

# UK Capacity Building Workshop: The Untapped Lifelong Learning Opportunity for Business Schools



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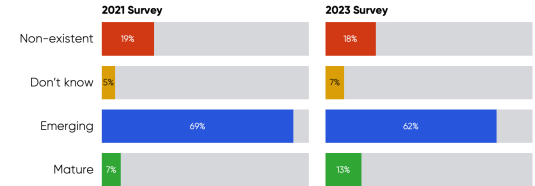


# Adoption of micro-credentials

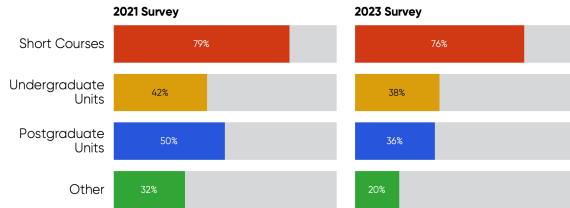
## [HolonIQ] Micro-credentials Survey. 2023 Trends and Insights. 2023 vs 2021

1. 'Emerging' adoption for the majority of HEIs
2. Short courses, rather than part of degree
3. Micro-credentials increasingly part of institutional policy – seen as important in the future
4. Many barriers: QA, lack of understanding what they are
5. Industry MCs believed to be a credible alternative
6. Belief that they will be integrated into degree programmes

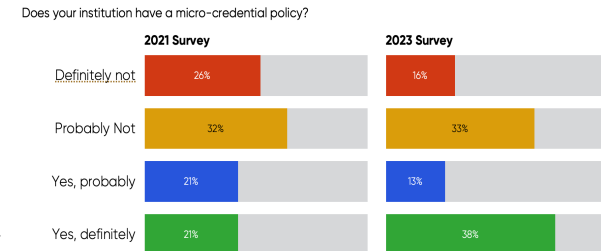
1 Almost double the number of institutions who see their adoption as 'mature', however an overwhelming majority (62%) still see it as emerging. What is the status of adoption of micro-credentials at your institution?



2 Short courses are still a key focus for micro-credentials, with less reported activity in undergraduate and postgraduate options. What does your institution currently micro-credential (or plan to)?

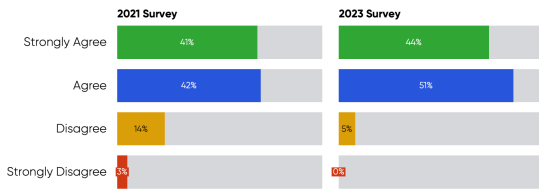


3 Almost twice as many respondents are confident their institution has a micro-credential policy (and fewer say 'definitely not')



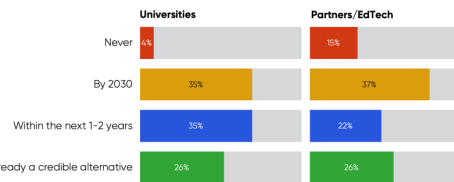
Source: HolonIQ, March 2023. n = 389 across 2021 and 2023 surveys.

6 Overall, micro-credentials more likely to be integrated into degree programs, but slightly less conviction in 2023 than in the 2021 survey. In the future, micro-credentials are likely to be integrated within most university degree programs.



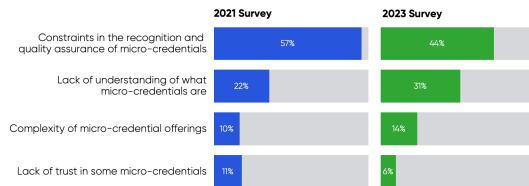
Source: HolonIQ, March 2023. n = 389 across 2021 and 2023 surveys.

5 Universities expect industry micro-credentials to be a credible alternative to degree programs in near future (or already are). In your opinion, when could micro-credentials offered by industry (employers, professional associations etc.) become a credible alternative to university degree programs?



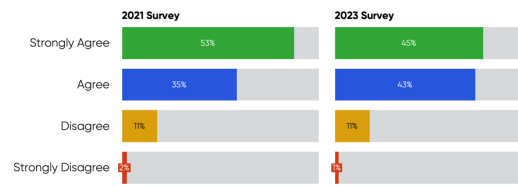
Source: HolonIQ, March 2023. n = 389 across 2021 and 2023 surveys.

4 Recognition and quality assurance constraints the top barrier, although less so in 2023, and now more concern regarding basic understanding. The top barrier to the adoption of micro-credentials at scale is:



Source: HolonIQ, March 2023. n = 389 across 2021 and 2023 surveys.

3 88% see alternative and micro-credentialing as an important strategy for the institution's future; sentiment moderating slightly vs 2021. Our institution/ organization sees alternative and micro-credentialing as an important strategy for our future.



Source: HolonIQ, March 2023. n = 389 across 2021 and 2023 surveys.



