

Expanding Horizons, Opening Minds

*Trends & Opportunities for
Language Education in Canada*

Ken Steele

*Eduvation Futurist
Ten with Ken podcast*

Languages Canada Mar 2016





“The whole
wide world
feels like
home.”

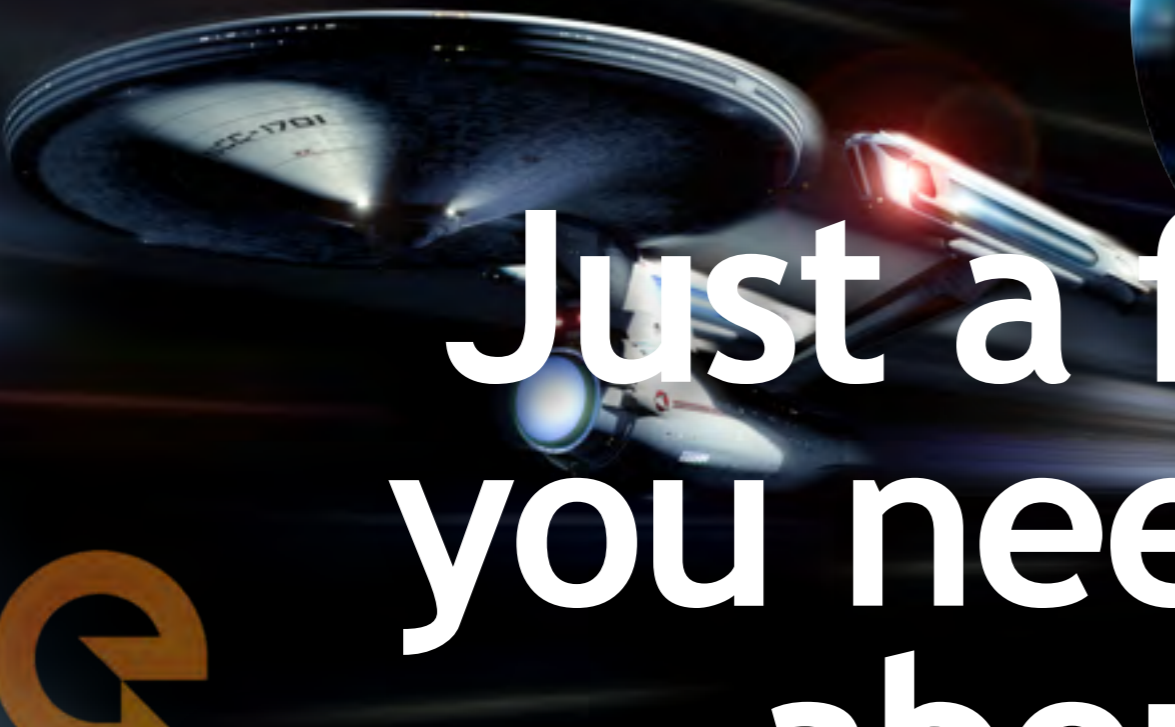
Cornelia Mooswalder
“Whole Wide World”
Sony Music Austria 2011

Cornelia Mooswalder

22yo business student in Knittelfeld Austria, at Handelsakademie Judenberg | Succeeded in “Heroes of Tomorrow” TV competition
#1 hit in Austria, recorded her album while continuing her studies




Just a few things
you need to know
about me...



For more on microaggressions and trigger warnings, check out this episode of *Ten with Ken* at <https://youtu.be/rXlikVKMg5U>



D **DISTURBING** 

COLLEGE SHOULD CAUSE
INTELLECTUAL DISCOMFORT

LANGUAGE, GRISLY IMAGES,
ADULT SITUATIONS AND SEXUALITY



Chronicle of Higher Education May 2015

Ten
with
Ken

2015 in Review:

Top Ten PSE Trends (Part 2)

Participate today:
poll.eduvation.ca



text to 37607: “eduv8”

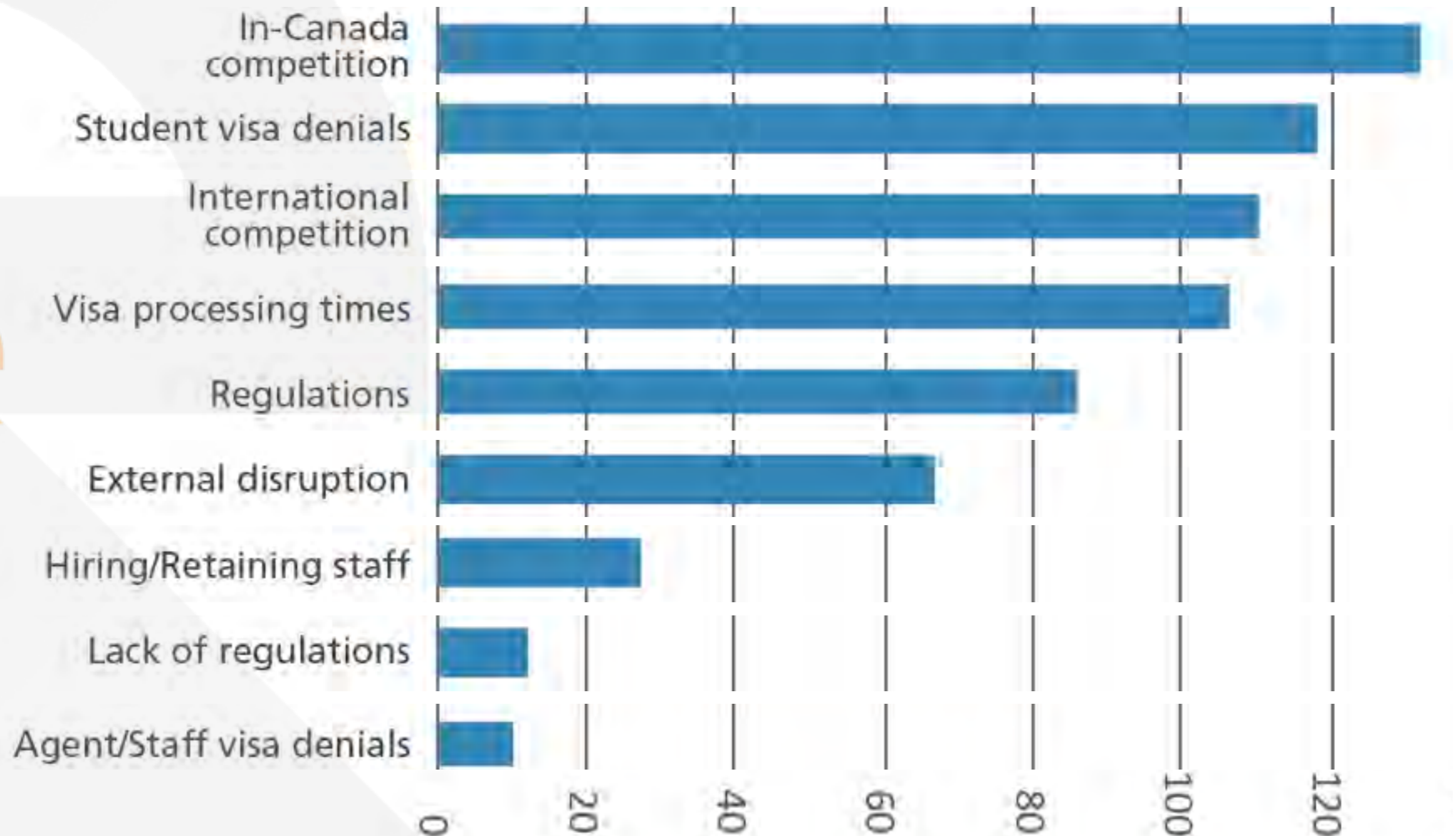
poll.eduvation.ca

1 word / 1 mot:

 What will be your biggest challenge?

Quel sera votre plus grand défi?

Challenges to Language Ed



Languages Canada 2014 Annual Survey Report

Challenges faced by member programs, by number of programs
Data from 225 member programs in Feb 2015

poll.eduvation.ca

1 word / 1 mot:

 What could be your biggest opportunity?

Quel sera votre plus grande opportunité?

Challenge and Opportunity are often two sides of the same coin.





Demographic Change





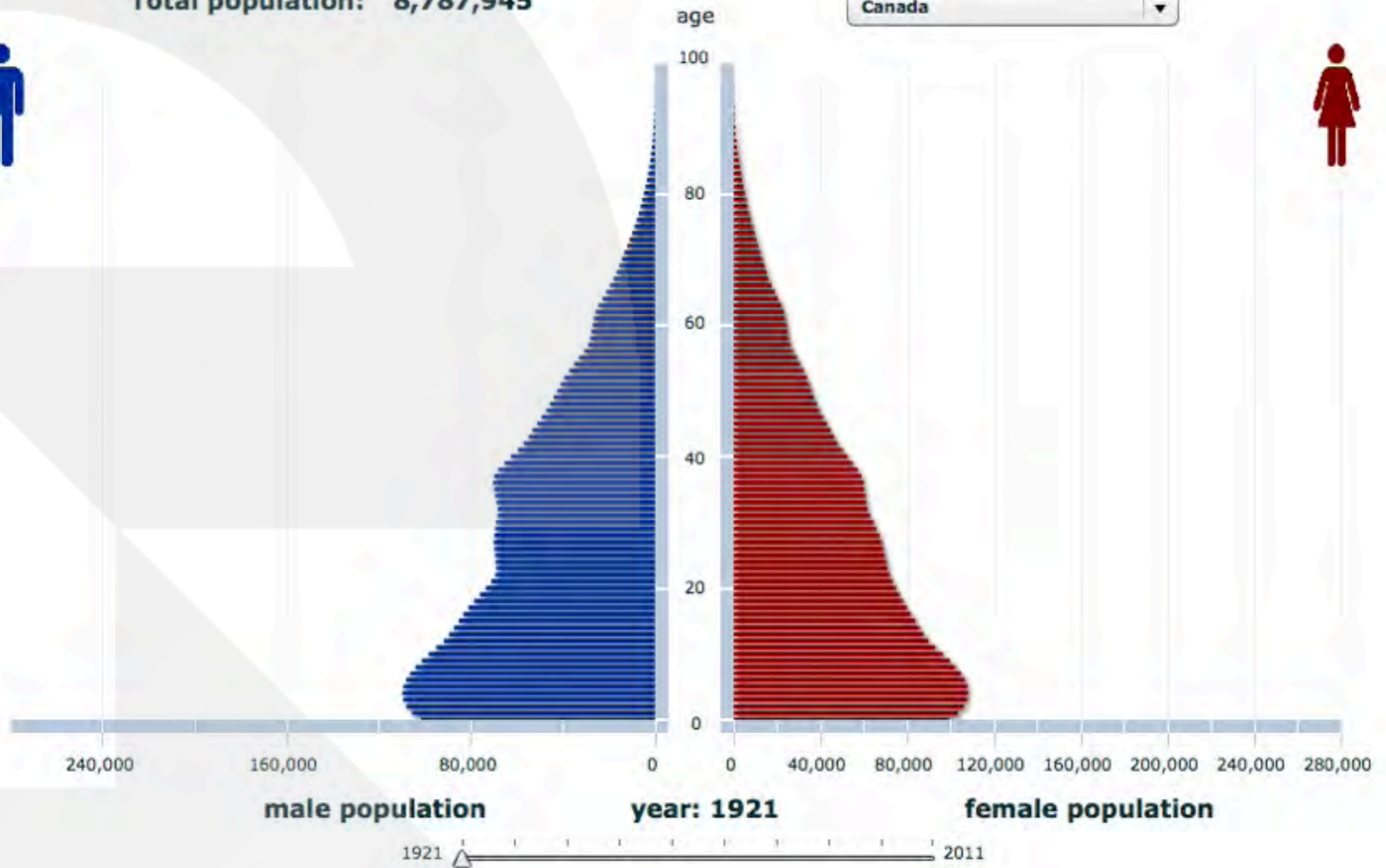
“Demographics
explains
two-thirds of
everything.”

David Foot
University of Toronto

Canada's Population Pyramid

Total population: 8,787,945

Canada



Peak Campus



Peak Campus, 1st Wave 2010-2020

Flat or declining enrolments at northern and remote institutions because of declining youth demographics, urbanization

PEI K-12 Projections

2013–2025



Source: UPEI University Update: Enrolment, Resources, Priorities.
November 28, 2013. http://files.upei.ca/president/president_update_2013.pdf

www.eduvation.ca Copyright © 2015 Eduvation Inc.
All rights reserved. Distribution strictly prohibited.

UPEI Arts declines

-22%

UPEI Aug 2013

22% decline in domestic arts students over 2012. 39% decline in B.Ed. Offset by 13% increase in international enrolment. Overall net decline 1.8%

“Financially Unsustainable”



Nipissing University Feb 2016

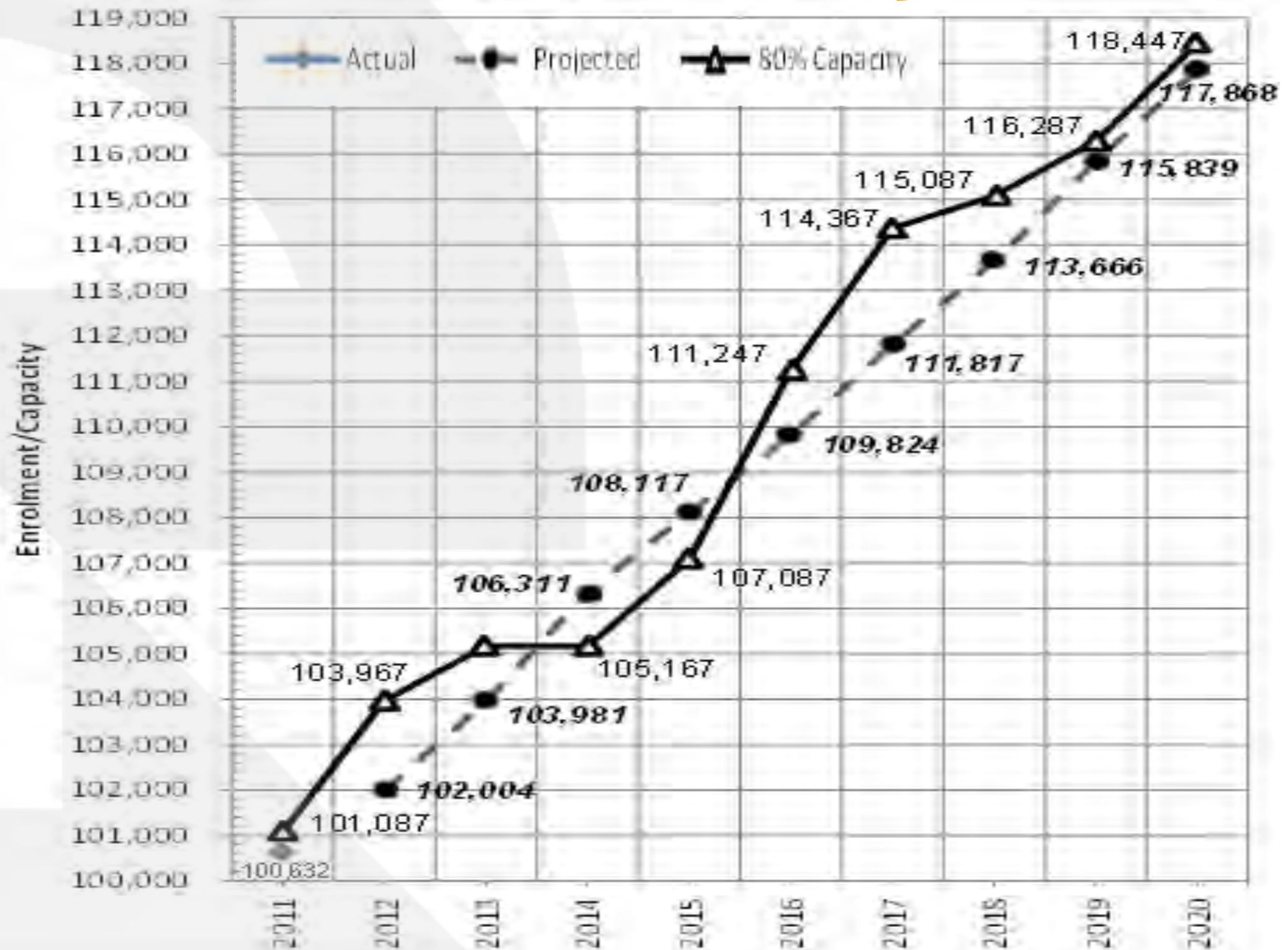
Ontario gov't hired PwC auditors: Nipissing must sell real estate assets, cut courses and faculty, to survive | \$24 M deficit by 2019
“Not going beyond announced strategies is financially unsustainable” | 6 money-losing departments: chemistry, computer science, fine arts, history, political science and arts and cultural studies | Closing Bracebridge campus



