennial-Friendly Format **Attracts** Young Leaders



Cohorts capped at 15 to **promote discussion**; siblings encouraged to enroll together



Four **personal career coaching sessions** for each student across three months



Alumni connect via a **LinkedIn group** after the bootcamp ends



\$140K Revenue generated in 2014, at a 30% margin



Students attending from Hawaii, Ohio, and Colorado

Built-In Pipeline Fosters **Lifelong Enrollment**

*Students become
lifelong members*



*Members act as permanent
pipeline to bootcamp*

Next Gen Leadership Certificate
Bootcamp + two continuing
education courses

Family Business Center

- Annual membership fee grants access to workshops, networking events, affinity groups, and more
- Preferred bootcamp pricing for next-generation leaders in FBC member family
- 64 families currently enrolled as members; vast majority renew membership in subsequent years

A Bootcamp for Everyone

Options Extend across Industries and Level of Education



32



College to Career Bridge

Business

- Koru
- The Fullbridge Program
- Beyond Business
- Startup Institute
- Tuck Business Bridge (Dartmouth College)



Career Advancers

Leadership/Management

- Executive Non-profit Leadership (Regis University)
- Leadership Bootcamp (University of Richmond)

Science

- ERP Bootcamp (UC Davis)
- Neuroscience Bootcamp (UPenn)
- Data Incubator for PhDs

Health Care

- UCSF Bootcamp for Global Health Care Delivery



Career Changers

Technology

- Coding Bootcamp (Concordia University St Paul)
- UX Bootcamp (Bentley University)
- Dev Bootcamp
- Metis

Entrepreneurship

- The Entrepreneur's Bootcamp (Babson University)
- Global Entrepreneurship Bootcamp (MITx)
- JHU Entrepreneurship Bootcamp

Consumer Packaged Goods

- CPG Camp

Stage in Career

Bringing the Lessons Home

Putting Offline Intensives into Practice

Bootcamps' Promise

- Unlimited geographic reach
- Upsell to single course takers
- Lifelong loyalty to institution; consistent revenue stream



Existing COE Resources

- Programs in entrepreneurship or small business management
- Certificates with a higher-than-average percentage of individual course takers

Quick-Wins

Curate a **database of local business owners** to serve as mentors and low-cost instructors

Offer condensed versions of programs with the most **individual course seekers**

Prioritize smaller, more frequent sections to **foster bonding** among students

Reserve on-site **conference center or hotel space** during fall, winter, and spring breaks

Consider renting event space in a **major metropolitan area** to expand geographic reach

Maintain **fee-based membership organizations** to turn bootcamp students into lifelong learners

Long-Term Differentiators

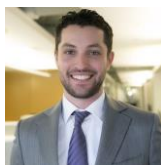


Education
Advisory
Board

COE Forum

Non-Degree Programs for Non-Traditional Careers

Industry Futures Series



Max Milder
Research Consultant
mmilder@eab.com