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**STRATEGIC
COUNSEL**

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HIGHER
EDUCATION
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ASSOCIATES

EXPERIENCE • PASSION • CREATIVITY
CUSTOM SOLUTIONS FOR COMPLEX ISSUES

INTEREST AND DEMAND FOR MICROCREDENTIALS IN THE CANADIAN MARKETPLACE

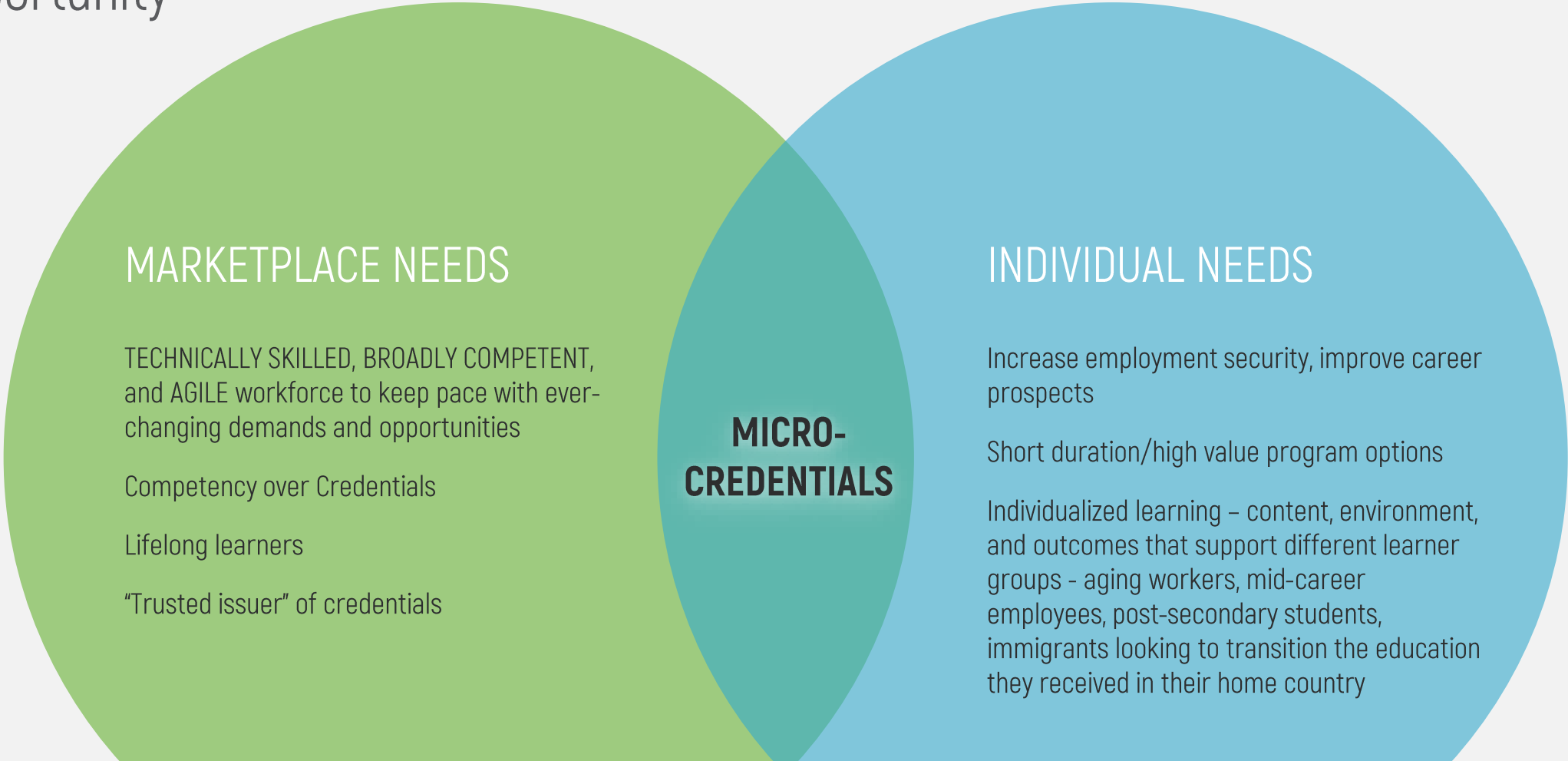
A Focus on Learners and Employers

May 2019

“ ... *this much needed up-skilling and re-skilling of Canada’s workforce presents an opportunity for higher education institutions to bridge the current skills-gap and drive an innovative and competitive economy.* ”

<https://www.theglobeandmail.com/business/careers/leadership/article-to-up-skill-canadas-work-force-we-need-to-reinvent-lifelong/>

The Opportunity



MARKETPLACE NEEDS

TECHNICALLY SKILLED, BROADLY COMPETENT, and AGILE workforce to keep pace with ever-changing demands and opportunities

Competency over Credentials

Lifelong learners

"Trusted issuer" of credentials

INDIVIDUAL NEEDS

Increase employment security, improve career prospects

Short duration/high value program options

Individualized learning – content, environment, and outcomes that support different learner groups - aging workers, mid-career employees, post-secondary students, immigrants looking to transition the education they received in their home country

MICRO-CREDENTIALS

POTENTIAL KICKSTART: Canada Training Benefit announced in 2019 federal budget: federal government will pay up to 50% of training costs up to \$250 per year to encourage life long learning. Initial budget is small, but potentially is worth hundreds of millions of dollars per year.

The Challenge

Rigor Recognition

- Creating micro-credentials in a standardized fashion to be recognized by students, institutions and employers
- Authenticating the skills represented in a badge or micro-credential
- Maintaining the structured focus on quality that goes into degree or course development
- Regulating the acquisition, storage and distribution of the digital badge or stackable credit received

Relevance

- How to structure to meet the needs of different student groups (young, mid-career, aging)
- How to align with current mission and mandate:
 - Higher learning vs. lifelong learning is a culture shift within institutions as well as outside