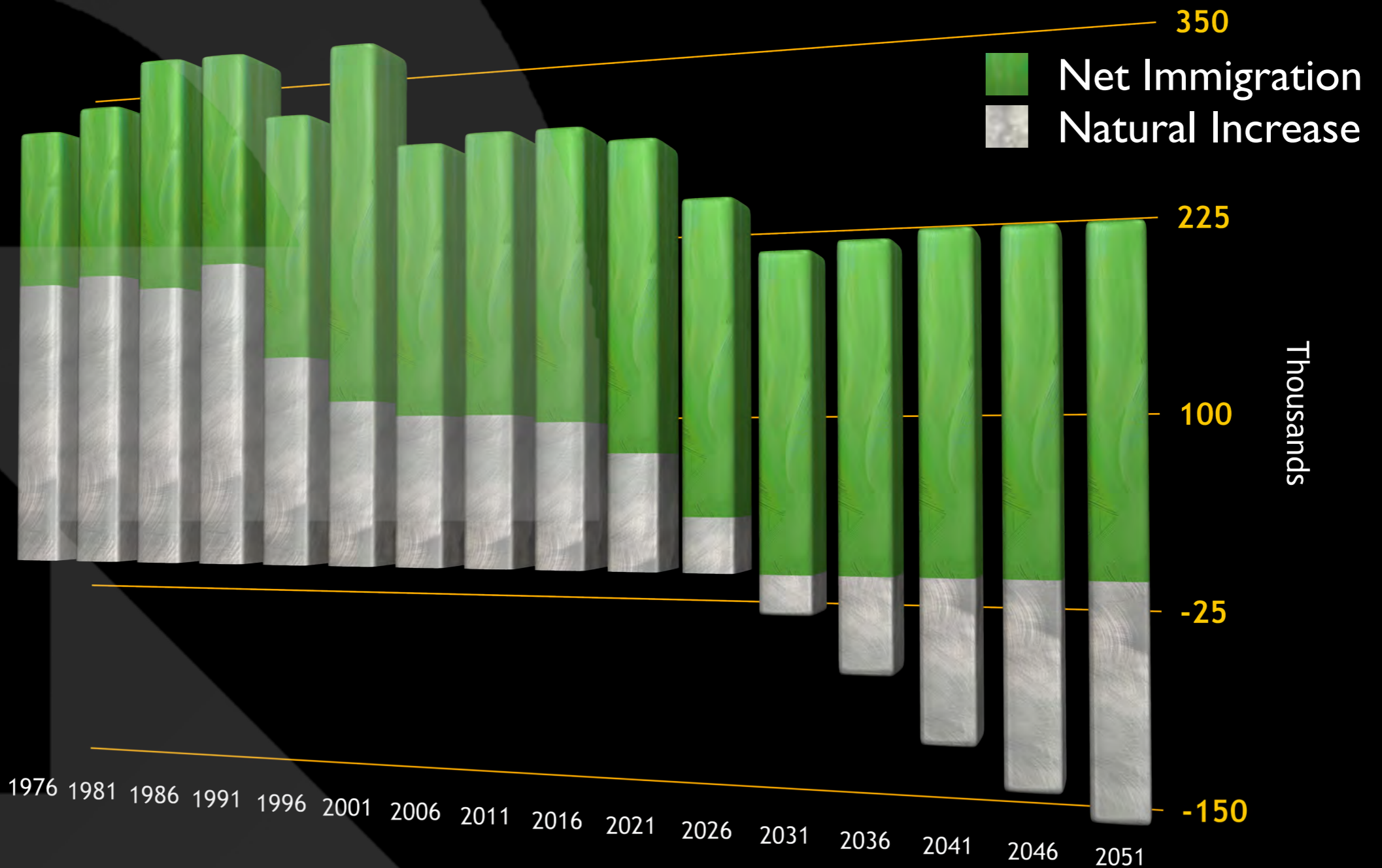
Do it for Denmark! Mar 2014

:56 sec

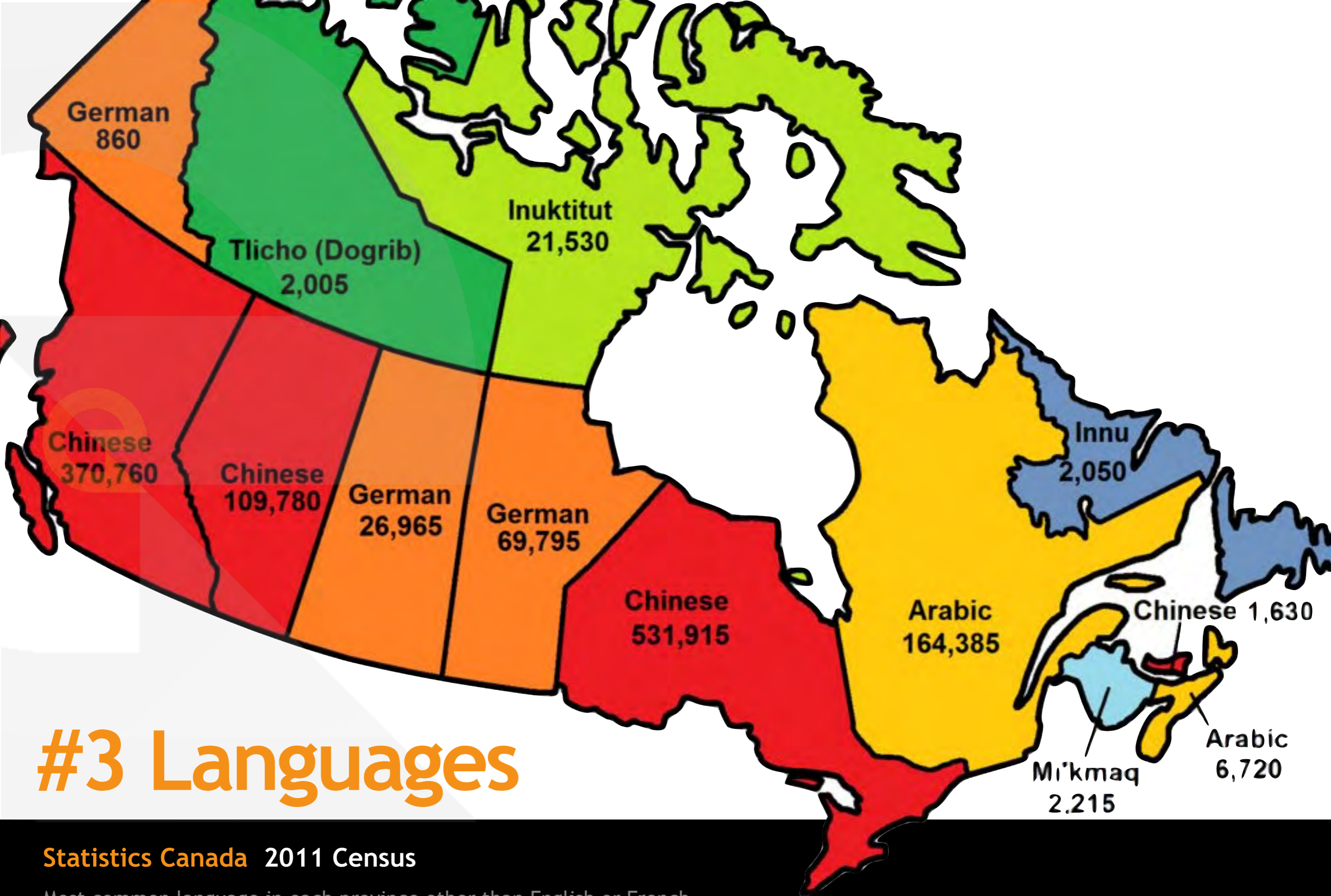
CBE Enrolment Projections



Canadian Population



Source: HRSDC Strategic Policy Research Directorate, "Looking Ahead: A 10-Year Outlook for the Canadian Labour Market," October 2006. Sources: (1976-2005) Statistics Canada, Annual Demographic Statistics. (2006-2051) HRSDC-SPRD, Labour Market and Skills Forecasting and Analysis Unit, 2006 Reference Scenario.



#3 Languages

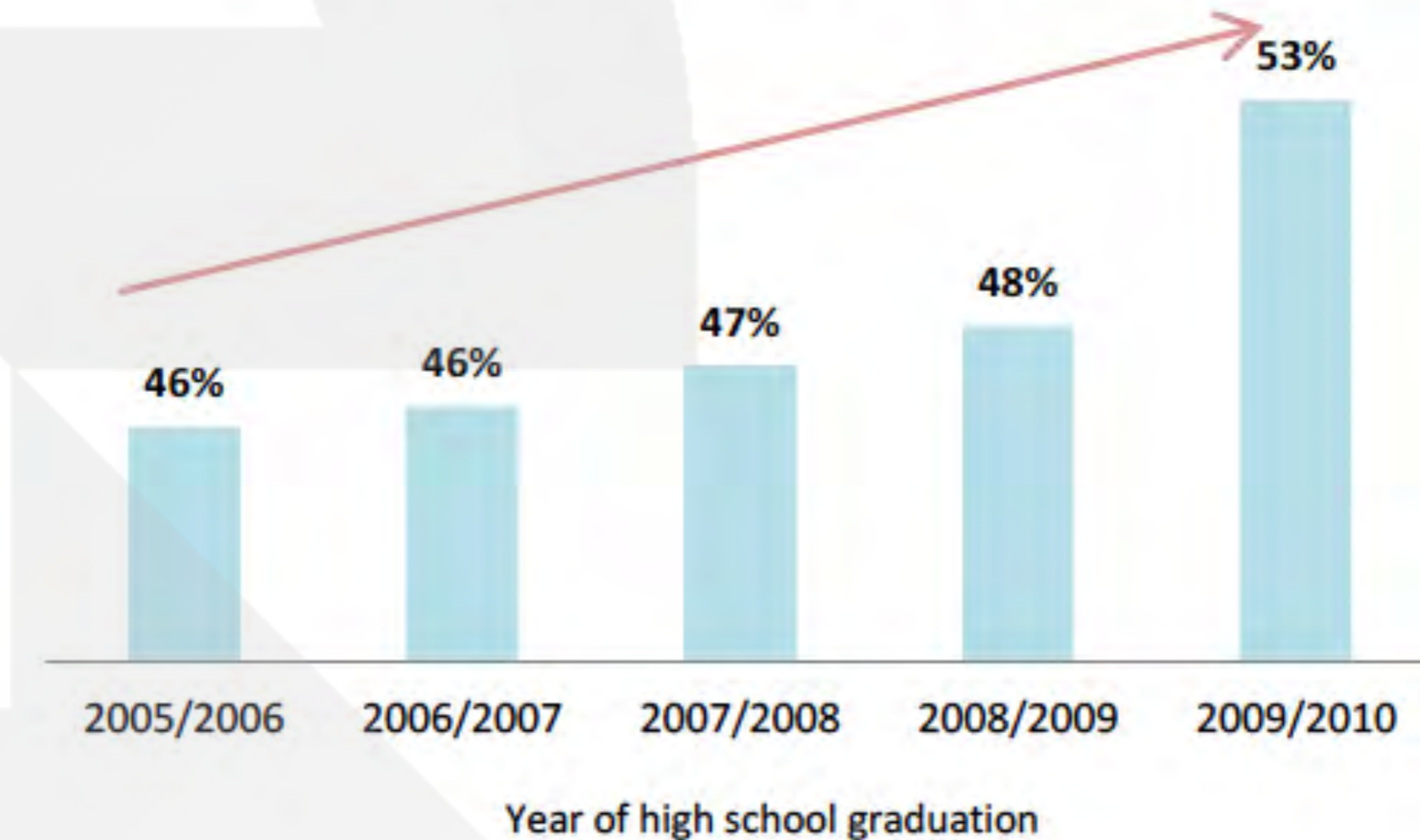
Statistics Canada 2011 Census

Most common language in each province other than English or French
 Chinese includes Mandarin, Cantonese, Hakka, Taiwanese, Chaochow, Fukien, and Shanghainese

