

APS Summit

2019

Setting Course for the Student of Tomorrow

Three Alternative Futures



The Stakes Are High for Bold Change



Today's Realities: Shrinking Core Market

- Projected **14% drop** in 18-year-olds from 2026 to 2029
- Student increasingly **difficult to retain**
- Prospective students increasingly **price sensitive**



Tomorrow's Fears: The Existential Threat

- Graduates **questioning the value** of their degree
- Companies like IBM **no longer requiring a bachelor's** degree
- **Liberal arts at risk** of becoming the province of only elite institutions



Vulnerabilities in How Strategy is Set

- Strategic plan designed to be **all things to all people**
- Institutions making the **exact same bets**
- **Intensifying competition** in new markets

“ Incremental change won't be enough for my institution to thrive into the future. We have to start shifting our future model, and **it needs to happen on our current leadership team's watch.** ”

-UNIVERSITY PRESIDENT

Design Fiction Your Way to Achievable Innovation



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Design Fiction

A field of study focused on **envisioning future innovations** by positioning these innovations within a new, fictional, narrative context, and then working backwards to create elements of the desired future.

Core Design Fiction Elements...



Narrative

Focus on real people's experiences

Storytelling elements engage reader: characters, conflict, and resolution



Diegetic Prototype

Focus on possibilities, not technicalities

A future artifact that narrows the focus to a tangible object, setting, or experience



Context

Focus on elements outside of current time and place

Environmental details help participants step away from the here-and-now

...Empower Us to Set and Achieve Our Strategic Vision

“Plausible alternative realities...empower us to confront not just what we think but also how we think and why we think it. They **reveal how fragile the status quo is**, and how malleable the future can be.”

*Eliot Peper, Novelist & Entrepreneur
Harvard Business Review, 2017*

“This work is not about predictions. **It's about creating tools that connect our present selves to our future selves**...so we become active participants in creating a future we want.”

*Anab Jain, Futurist & Designer
TED Talks, 2017*

From Strategic Vision to Execution



Working Backwards from Preferred Future

How does IKEA meet the challenges of future customer preferences, while staying true to their chic, minimalist brand?



Internet of Things

Every product exists in an interconnected universe of IKEA services

Bookshelf comes with:

- Different levels of assembly
- Subscription services
- Drone delivery



Subscriptions

Items you really use (not just junk) are available right when you need them

Shelves always stocked:

- Items in tune with your lifestyle
- Google trending items
- News updates, alerts



Sustainability

Made-to-order items eliminate waste while maximizing personalization

Bookshelf made custom:

- 3D-printed with IKEA materials, software
- Decomposed and replaced at home

Sources: An Ikea Catalog from the Near Future, NearFutureLaboratory.com; Faria, Andre, Try an Internal Press Release before Starting New Products, Medium.com. EAB interviews and analysis.



Our Vision: Journey Through Alternative Futures



Drawing upon our research and data on the student of the future, we created **three scenarios**, each representing a different plausible future for higher education

Our goals:

- Provoke thinking about the future
- Get guidance on most compelling features for future research
- Provide model for how stories can make strategic goals more concrete

DESTINATION #2

Centaur University

Advanced technology + student service = seamless experience, enabling student focus on academic and personal development

DESTINATION #1

Atlas Society

A lifetime membership providing education for every crossroads in a student's life, from undergraduate through retirement

DESTINATION #3

Tychaeon College

The ultimate in education to foster regional economic development; students, faculty, and organizations work side-by-side to find innovative solutions to regional challenges



Atlas Society

A Lifelong Learning Membership

DESTINATION

1



Future Students Will Need More Flexibility From Their Experience



Hunt Lambert
Dean
Harvard Extension

If These Things Are True

- Workers will have 3 careers, 30+ jobs over a lifetime
- Half-life of skills shortening
- Conventional pathways necessary but insufficient to stay current
- >30m “underserved” working adults

Then These Will Matter

- Advice and navigation will become a stronger differentiator than course quality
- Customer intimacy is essential—deep knowledge of past behaviors and future goals
- Scale will be a decisive advantage in maintaining massive content inventory and pricing

Pause-and-Play Academics Address Legitimate Stop-Out Needs

Taking Essential Break to Deal with Life



Must address illness or mental health concerns



Must take care of family members or children



Must financially support themselves and family

Degree Completion Not Always the Right Next Step



Student finds employment before finishing the degree



Content of degree program does not address immediate student need



Full degree program poor fit for academic or professional development

Orientation to Materials



Timeline describing evolution from university into lifetime learning society

Mission statement explicit about commitment to lifetime customer value

AI-powered and personalized learning services for life

Features follow students even into retirement

Introduction Ceremony for MARINA BIRCH

OUR HISTORY | **LIFETIME STUDENT HALL OF FAME**

Mission
Atlas Society is committed to providing a high-quality, personalized learning experience for all students. We are dedicated to helping you achieve your goals and prepare for your challenges.

Both International On- and Off-Campus
To ensure every student, wherever they are, has access to our personalized learning experience.

Associate Degree Completion

Join the Atlas Society to matter when higher education you may have previously attended or how many credits you may have earned toward a degree. We will ensure that you complete your AA as quickly and efficiently as possible, thanks to our personalized courses to credit mapping. We also make sure you earn a personalized associate degree, not a general studies degree.

Radical Network Curation

Our AI-driven platform matches you to the most relevant Society member contacts, facilitates the connections, and coaches you to make the most of interactions. No matter your personal goals, our system will recommend a member who can advise you, whether you need to move overseas, fill a vacant interim position, or get mentoring for a career switch.