 - How to incorporate into existing curriculum process and culture
 - For universities in particular there is an emphasis on creating a broad life experience in addition to employment readiness.
- Which content and skills to create microcredentials for

Secondary Challenge is the
Competitive Landscape

How to differentiate offerings/compete with existing and new competitors:
Universities, Colleges, Private Sector

The Need

Insights into the market for the development of microcredential offerings

Competitive Intelligence

- Global Trends – extent of products and structure
- Identifying Canadian market leaders

Market Intelligence

- Demand for microcredentials among employers and learners
- Preferences for content, structure, etc.
- Perceptions of “trusted issuer”

Product Development and Marketing Intelligence

- Timely, expert advice on the design of, and market for, microcredentials

The Solution

Key Components and Options

Microcredentials Today

A unique subscription product to post-secondary institutions that deals with the emerging theme of microcredentials, offered through a partnership between The Strategic Counsel and Higher Education Strategy Associates.

COMPETITIVE INTELLIGENCE



Review of Microcredential Experiences:

Examination of both North American trends in the creation of short, stackable credentials and global evidence for how national policies and programs like the CTB have shaped the development and incorporation of microcredentials into the post-secondary systems.

PRIMARY RESEARCH



A nationwide online survey of 200 human resource professionals in companies of 50 or more employees exploring their awareness and interest in microcredentials, both among existing staff and potential new hires.



A nationwide survey of 500 mid-career employees in supervisory or lower to middle management positions between 25 and 45 years of age in companies of 50 or more employees.

OPTIONS FOR PRIMARY RESEARCH COMPONENTS (AT ADDITIONAL COST):

- Oversamples of supervisory and lower-middle management staff in specific regions of the country (sample size will depend on the region);
- Survey of the alumni of participating institutions; and
- Survey of work-integrated learning employers and other employers with whom institutions have a relationship.