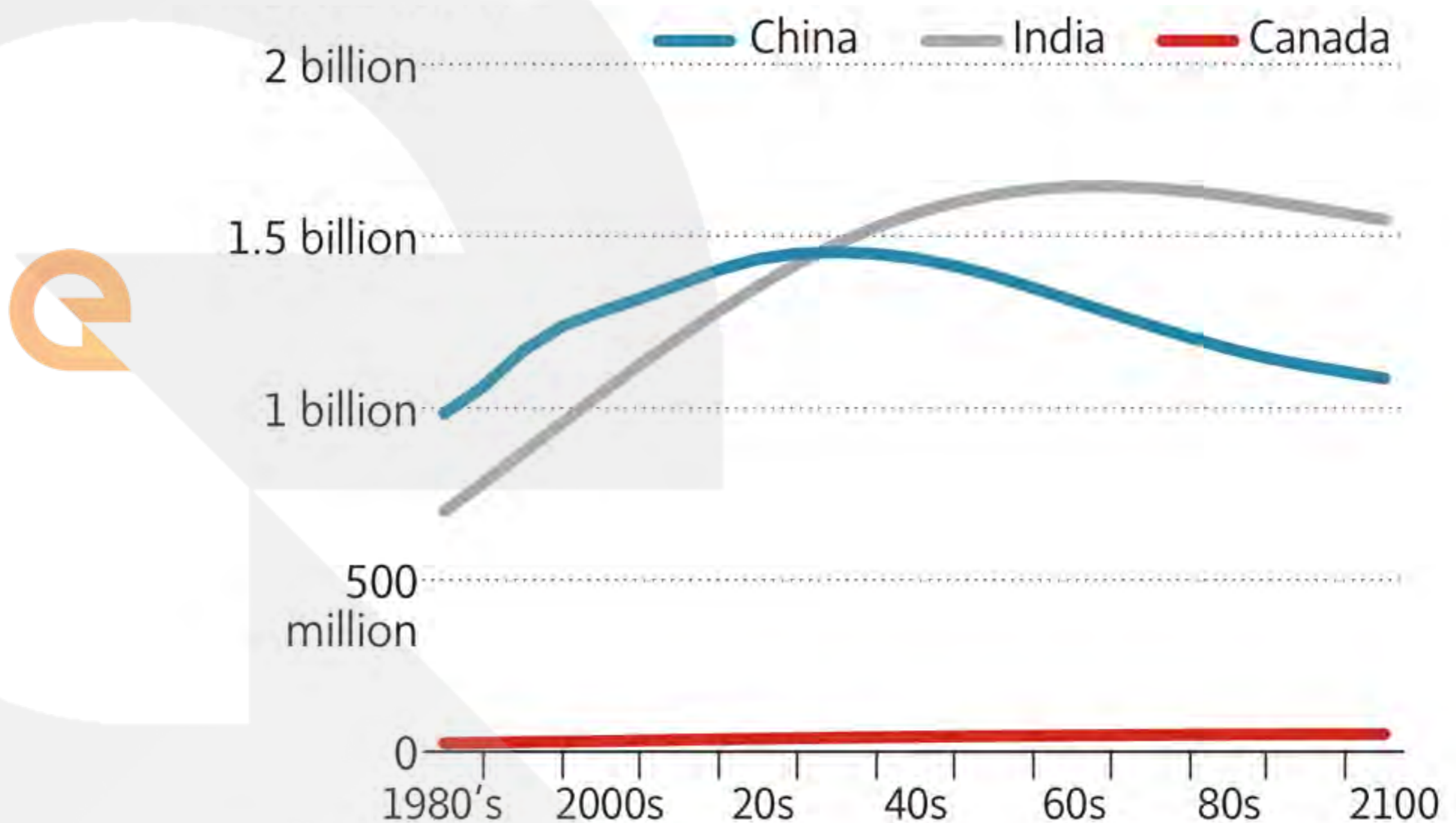
English as Second Language

KPU Immediate Entry Students, 2012

Exhibit 7: Proportion of immediate entry students to KPU previously enrolled in an ESL program



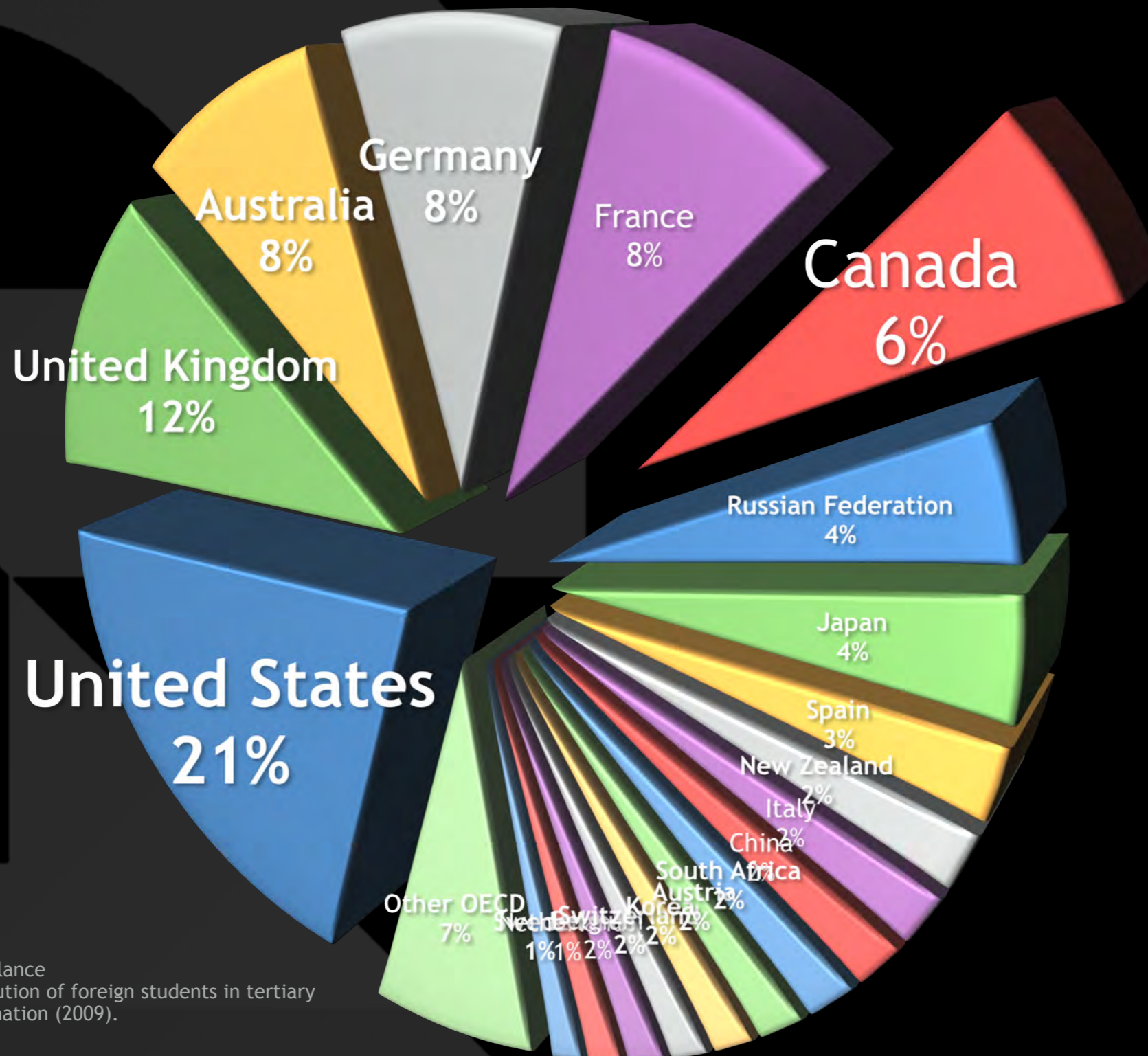
Population Projections





Going International

International Market Share



Source: OECD Education at a Glance 2011 Indicators Report. Distribution of foreign students in tertiary education, by country of destination (2009).



Aim to double by 2022
450,000

Canada International Education Strategy 2014

International Education Strategy aims to double the number of international students and researchers to 450,000 by 2022
Could generate additional \$10 B per year

Bill C-6

Restoring the Residency Credit

Government of Canada Feb 2016

Bill C-6 introduced to repeal C-24 changes to immigration act (Jun 2015) | Was part of Liberal election platform
50% of study time will again count towards residency requirement for citizenship



NV02

Education New Zealand

Source no longer available.

270,000

student exchanges

€ 14.7 b

funding envelope



ERASMUS / Erasmus+ Since 1987


European Region Action Scheme for the Mobility of University Students | Program to fund studies and internships abroad
Expanded to HS students | >3 million students by 2007, 270,000 in 2012-13 alone | Ensures credit transfer, some travel grants
23% better employment outcomes for Erasmus students



83,184
scholarships to date

Ciência sem Fronteiras, Brazil Dec 2011

Science Without Borders scholarship program



Cutbacks to Saudi Scholarships?

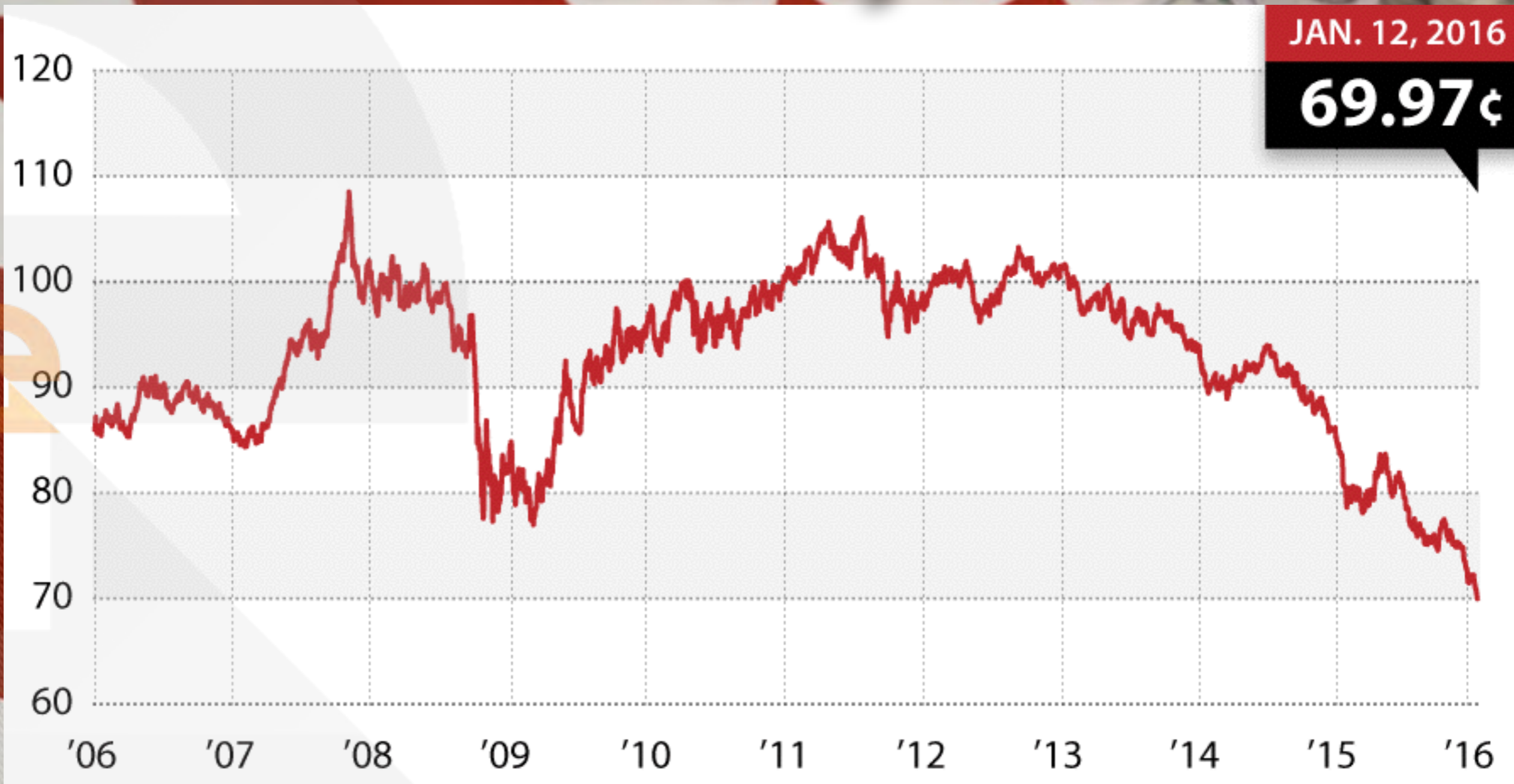
King Abdullah Scholarship Program Feb 2016

>200,000 Saudi students have graduated in >30 countries, planned to run until 2020 | 25% of government budget in 2015
Drop in oil prices causing budget cuts | Speculation about budget cuts, changes to eligibility requirements
Top 100 universities only? | Government is not commenting | EnglishUSA reports declines of 11-20% already

Source: https://www.insidehighered.com/news/2016/02/25/will-us-colleges-and-universities-see-decline-saudi-funded-students?utm_source=Inside+Higher+Ed&utm_campaign=4ee1b0e4b3-DNU20160225&utm_medium=email&utm_term=0_1fcbc04421-4ee1b0e4b3-197473745

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca

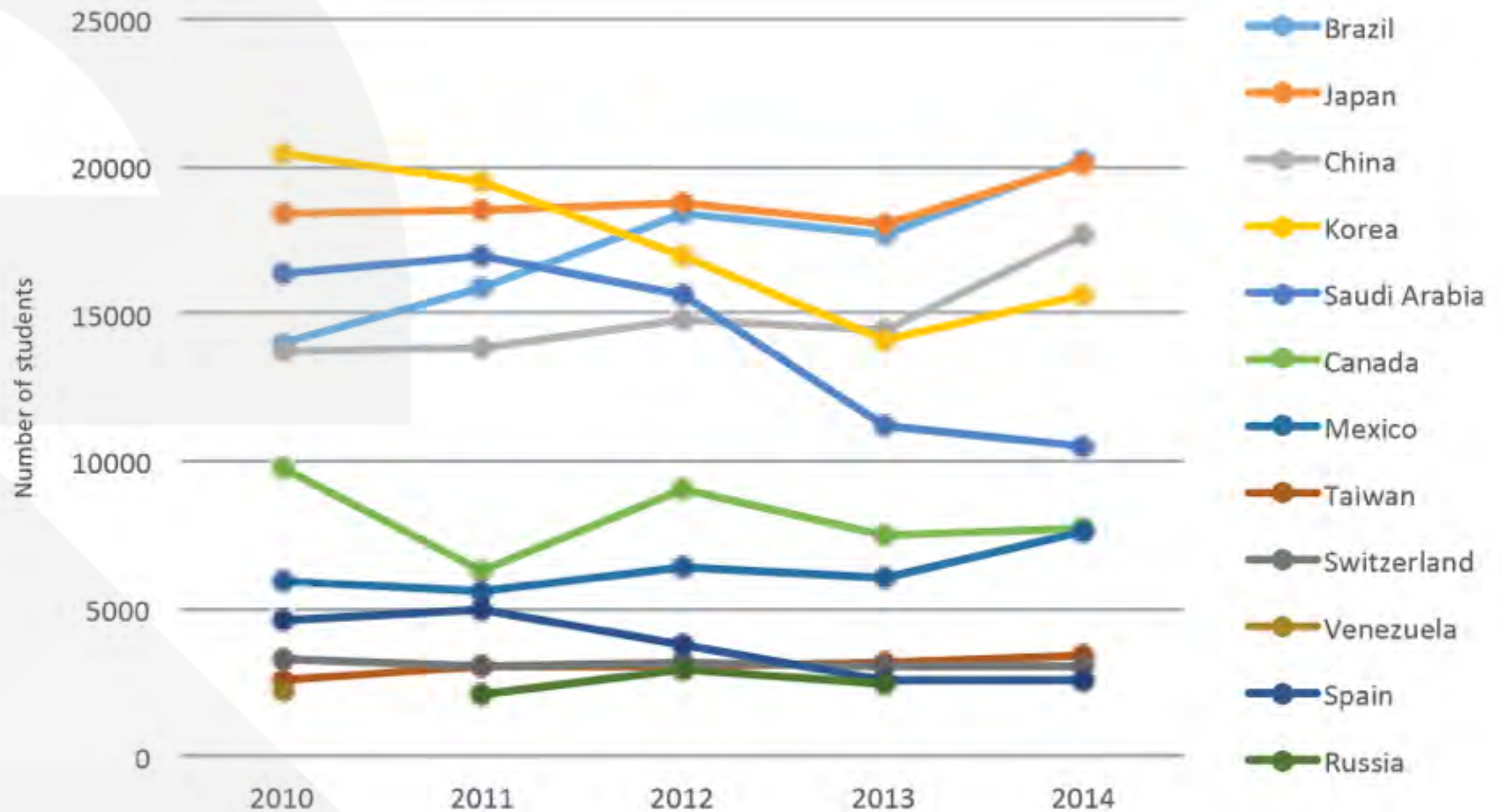
Currency Fluctuations



CBC News Jan 2016

Daily noon rate of Canadian dollar in US cents, 2006-Jan 2016. Based on Bank of Canada data.