And Introducing...True North Campus, Living and Learning for Your Encore Career

Join our state-of-the-art campus for retired adults, complete with round-the-clock entertainment, dining, health care, education opportunities, and business development support. The Encore Career Institute provides 26/7 on-demand learning inspired by your goals and interests, whether you're looking to refresh existing skills, explore new fields, or pursue passion area studies. The Atlas Institute and Lab, staffed by technology, marketing, and business experts, give you the tools you need to turn your lifelong experience into viable product and business ideas. Teaching and learning experts are also available at all times to help you design and teach your own courses and advise mentor members.

Atlas Society Helps You Navigate Career & Life Crossroads

CORE SERVICES

PAUSE & PLAY ACADEMICS	BESPOKE PATHWAYS & CREDENTIALS	COMPASS COACH™ SUPPORT
<p>Make informed decisions on when to pause or resume your program based on your personalized, data-driven recommendations.</p> <p>When you hit pause, we can:</p> <ul style="list-style-type: none"> • Keep you a graduate's credential • Maintain your access to student services and resources • Map our tools to your needs during your time away <p>When you hit play, you will have immediate access to:</p> <ul style="list-style-type: none"> • Online workshops to build your knowledge for your experiences while away • Compass Coach support focused on accelerating your transition back to academic life 	<p>Combine employees' varied abilities to create personalized paths for any credential level.</p> <ul style="list-style-type: none"> • Courses clustered in subject areas you can reuse your earned degree without losing credit • Flexibility to shift to a new degree within your selected cluster or to create an interdisciplinary pathway <p>All Compass™ x 24/7 credential mapping dashboard</p> <p>Know where you're going with a personal dashboard that shows your next steps to a degree. All Compass™, our real-time automated degree audit, monitors your life progress through your social media and automatically updates to suggest new courses and paths.</p>	<p>Your Compass Coach monitors your personal journey and suggests courses to help you achieve your goals and prepare for your challenges.</p> <p>Partner with your Coach to:</p> <ul style="list-style-type: none"> • Build or reuse your credential • Map your degree to your professional aspirations • Seamlessly pause and play your academics • Find employment <p>Your Coach is here to support all aspects of your journey! That can provide the guidance and tools you need to overcome personal challenges, such as early for an ill relative, navigating a mental health concern, or applying for a mortgage.</p>

Easy-to-navigate ramps into and out of academic programs

Advising support extends beyond academics— and extends academics throughout life



Orientation to Materials

From Vision Board to Visionary: Celebrating Marina Birch's Lifelong Success

AGE 18 My first day at Atlas Society

AGE 19 Had to leave school for a bit to take care of Dad after Mom died.

AGE 20 Pursuing Degree in Publishing

AGE 21 Had to leave school for a bit to take care of Dad after Mom died.

AGE 22 Just about to start my first full time job in a retail store.

AGE 23 Pursuing Degree in Business

AGE 24 Got a promotion!

AGE 25 Got a promotion!

AGE 26 Got a promotion!

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AGE 100 Got a promotion!

Story of partnership from first year of undergrad through retirement

Nine distinct credentials or experiences matched to moments of life or career need

Personalized support on life goals, career progress, and educational next steps



ATLAS
SOCIETY



Centaur University

Customer Service Excellence, Personalized to You

DESTINATION

2

What is Possible in a More Convenient World?



Google Keeps Employees Engaged By Reducing Mental Burden of Life Admin

- Free gourmet meals and drinks available at all times
- Free, Wi-Fi-enabled transportation to the office
- 24/7 TechShop support for all software and hardware needs
- Free cooking classes
- On-site haircuts
- Massage credits giftable to colleagues
- Laundromats and dry cleaners at the office
- Nap pods



"[The perks] save me time and money, and **help me build relationships** with my colleagues."

-Google Employee

Seamless Experience and Personalized Care Make a Difference in Student Success

62% Of Gen Z **will not use** apps or websites that are difficult to navigate

#2 Mental health concern is the second most common reason that **students drop out**

-0.4 Average **drop in GPA** for students with anxiety and depression

Sources: Jillian D'Onfro et al, "An Inside Look at Google's Best Employee Perks: Current and Former Employees Sound Off the Most Attractive Benefits the Tech Giant Has to Offer," *Inc.com*, 2015; "Generation Z: The Coming of (Shopping) Age." *Content Square*, July 2017; "Stretched to Capacity," *The Chronicle*, 6 Nov 2016.

Orientation to Materials

The Power of the No-Stop Shop™
Here's What Happens When the Customer Doesn't Move: You Don't.

64 There are many benefits from my experience at Centaur. I was able to get my classes in a timely manner, which was a relief. I was able to get my classes in a timely manner, which was a relief. I was able to get my classes in a timely manner, which was a relief.

66 With an already diverse course load, I was able to take a course that was not offered at my previous university. This was a great experience and I was able to get my classes in a timely manner, which was a relief.

Centaur University
UNIVERSITY OF THE FUTURE

President tells the story of how Centaur merged with Zappos to focus on world-class student support

Students attest to how Centaur services allow them focus on academic success

Staff trained to give first-rate support that integrates customer service and an ethic of care

Meet the Brain
Our Data Engine
UNIVERSITY OF THE FUTURE

Meet the Heart
The Student Case Represents Personalized Support

1. Meet the Brain
Our Data Engine
UNIVERSITY OF THE FUTURE

2. Meet the Heart
The Student Case Represents Personalized Support

Biometric data tailors support resources to unique needs

Student services designed to eliminate inconvenience that detracts from meaningful learning experiences

Centaur University





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