The Solution

Deliverables

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REPORTING DELIVERABLES

Based on analysis of the primary research components:

- The potential size of the market;
- Profiles of the prime target markets;
- The optimal length of programs and delivery methods;
- Preferences for type of certification;
- Leading areas of interest;
- Pricing; and
- How to best promote this offering.

A detailed report of the international experience around microcredentials.

PRESENTATION DELIVERABLES

A webinar style presentation open to all participating institutions.

ADDITIONAL OPTIONS:

- Opportunities to ask custom questions which will be provided in a separate appendix to the main report.
- Optional reports on alumni and employers based on institutionally-supplied lists.
- Optional in-person presentation tailored to specific institutions' requirements and questions.

The Solution

Costing and Timing

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COSTING

Analytical report of nationwide survey of employers and employees, a report on the international experience, and a webinar style presentation: \$5,000

Options:

- Additional custom questions \$500 per question;
- Alumni of a participating institution: \$3,000 - \$5,000 depending on sample size and extent of custom questions;
- Employers with a relationship with participating institutions: \$3,000 - \$5,000 depending upon sample size and extent of custom questions; and
- Regional oversample: \$3,000 and up, depending upon sample size and availability of sample.
- In person presentation: \$1,500 plus any travel and related costs (e.g. accommodations).

TIMING

Surveying would take place during July/August with reports sent to participating organizations in September/October, 2019.

About The Strategic Counsel and Higher Education Strategy Associates

- Both TSC and HESA have extensive experience in the post-secondary landscape and have worked with a wide variety of colleges and universities across the country over many years.
- TSC brings to the partnership wide ranging experience in undertaking market research for post-secondary institutions among a wide range of key stakeholders - internal and external - to post-secondary institutions and involving branding, recruitment, communications, campaign tracking, and alumni relations.
- HESA brings to the partnership a deep breadth of understanding of the sector and the challenges facing the sector, as well as experience undertaking program reviews and demand, and institutional analysis.

40+ Bedrock clients in this sector

 UNIVERSITY OF ALBERTA	 Queen's UNIVERSITY	 UBC	 LAURIER <i>Inspiring Lives.</i>	 University of Victoria	 UNIVERSITY OF WATERLOO	 FANSHAWE
 YORK UNIVERSITY	 BANFF CENTRE FOR ARTS AND CREATIVITY	 UNIVERSITY OF TORONTO	 Western UNIVERSITY - CANADA	 Sheridan	 Ryerson University	 Georgian
 Seneca	 Lambton College	 MUNK SCHOOL OF GLOBAL AFFAIRS UNIVERSITY OF TORONTO	 IVEY	 Mount Allison UNIVERSITY	 Ryerson University The Chang School of Continuing Education	 THE UNIVERSITY OF WINNIPEG
 TED ROGERS SCHOOL OF MANAGEMENT UNIVERSITY	 TRENT UNIVERSITY	 COLLEGES ONTARIO	 UNB UNIVERSITY OF NEW BRUNSWICK	 Lakehead UNIVERSITY	 MOHAWK FUTURE READY	 NSCAD UNIVERSITY
 UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY	 UNIVERSITE Concordia UNIVERSITY	 OSGOODE HALL LAW SCHOOL PROFESSIONAL DEVELOPMENT	 Northeastern University	 Schulich MEDICINE & DENTISTRY	 oncat Ontario Council on Articulation and Transfer	 MARINE INSTITUTE
 CCAE Canadian Council for the Advancement of Education	 Universities Canada.	 COUNCIL OF ONTARIO UNIVERSITIES CONSEIL DES UNIVERSITÉS DE L'ONTARIO	 MPHEC Maritime Provinces Higher Education Commission	 Rotman UNIVERSITY OF TORONTO	 Ontario Ministry of Advanced Education and Skills Development	 HUMBER

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