Source Countries



Languages Canada 2014 Annual Survey Report

Data from 225 member programs in Feb 2015



Going Transnational

Herstmonceux Castle



Queen's University 1994

Bader International Study Centre, in East Sussex | Liberal arts campus in 15th C castle, formerly Royal Greenwich Observatory
Earn Queen's credits | Bursaries for those who would qualify for financial aid

CNA Qatar



College of the North Atlantic - Qatar

650+ staff, 4600+ students | 20 buildings | Health Sci, IT, Engineering Tech, Business | Corporate Services, Cont Ed
Segregated cafeterias, lounges, recreation and swimming areas

Lambton in China



Lambton Changchun Opened Apr 1999

3,500 students on overseas campuses in China, Nigeria, Saudi Arabia (compared to 3,500 in Ontario) | Changchun: Jilin University-Lambton College (JLU-LC) approved in April 1999 | Mainly business programs | Degree pathways to Northwood U, MUN



Language is the cornerstone of internationalization

poll.eduvation.ca

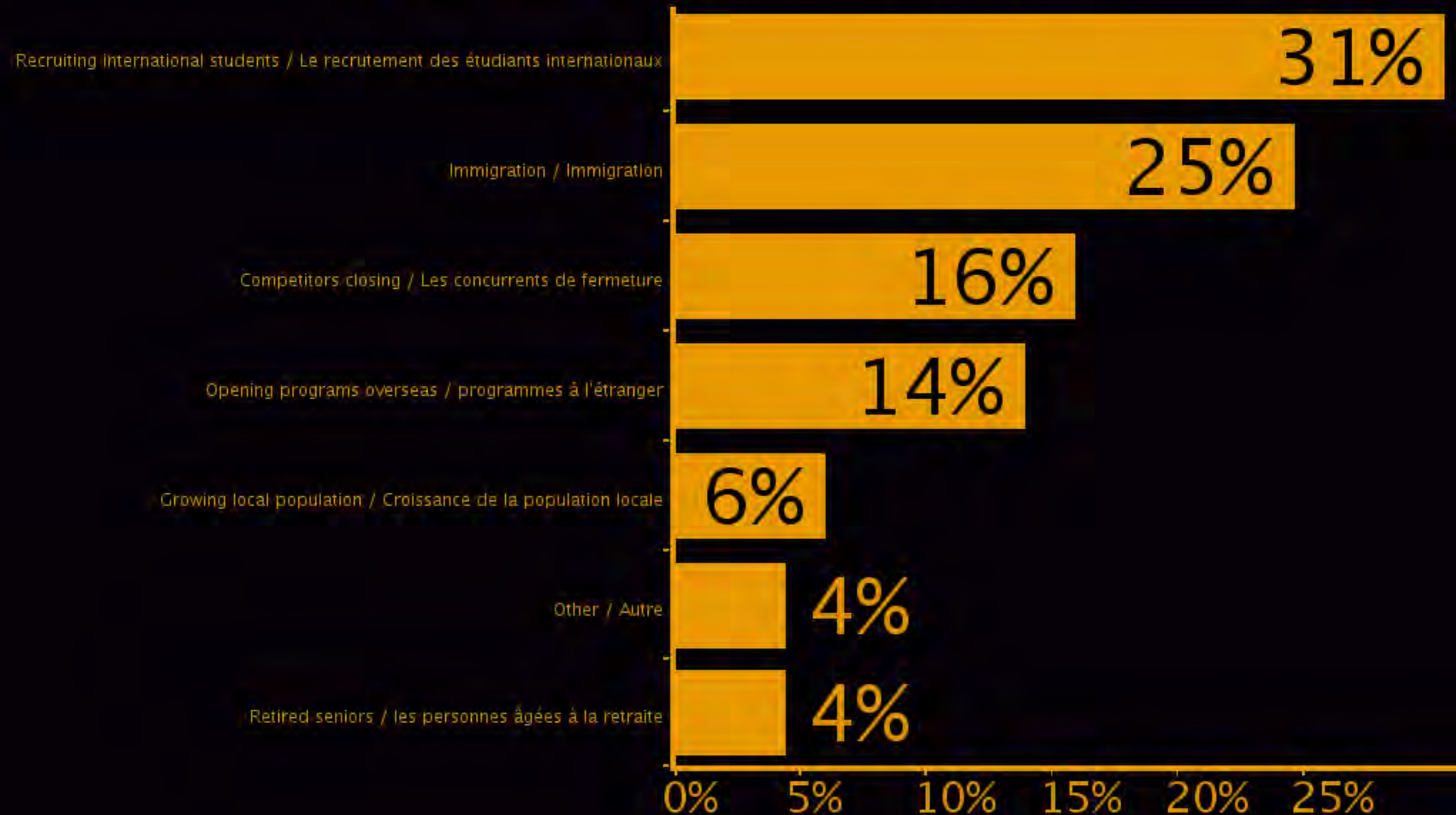
**What are your 3 big
demographic
opportunities?**

**Quels sont vos 3
grandes opportunités
démographiques?**



What are your 3 big demographic opportunities? Quels sont vos 3 grandes opportunités démographiques?

🔒 Poll locked. Responses not accepted.



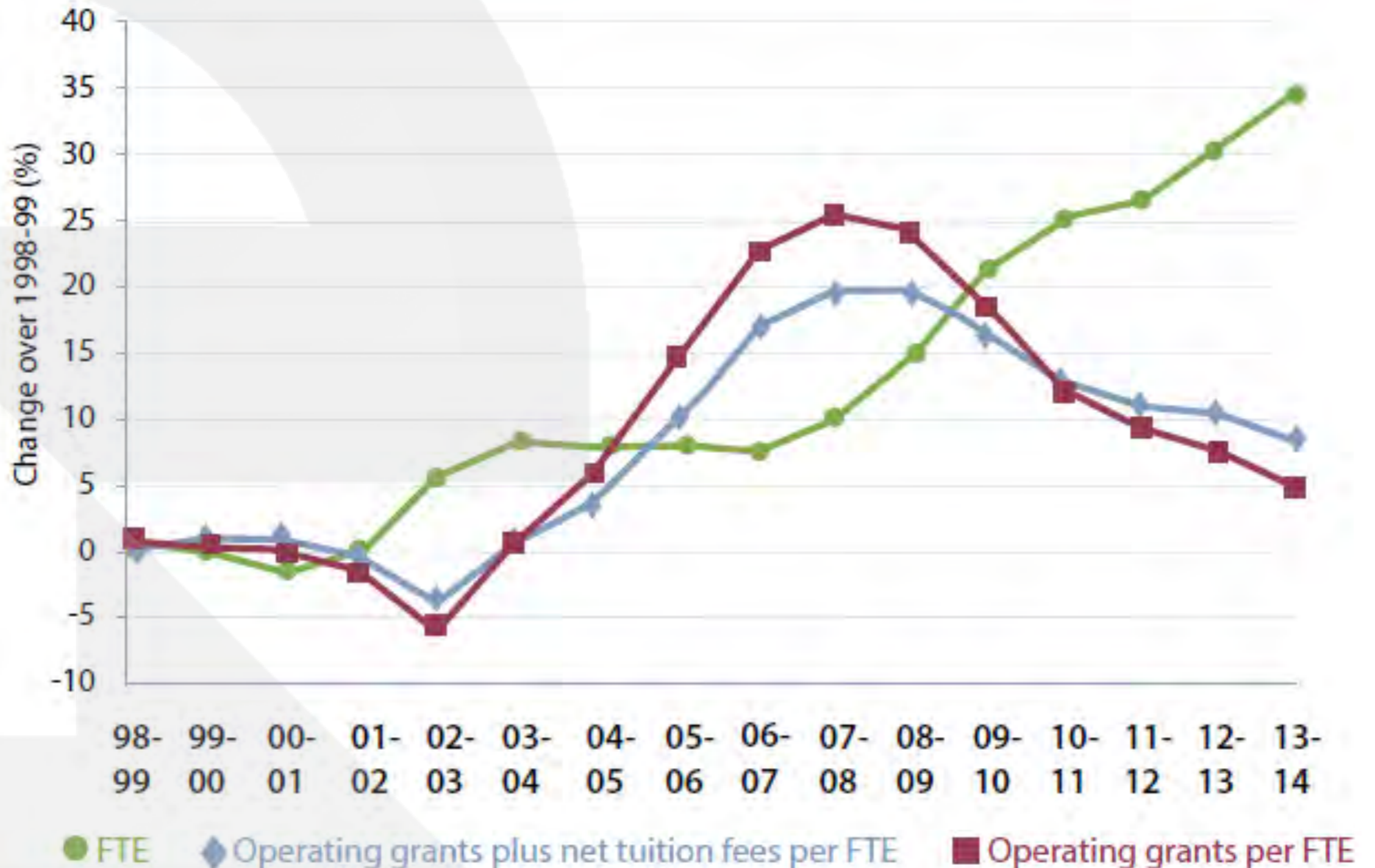
Total Results: 251



Tough Economy


College Revenue

Ontario Colleges, 1999-2014



Revenue figures are in constant 2002 dollars. Figures exclude tuition set-aside, collaborative and second-entry nursing, and clinical education funding for collaborative nursing. Tuition figures represent regulated tuition fees. Sources: Colleges Ontario, based on Ontario MTCU, Ministry of Finance, and Stats Canada.

www.eduvation.ca Copyright © 2015 Eduvation Inc. All rights reserved. Distribution strictly prohibited.

A photograph of Christy Clark, the former Premier of British Columbia, speaking at a microphone. She is shown from the chest up, looking slightly to her right. The background is dark and out of focus. A large, semi-transparent white circle is overlaid on the right side of the image, containing the main quote.

Degrees that don't
lead to employment
are “a significant
human loss.”

Christy Clark
BC Premier
April 2014



100 sections

Decimating Modern Languages

University of Alberta Aug 2013

UofA cutting \$84 M over 3 years | Cut 20 Arts programs, 100 Arts sections, 11 faculty, 38 more likely necessary
Half of the programs in Modern Languages & Cultural Studies Dept being cut | Ukrainian Folklore, Middle Eastern studies, Italian Studies, Russian, Classical Latin, Music, Theatre Technical | AvEd Minister says “students vote with their tuition dollars”

Source: *Edmonton Journal*

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca



9,000 ESL Positions Cut

BC Government Mar 2014

Canada-BC Immigration Agreement cancelled, federal funding for ESL eliminated | Feds to award contracts directly instead \$17 M which paid for >9,000 ESL students to learn English tuition-free | Students launch “ESL Matters” protest campaign
BC commits \$17.2 M to one-time transition funding



\$8 million in Budget Cuts

Vancouver Community College Jun 2014

Severe cuts to ESL after Feds cancel Canada-BC Immigration Agreement | VCC had delivered 46% of ESL in the province
ESL was 25% of VCC's services | 45 instructors let go, 22 took early retirement, another 70 to be laid off

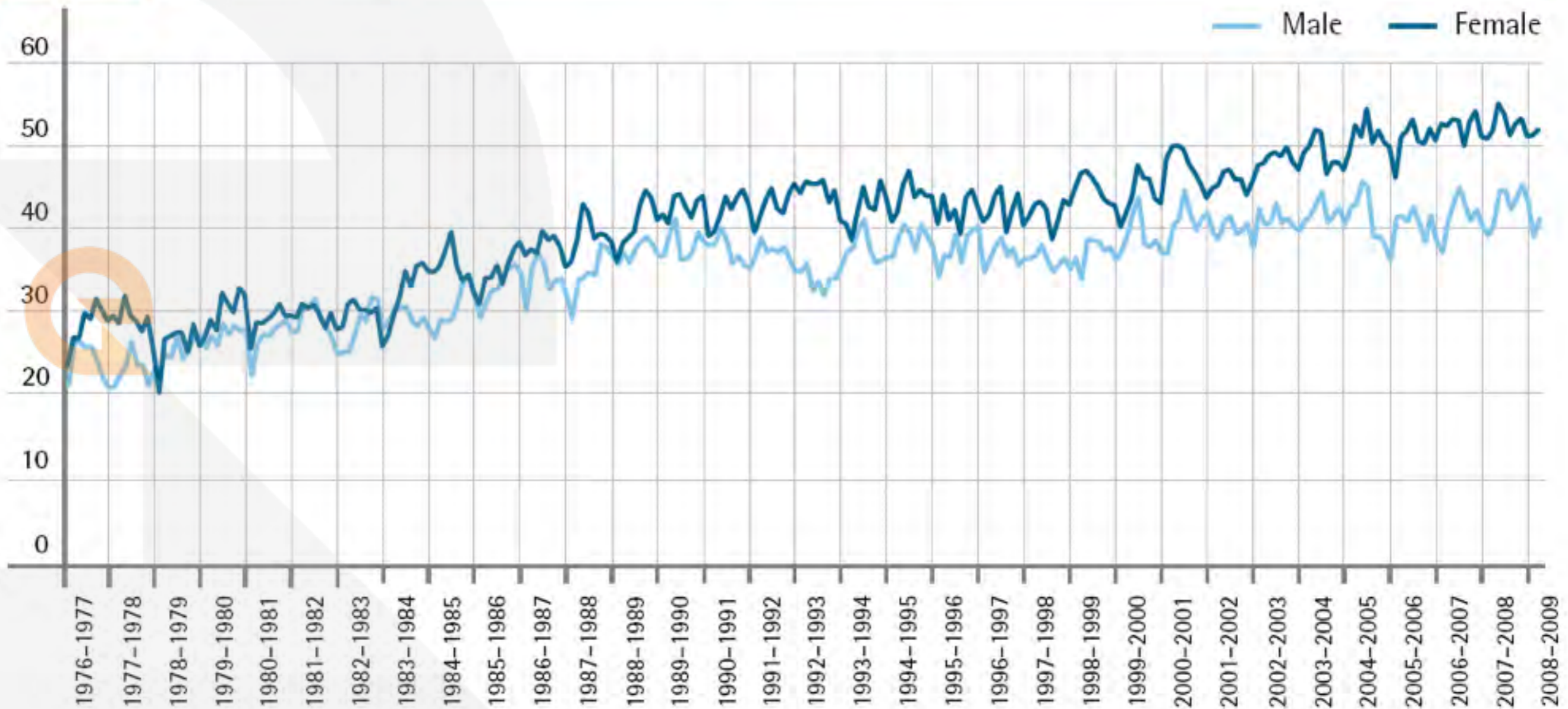
Youth Employment

15-24 y.o. Canadians, in Millions



MilesCorak.com

FT Students Working



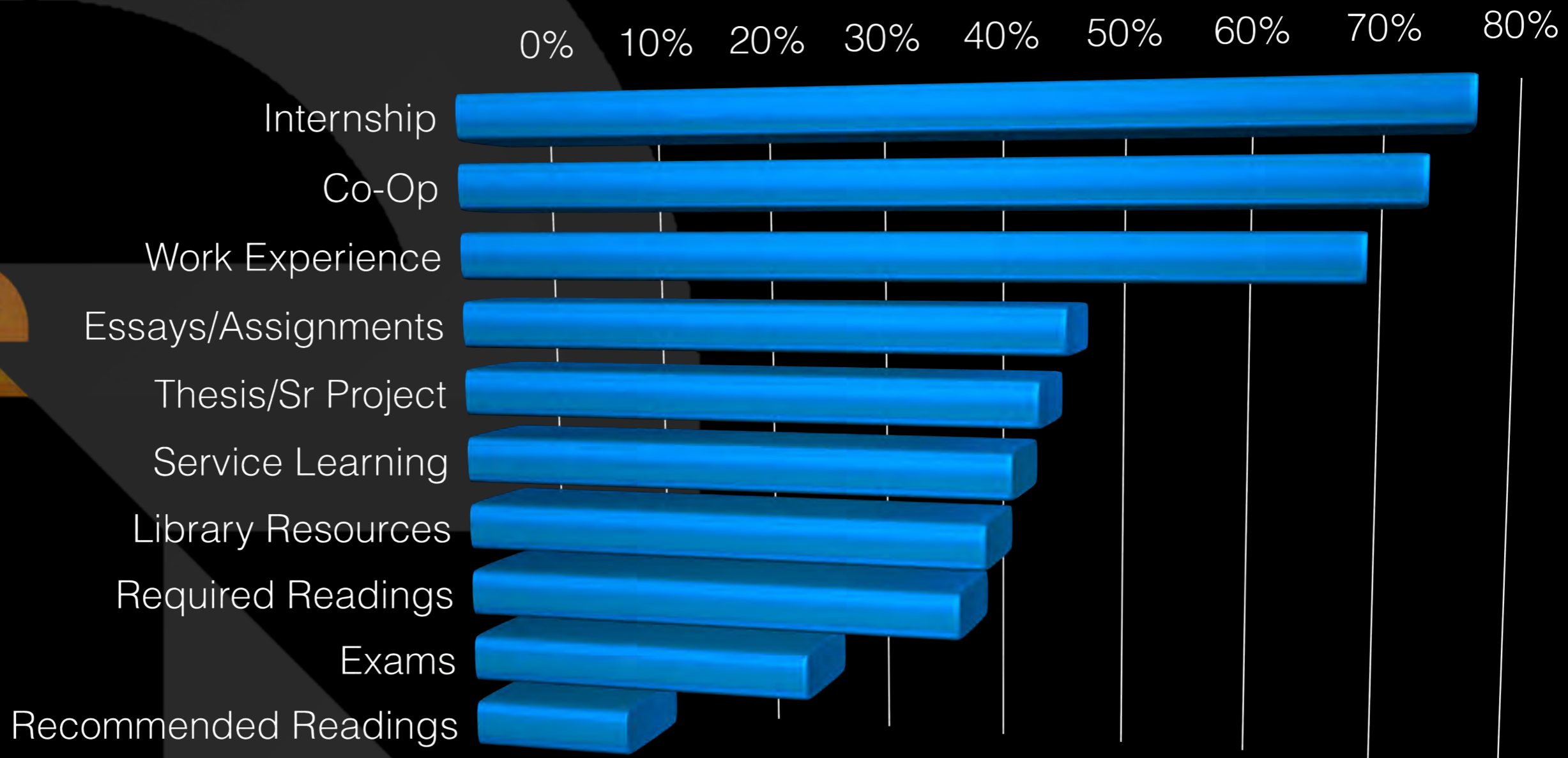
Millennium Scholarship Foundation Apr 2009

Employment rates of male and female full-time students, aged 20-24, based on Statistics Canada Labour Force Survey, Cansim Table 2820005, Series v3480310 and v3480560

Anne Motte and Saul Schwartz, *Are Student Employment and Academic Success Linked?* CMSF Research Note #9, April 2009
Available at http://www.library.carleton.ca/sites/default/files/find/data/surveys/pdf_files/millennium_2009-04-15_rn-9_en.pdf

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca

Value of Academic Activities

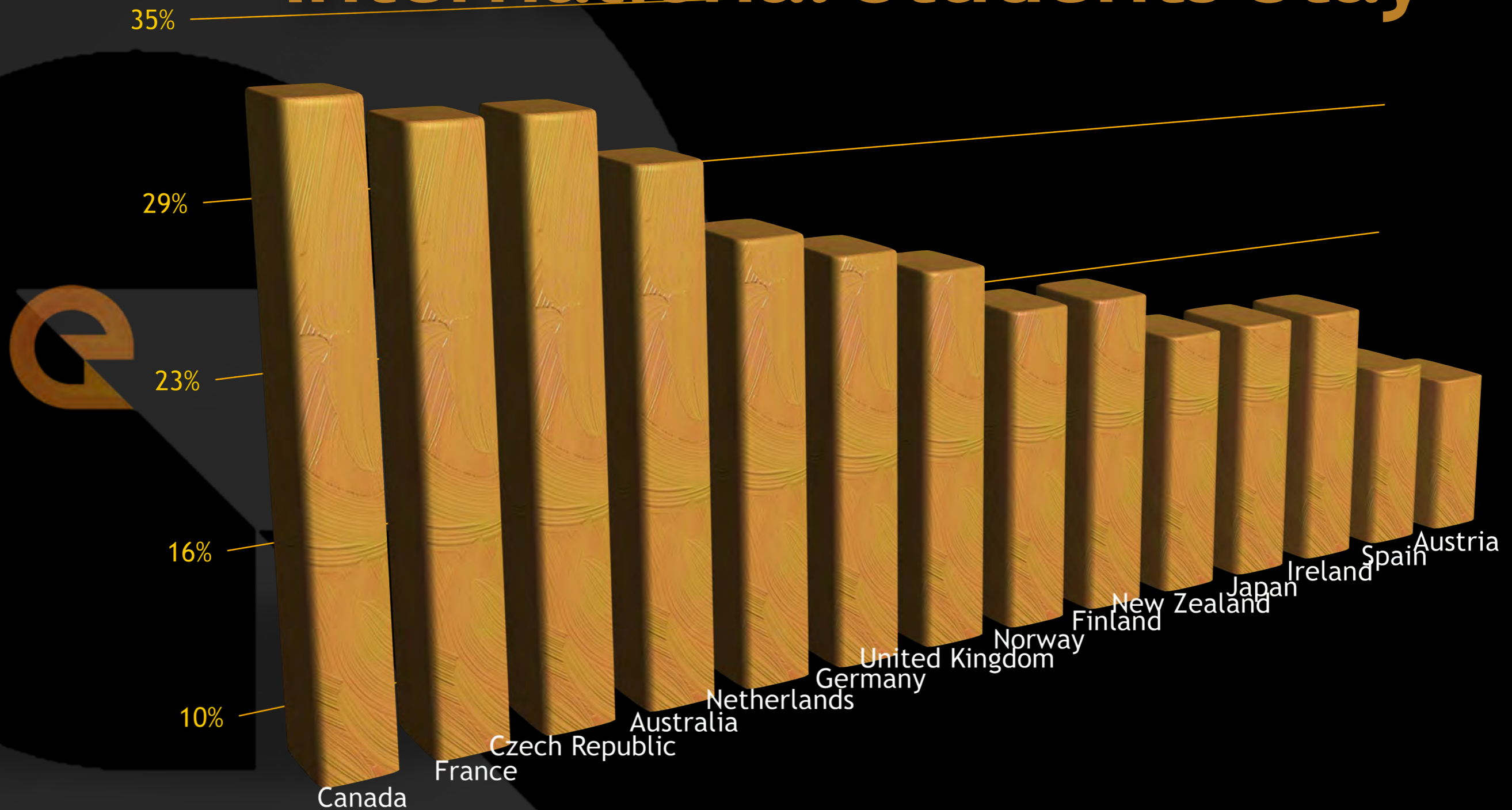


Survey of Graduating Students 2012

Academic activities that contributed to growth and development.

Source: *Jobs in Canada: Where, What, and For Whom?* TD Economics, October 2013. Derek Burleton, Sonya Gulati, Connor McDonald, Sonny Scarfone. <http://www.td.com/document/PDF/economics/special/JobInCanada.pdf>

International Students Stay



Source: OECD Education at a Glance 2011 Indicators Report. Percentage of international students changing status and staying on in selected OECD countries, 2008 or 2009 (as a percentage of those not renewing their study permits).



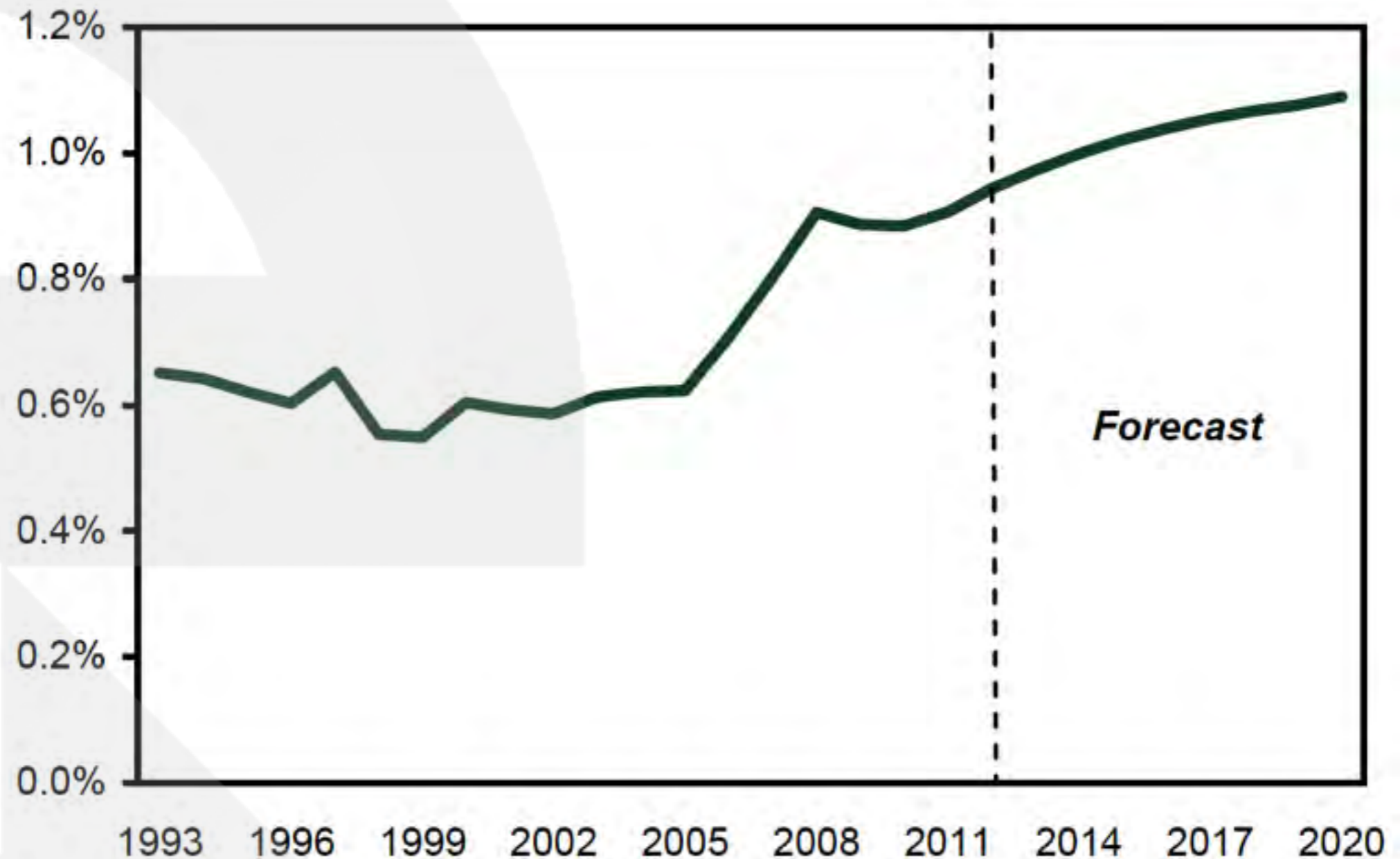
Divergent is a teen nightmare...

Divergent 2013


Tris at the “Choosing Ceremony”
1:10 min

Video heavily edited by Ken Steele. Original source: https://youtu.be/VVZ8_lf7UQ

Annual Retirement Rate



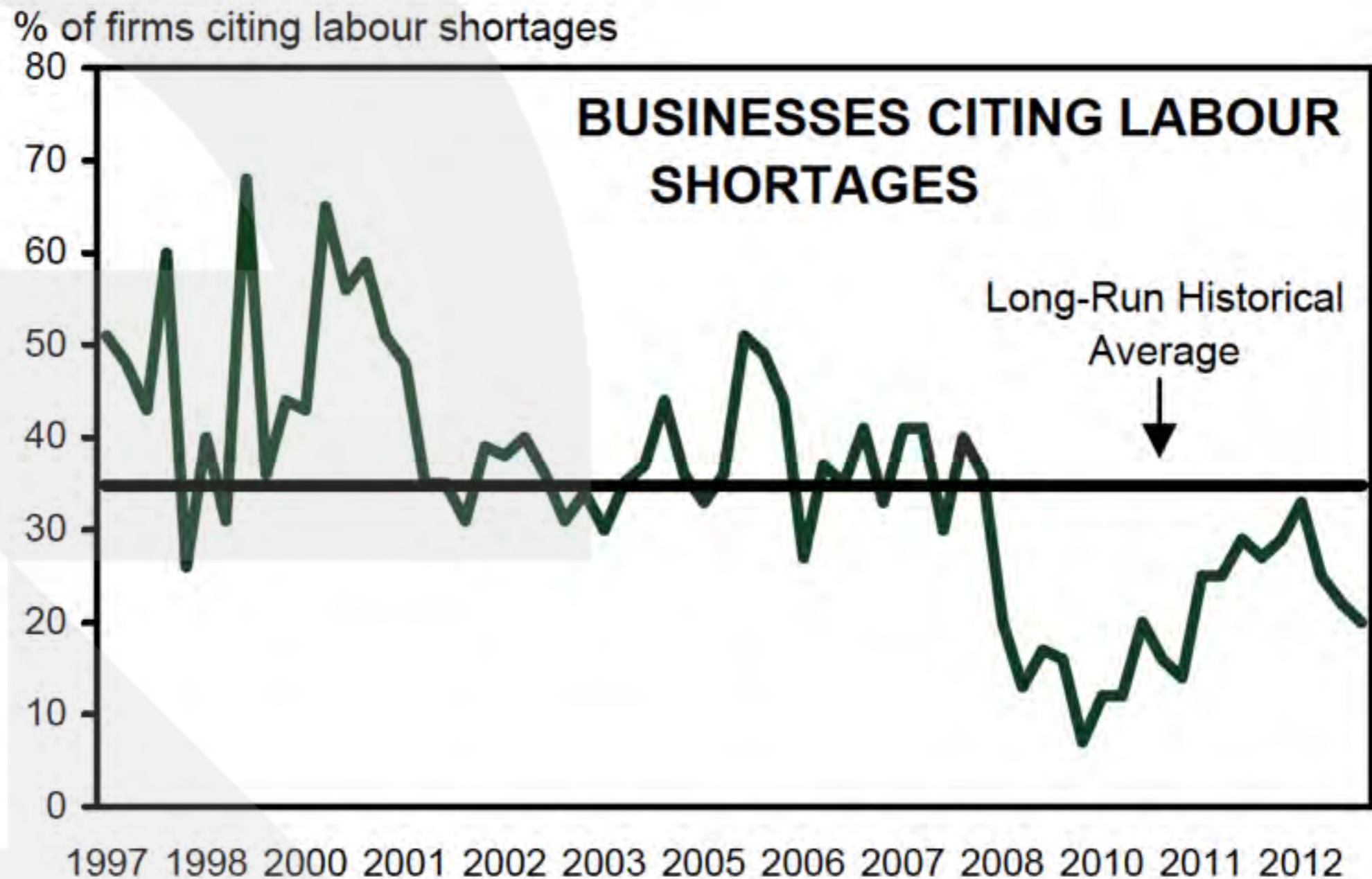
Source: Human Resources and Skills Development Canada (HRSDC).
Forecasts by HRSDC from the 2011 COPS Projections.

A man with glasses, wearing a dark pinstriped suit jacket, a light blue shirt, and a blue patterned tie, is speaking at a podium. He is looking slightly to the right of the camera. The background is dark with some blurred lights.

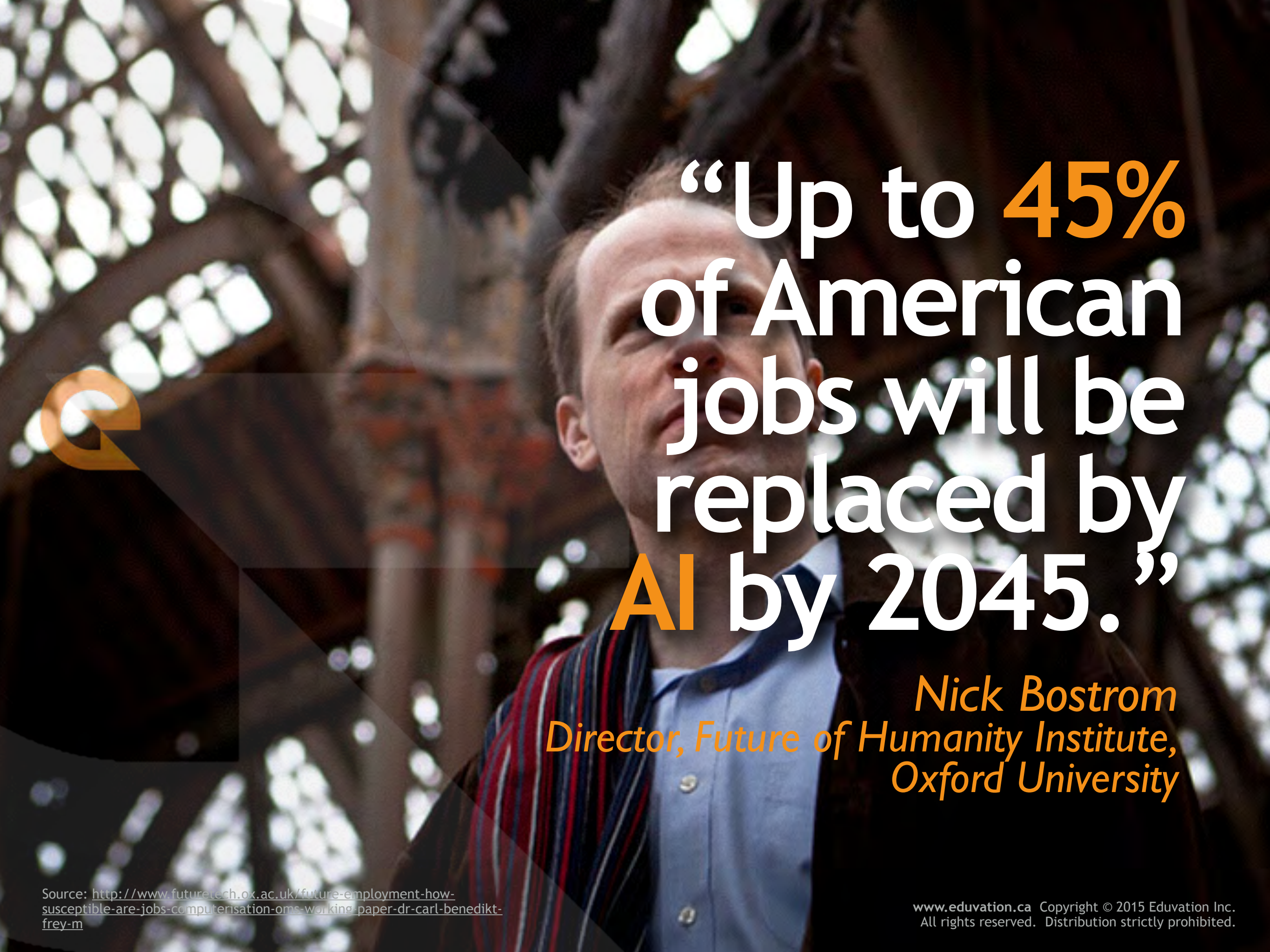
“By 2031,
Canada’s labour
force *deficit*
will reach
4 million
workers.”

Rick Miner
Former President, Seneca College
President, Miner + Miner

What Labour Shortage?



Source: Bank of Canada Business Outlook Survey.



“Up to **45%**
of American
jobs will be
replaced by
AI by 2045.”

*Nick Bostrom
Director, Future of Humanity Institute,
Oxford University*

ECONOMIC FORUM



5.1 million

Lost Jobs by 2021

World Economic Forum, Davos Jan 2016

World Economic Forum predicts 5.1 million jobs will be eliminated worldwide in the next 5 years because of automation
Hardest hit will be Health care, Energy, Finance

For more on the future of the labour market, check out a concise 4-minute episode of *Ten with Ken* at <https://youtu.be/iY4UhfQefdU>

“Up to **45%** of American jobs will be replaced by **AI** by 2045.”

*Nick Bostrom
Director, Future of Humanity Institute,*

Ten
with
Ken

The Big Picture:
Future of the Labour Market

“Sea Turtles”



Chinese Study Abroad May 2014

Foreign-trained Chinese were once called “Haigui” (Sea Turtles) - one foot in the homeland, another overseas



“Sea Weeds”

Chinese Study Abroad May 2014

Foreign-trained Chinese were once called “Haigui” (Sea Turtles) - one foot in the homeland, another overseas
Now being called “Haidai” (Seaweed) - floating between 2 countries/cultures, unable to anchor in either
70% of employers say they give no preference to overseas-educated applicants | 40% unemployment rate



“Two out of three hiring managers say Canada is at risk of being left behind... unless young Canadians **learn to think more globally.**”

Universities Canada Oct 2015

Citing Leger Marketing employer survey for Universities Canada conducted in 2014

poll.eduvation.ca

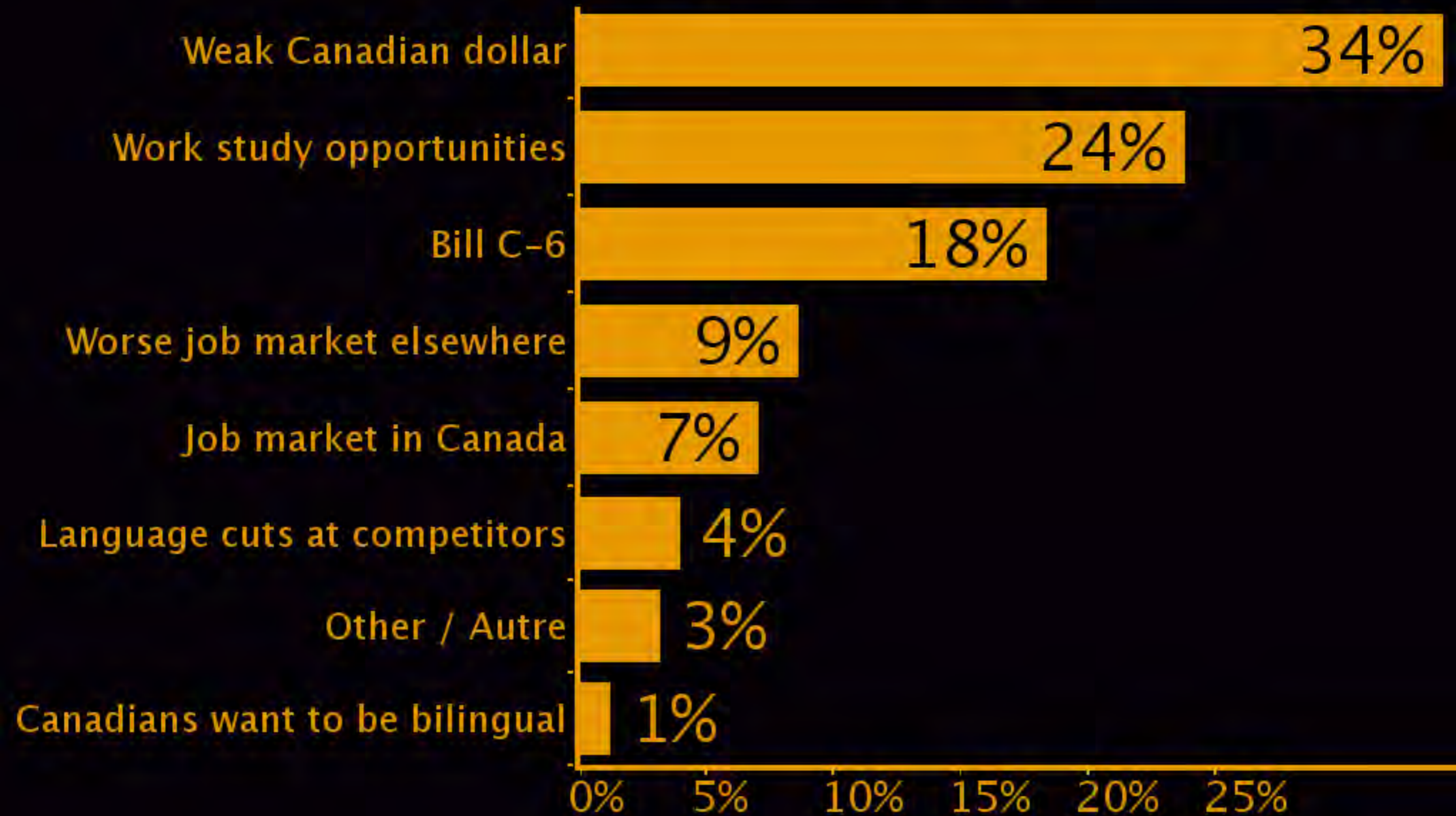
**What are your 3
biggest economic
opportunities?**

**Quels sont vos 3 plus
grandes opportunités
économiques?**



What are your 3 biggest economic opportunities? Quels sont vos 3 plus grandes opportunités économiques?

Poll locked. Responses not accepted.



Total Results: 256



High-Tech Teaching

Evolving Pedagogy

Schule von Bologna c1370

Liber ethicorum des Henricus de Alemannia, Einzelblatt,
Szene: Henricus de Alemannia vor seinen Schülern



Kaplan University

1:00 min

Video edited by Ken Steele. Original Source: YouTube

Outsourcing to Harvard

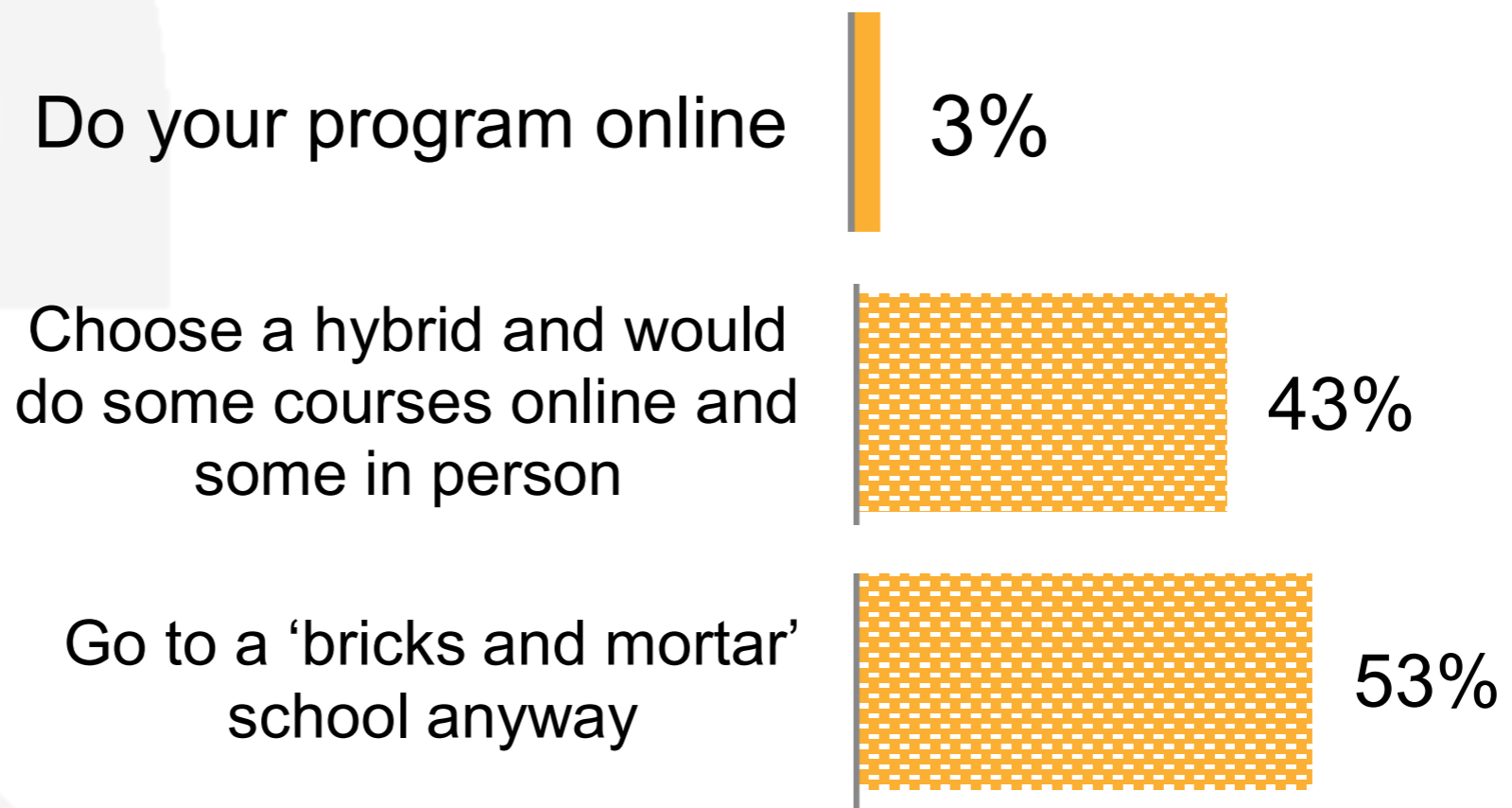


Amherst College May 2015

Amherst students can access reserved slots in an 11-week Harvard Business School management course via HBX \$1,800 for 3 classes, up to 90% financial aid, get Amherst credit for it | Amherst decided against its own MOOCs

Interest in Online Learning

If courses were easily available through distance/online tools, would you...



Academica Group Inc Jan 2012

Survey of 5986 Canadian college and university applicants



True Digital Natives
are still to come...

iPotty Jan 2013

Consumer Electronics Show

Source:

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca



70%

How to Fix MOOCs

Coursera Learning Hubs Apr 2014

>30 cities, from Baghdad to Buenos Aires, Moscow to Mumbai and Shanghai to Santiago | Brainstation in Toronto, NY Public Library
Facilities operated by partners, internet and social learning, mentors | 30-70% completion at learning Centres

Source: BBC News <http://www.bbc.com/news/business-26925463>
<https://www.coursera.org/about/programs/learningHubs>

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca

REFERENCE

askON

online research help

Text a Librarian

www.AskOn.ca Mar 2014

18 public libraries and 10 college libraries in Ontario | Collaborate to host “AskON” real-time library chat services
62 hours per week, in English and French | Librarians take shifts answering confidential questions from college and university
students, online or by SMS text message.

For the latest developments on MOOCs, check out a 5-minute episode of *Ten with Ken* at <https://youtu.be/ccQsWCCTabA>



Ten
with
Ken

On the Radar:
Latest MOOC Developments

ALGONQUIN
COLLEGE

connections
THE CAMPUS STORE



vitalsource
bookshelf

McGraw-Hill

Wiley Canada

Nelson Education

Elsevier Canada

Pearson Canada

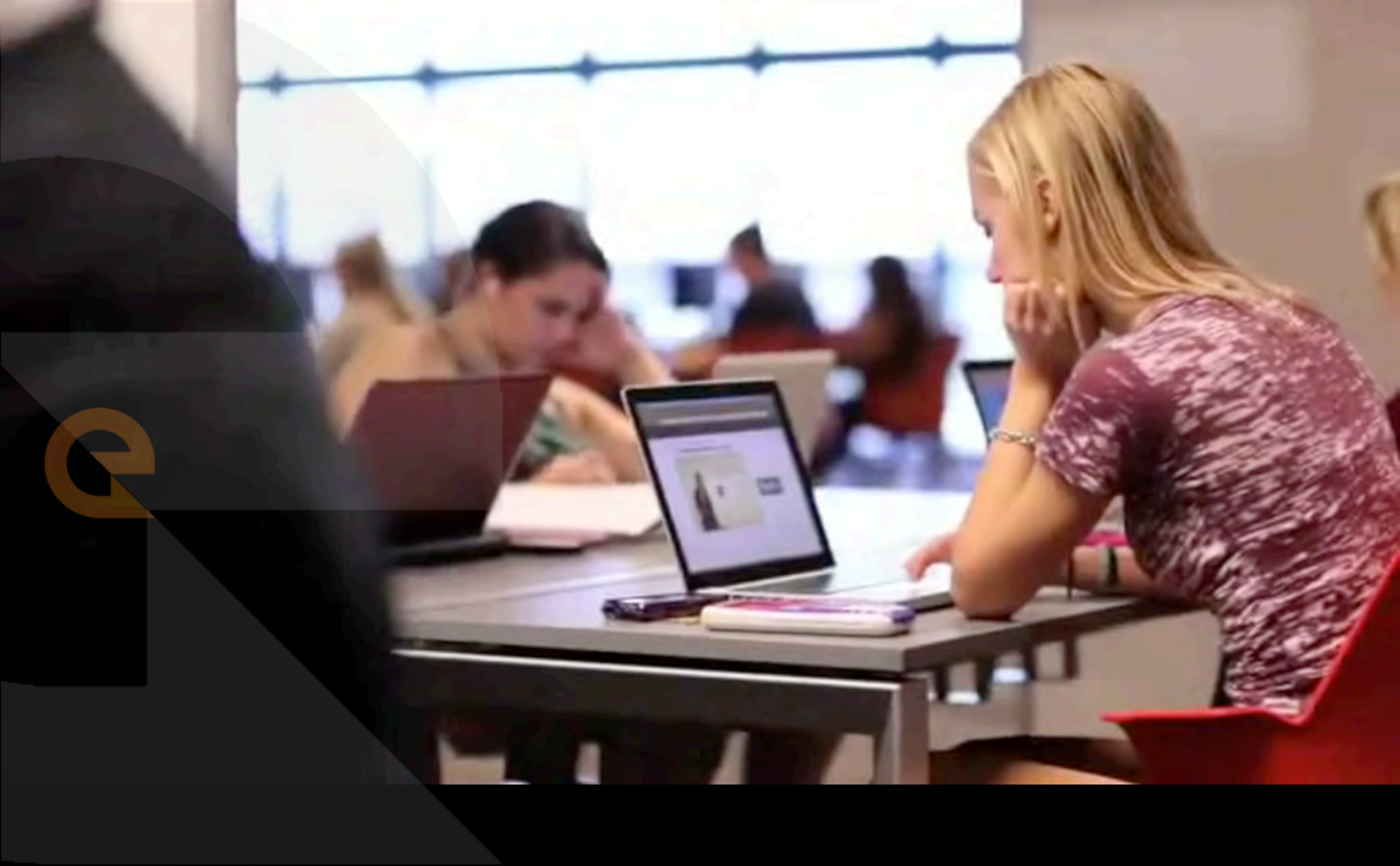
Emond Montgomery Publications

Lippincott Williams & Wilkins

Algonquin Publishing Centre

Algonquin College Aug 2013

Pilot year: 9,000 students in 83 programs, saved \$2.5 M. Students own texts, device-agnostic, right to print was critical even though only 4% do so. 4 publishers donated \$200k for pilot. Grades increased significantly, saved 628 from failure.

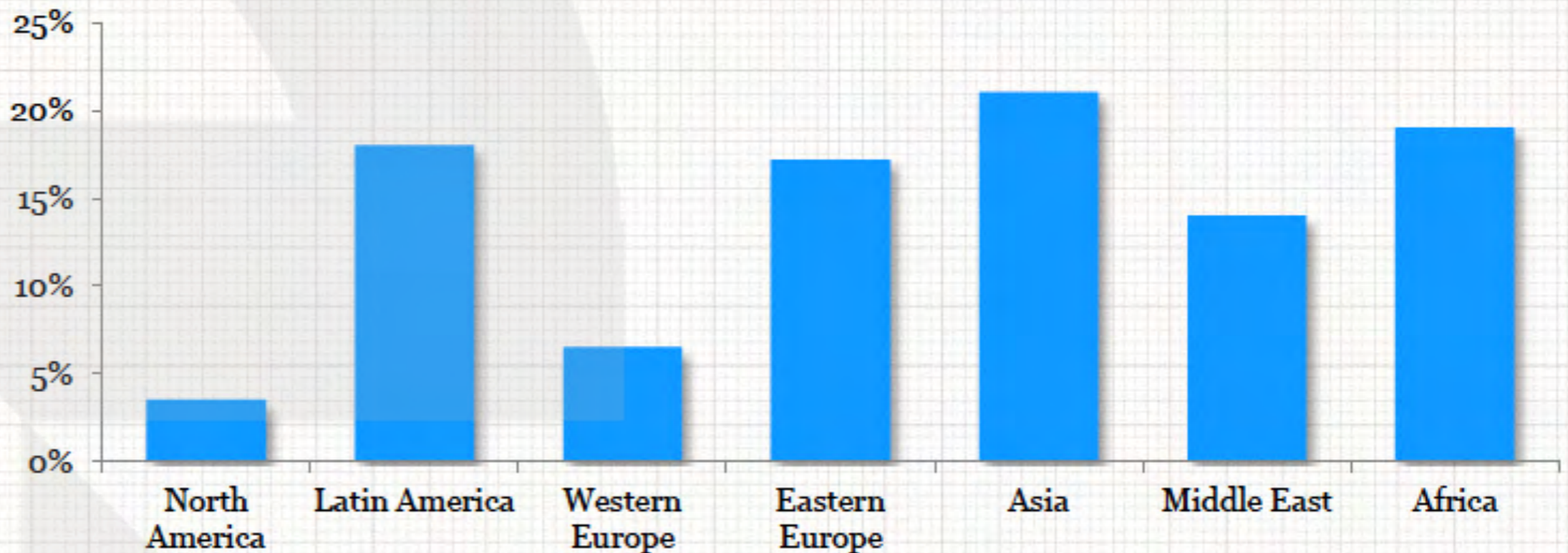


Arizona State University / Knewton

2:58 min

ESL Market

Global Digital English Language Learning 2011A-2016P CAGR by Region



Global English language learning market is \$35.9 billion

IBIS Capital Jan 2013

Source: Global eLearning Investment Review, IBIS Capital, Jan 2013.

For more on trends in e-textbooks and open textbooks, check out this episode of *Ten with Ken* at <https://youtu.be/FNLaLr94ppg>

Open Textbooks



1. Year 1 English
2. Year 1 Math & Stats
3. Year 1 Psychology
4. Year 1 Economics (Micro and Macro)
5. Year 1 Biology
6. Year 2 Math & Stats
7. Year 1 Accounting
8. Year 1 Chemistry
9. Year 1 Physics and Astronomy
10. Year 1 Sociology
11. Year 1 Philosophy
12. Year 1 Computer Science
13. Year 2 Chemistry
14. Year 1 Business, Business Admin & Management
15. Year 2 Psychology
16. Year 1 Criminology
17. Year 2 Accounting
18. Year 2 Economics (Micro and Macro)
19. Year 1 Marketing
20. Year 2 Biology

Ten
with
Ken

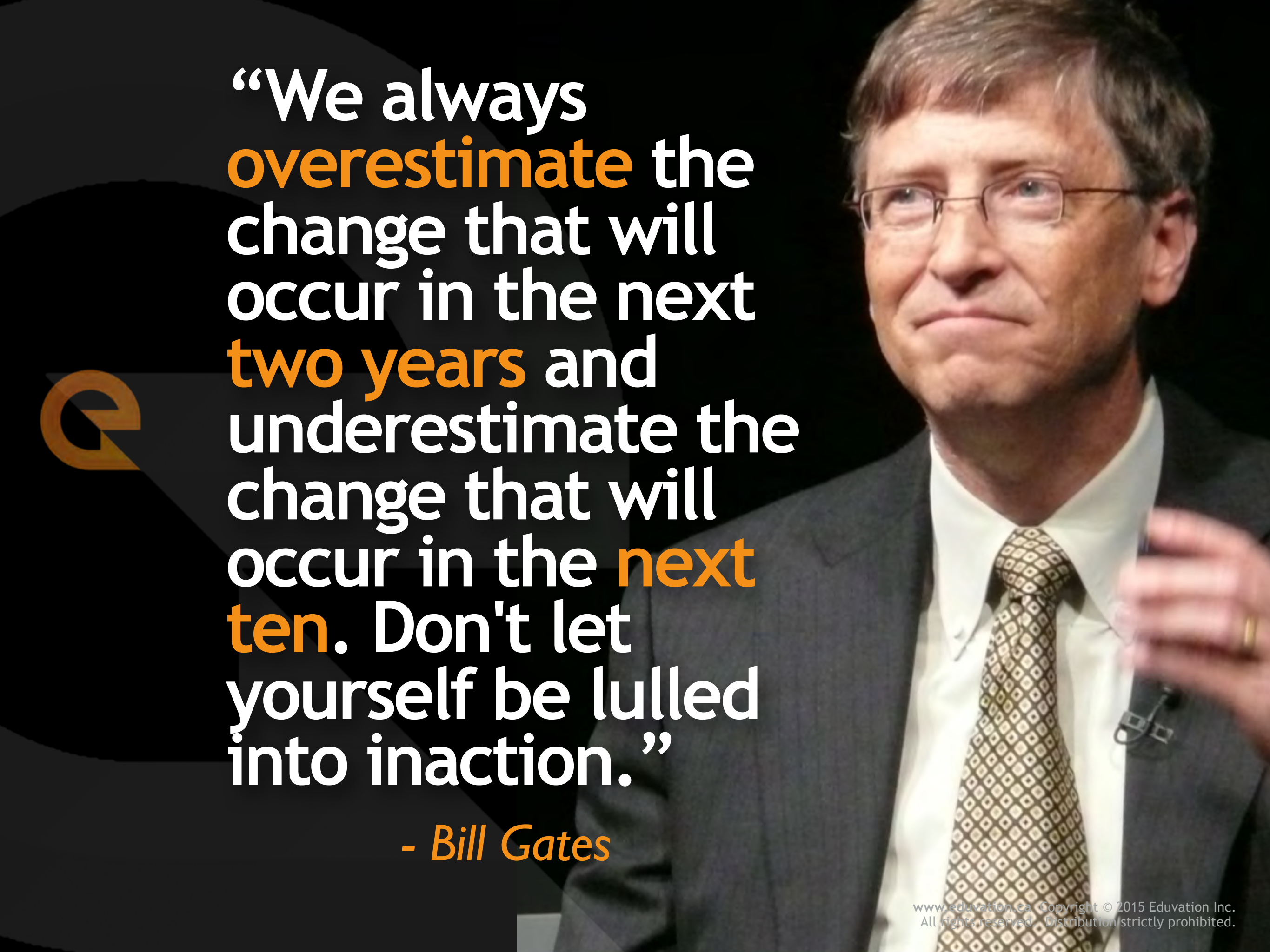
The Big Picture:
eTexts & Open Textbooks



“Robot” Teachers

ESL in Daegu, South Korea Dec 2011

29 “EngKey” robots at 21 schools | \$8,700 each | Remote controlled by English teachers in the Philippines
Avatar of a Caucasian woman’s face | Dances, reads, sings | Adults may feel less nervous talking to robots than a real person

A photograph of Bill Gates speaking, wearing a dark suit, white shirt, and patterned tie. He is looking slightly to the right of the camera with a thoughtful expression. The background is dark and out of focus.

“We always **overestimate** the change that will occur in the next **two years** and underestimate the change that will occur in the **next ten**. Don't let yourself be lulled into inaction.”

- *Bill Gates*

poll.eduvation.ca

**What 3 technologies
might you pursue?**

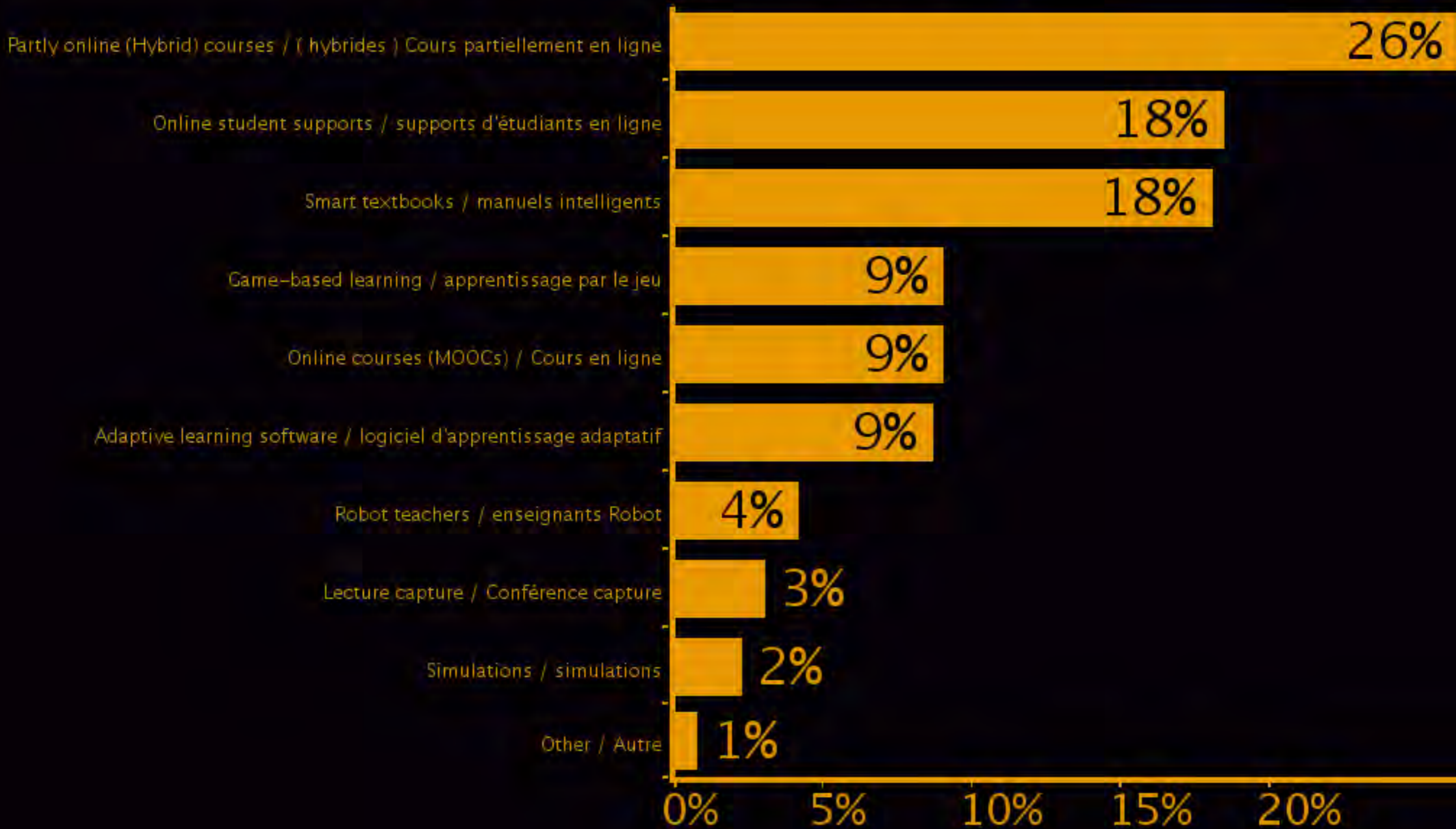
**Qu'est-ce que 3
technologies
pourriez-vous
poursuivre ?**





What 3 technologies might you pursue? Qu'est-ce que 3 technologies pourriez-vous poursuivre ?

Poll locked. Responses not accepted.



Total Results: 265



Brand Canada

A portrait of Jeff Bezos, CEO of Amazon, looking slightly to the right. He is wearing a blue and white checkered button-down shirt. The background is a blurred indoor setting with a wooden pillar on the left.

**“Your brand
is what
people say
about you
when you
leave the
room.”**

- Jeff Bezos, CEO [amazon.com](https://www.amazon.com)

Most Attractive Destinations

| | |
|-------------|-----|
| US | 93% |
| Canada | 93% |
| Australia | 91% |
| UK | 90% |
| Germany | 89% |
| New Zealand | 85% |

ICEF i-Graduate Agent Barometer Survey Oct 2015

% of agents who rate each country as a “very attractive” or “attractive” destination
1,671 agents in 110 countries, 9th year | 80% of agents recruit for language, 77% u/g, 62% MBAs, 51% for vocational

Perceptions of Canada

Affordability **1st**

Safety **1st**

Multiculturalism **1st**

Visa Requirements **2nd**

Grad Employment **2nd**

Quality of Education **4th**

IDP Education Aug 2014

International Student Buyer Behaviour Research 2014 | Online survey of 1,000+ students using IDP services (esp India)



EduCanada™

A world of possibilities

Un monde de possibilités

EduCanada Feb 2016

Imagine Canada brand launched in 2008, as a mark of quality and professionalism | Typeface and design undermined its purpose
Retired in Feb 2016 and replaced with EduCanada brand, to be used by federal, provincial, territorial gov'ts
“A world of possibilities” | Goal to double int'l students in Canada to 450,000 by 2022

Source: <https://www.studyinternational.com/news/canada-rebrands-international-education-scheme-and-launches-educanada>

Copyright ©2015 Eduvation Inc. All rights reserved. www.eduvation.ca

Brand Canada

Exhilaration of Travel

Vibrant Urban Cities

Freedom, Fulfilment

Cultural Diversity

Wide Open Spaces

Diverse Institutions

Study Destination

Quality Education

Sustainability

Forests, Skiing

Latest Technology

Friendly, Welcoming

EduCanada Feb 2016

2:05 min brand video | Annotations for themes by Ken Steele

A portrait of Justin Trudeau, the Prime Minister of Canada, with his characteristic wavy brown hair, wearing a dark blue blazer over a light blue button-down shirt. The background is a soft, out-of-focus grey.

Brand Canada

Youthful, Dynamic, Sexy

Bilingual

English at McGill

Environmental Engineering

Teacher

Cosmopolitan, European

Sophisticated

French, Marijuana

Welcoming, Friendly

Accepting of Diversity

PM Justin Trudeau Oct 2015

45 years old, BA in English Lit from McGill, BEd from UBC, taught French and Math at West Point Grey Academy
Studied Engineering at École Polytechnique, began a Masters in Environmental Engineering at McGill



Brand America

Donald Trump Mar 2016

Republican front-runner, won't disavow endorsement by the KKK, wants to build a wall to keep out Mexican rapists, halt the immigration of all muslims | May be the biggest boost to Canadian immigration possible



Université de Moncton Jan 2015

:30 sec

Pathway Programs



The Green Path



University of Toronto Scarborough May 2013

“Green Path” (“the Way to Success”) | 12-week summer academic/ESL bridging program for undergraduates
Launched in 2004, 1,400 grads | Recruits 225 top students from 23 Chinese provinces
ESL, cooking, food safety, health services, transit, culture, classroom etiquette, library system, plagiarism



CultureWorks

ENGLISH AS A SECOND LANGUAGE INC.

*The language school
that offers you conditional
acceptance*

*to 322 Bachelor &
Diploma/Certificate programs*

*by 5 top Canadian Universities
& 1 College*

CultureWorks ESL Inc Since 1998

Private ESL school on campus at Western, UOIT/Durham, Carleton | Broker for conditional acceptance, later direct entrance
EAP (English for Academic Purposes) teaches language, culture, academic traditions



SFU
SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

fic
Fraser International College

fic **SFU**
Your pathway to **Simon Fraser University**
© part of the March 14 Group

Simon Fraser University Feb 2006

As of October 2010, a total of 1,260 students from 40 countries have been through FIC | 900 FIC grads have transferred to SFU
BoG signed a 10-year renewal in Oct 2010

Pathway Programs



Navitas

Navitas Jun 2015

\$980 M revenue from Pathway programs, up 12% | >22,000 students in 35 colleges: 14 in Australia, 10 in UK, 6 in US, 2 in Canada
\$224 M from Professional & English programs, down slightly | ESL, settlement services, and delivers vocational programs (Australia)
Also operates 54 campuses of SAE Institute (Creative Media) in 28 countries

poll.eduvation.ca

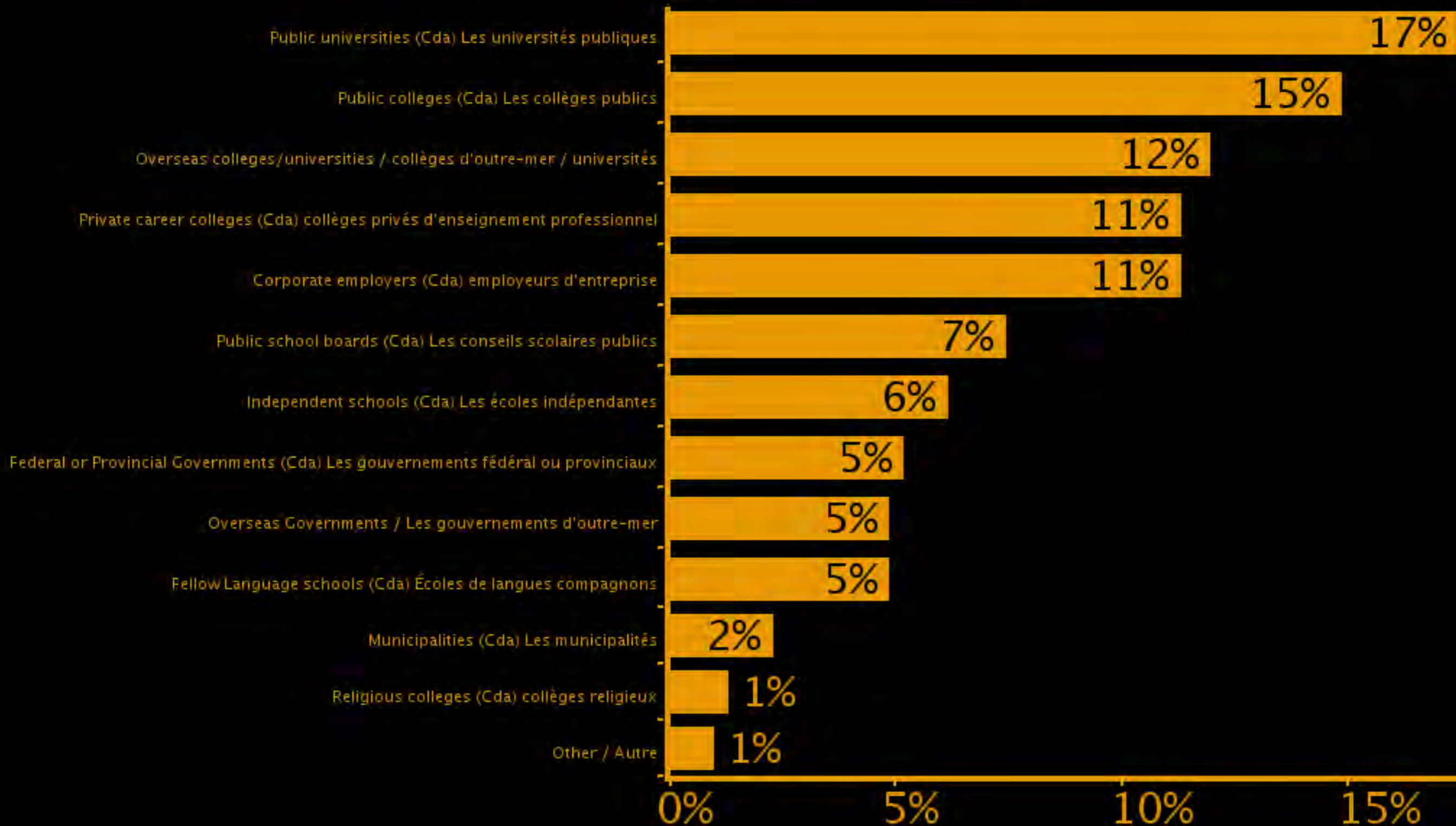
 What partnerships do
you already have in
place?

Quels partenariats
avez-vous déjà en
place?



What partnerships do you already have in place? Quels partenariats avez-vous déjà en place?

 **Poll locked. Responses not accepted.**



Total Results: 309



Partnerships

Education Victoria

EDUCATION VICTORIA

Home What the Experts Say Explore Your Options

Wish you were here!

Start your adventure in Victoria BC, the ultimate location to live and learn!

Find Out More Explore Your Options

Education is an investment in your future. Like any long-term investment you want to feel confident in your choices.

Rated as Canada's Smartest City[®] by McLean's and a "Top Student Destination" Victoria is the ideal location to expand your horizons - the brightest minds, world-class educational facilities, the best educators and top research facilities. These intellectual resources are here because of the award-winning lifestyle that the region offers.

Located in the heart of the Pacific Northwest, Victoria is a gateway to global business markets. Combine this unsurpassed quality of life, the mildest weather in Canada, majestic natural settings as well as a vibrant social scene and you'll see why it's not just the west coast, it's the best coast.

What the Experts Have to Say

Education Victoria is generously funded by:

Royal Roads University University of Victoria Camosun College

Stewart College Global Village Sooke Schools

EDUCATION VICTORIA
British Columbia Full of Life

Greater Victoria Development Agency May 2015

\$40k collaborative recruitment campaign on behalf of uVic, Royal Roads, Camosun College and Tourism Victoria
Social media, ads, trade shows | 4,000 Int'l students, spend \$120 million in Victoria

Lakehead
UNIVERSITY

mylakehead.ca



Georgian



Integrated Degrees

Georgian College / Lakehead University Feb 2016

>20 new degree programs, pathways in Orillia and Barrie by 2021 | Georgian degrees, Lakehead degrees, integrated degrees
Integrated degrees: degree and diploma in just 4 years | Business, Science, Enviro Mgmt, Health Mgmt, Gerontology, Engineering

UNBUNDLING:

“Unbundle learning to foster **à la carte education** from multiple programs and/or institutions...”

**The challenge,
and opportunity,
is to take a
leadership
position.**



Thank You



Ken Steele
Chief Futurist, Eduvation
Ten with Ken podcast

ken@eduvation.ca
519.432.3600
www.eduvation.ca



Ken Steele

Canada's Leading Higher Education
Monitor & Futurist

For early access to upcoming episodes,
subscribe to my free newsletter at
<http://eduvation.ca/subscribe/>



The content of these slides is proprietary and copyright ©2016 Eduvation Inc. All moral, legal, and intellectual property rights are reserved.

Clients may distribute this document, unaltered, freely within their institution, so long as the file is not published on the public web. Public distribution of this file is strictly prohibited.

Please contact Ken Steele with any questions about usage or distribution: ken@eduvation.ca