# Thoughts...

"**Beyond universities, accreditation bodies should lead the way** to establish a process that enables universities to build AMCs into the learning journey. As much as universities can be progressive, if the accreditation body does not embrace AMCs, *universities might risk their accreditation - which they won't do...*"

"**Government recognition and support are important**, consider embedding Micros within qualification frameworks(credibility), **scalability**"

"For us, the **biggest challenge is data integrations between micro-credential offerings and employer HR systems.**"

"Micro-credentials are a **credible replacement to college credits today, but not really to a degree program** (this comes with stackability improvements)"

"**Quality assurance and credibility of the provider along with mobility of the micro-credentials** are really important for the recognition of such form of prior learning of skills and competencies."

"As more and more non-education entities are offering micro-credentials, **cross industry standards** must be established and **blockchain credentialing verification services adopted.**"

"The value propositions associated with the proliferation of micro-credentials and skills-based learning and recognition is largely contingent on **satisfying a diverse cohort of stakeholders**. I'm excited to see where this goes in the next year."



# Case study - UoB

## Microcredentials

Postgraduate Microcredentials allow you to gain skills without committing to a full degree.

[HOW TO APPLY TO SHORT COURSES](#) >

Our microcredentials are designed to support you to upskill or reskill for work in rapidly-growing industries, without the time and financial commitment of a full degree. Your microcredential can stand alone as an independent credential, and some also offer academic credit to use towards a full Masters degree.



### What is a Microcredential?

Microcredentials are short courses that are typically taught over a period of 8 - 12 weeks. Courses typically include content from modules that form part of existing Masters degree programmes at Birmingham. These are offered as microcredential options and you will often attend these lectures alongside full Masters students. You can also gain an official University of Birmingham award and credits when courses have been successfully completed.



# Case study – UoB/BBS

## Why choose a Postgraduate Microcredential?

- Study with expert academics and industry professionals
- Add a postgraduate level qualification to your CV
- A total workload (or study time) of 100-150 hours and flexibility to study around your existing commitments
- Develop the specialist skills you need for your career goals
- Gain an introduction to Masters level study
- Earn a University of Birmingham Postgraduate Microcredential Certificate upon successful completion of the course
- Students that successfully pass may be offered admission and recognition of prior learning for a full masters pathway at the University of Birmingham
- Alumni status with the University of Birmingham

Clear all

Q Search for a course

SEARCH →

POSTGRADUATE	Study pattern	Delivery format	
<a href="#">Adult Learning Theory and its Application to Multidisciplinary Healthcare Simulation Learning and Teaching</a>	Part time	In person	>
<a href="#">Advanced Clinical Decision Making</a>	Part time	In person	>
<a href="#">Advanced Physical Health Assessment</a>	Part time	In person	>
<a href="#">Advanced Statistical Methods</a>	Part time	In person	>
<a href="#">Analyses of Clinical Trials, Interpretation and Communication of Trial Findings</a>	Part time	In person	>
<a href="#">Applications of Genomics in Infectious Disease</a>	Part time	In person	>
<a href="#">Applied Data Science for Learning Environments</a>	Part time	Online	>
<a href="#">Bioinformatics, Interpretation and Data Quality Assurance in Genome Analysis</a>	Part time	In person	>



# Case study – BBS, MBA

## Other universities:

Edinburgh - MBA Option courses include: Innovation Management and Design Thinking; Managing Stakeholder Communications; Negotiations; New Venture Creation; Project Management; Psychology of Investments and Financial Decisions; Strategic HR and the New Economics of Personnel.

LSE – MBA Essentials online, 10 week course, online, recruiting hundreds of students

Imperial College London - online Professional Certificate in Pre MBA Essentials for Professionals via Edx.

US, Canada and Australia:

University of Toronto (MBA Essentials); Rutgers Business School in New Jersey (18 mini-MBA programs); The University of Illinois Gies College of Business (MBA Essentials Certificate Course); Columbia (Management Essentials); Deakin University (MBA Masterclasses / electives); University of South Australia (Leadership Development); Babson College (Certificate in Advanced Management MBA pathway); Bentley University (Essentials of Management Mini-MBA); HEC Montréal (MBA Essentials); York University's Schulich School of Business in Toronto (Essentials of Management mini-MBA); McGill University (mini-MBA).

2021 – Centenary Square  
MBA Essentials – in person, 4 days, priced pro rata  
module fee



POSTGRADUATE MBA Essentials - Advanced Leadership	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Advanced Strategy	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Corporate Communication	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Entrepreneurship and Innovation	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Management of Change	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Project Management	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Service Operations Management	Study pattern Part time	Delivery format In person	>
POSTGRADUATE MBA Essentials - Strategic Procurement and Supplier Management	Study pattern Part time	Delivery format In person	>

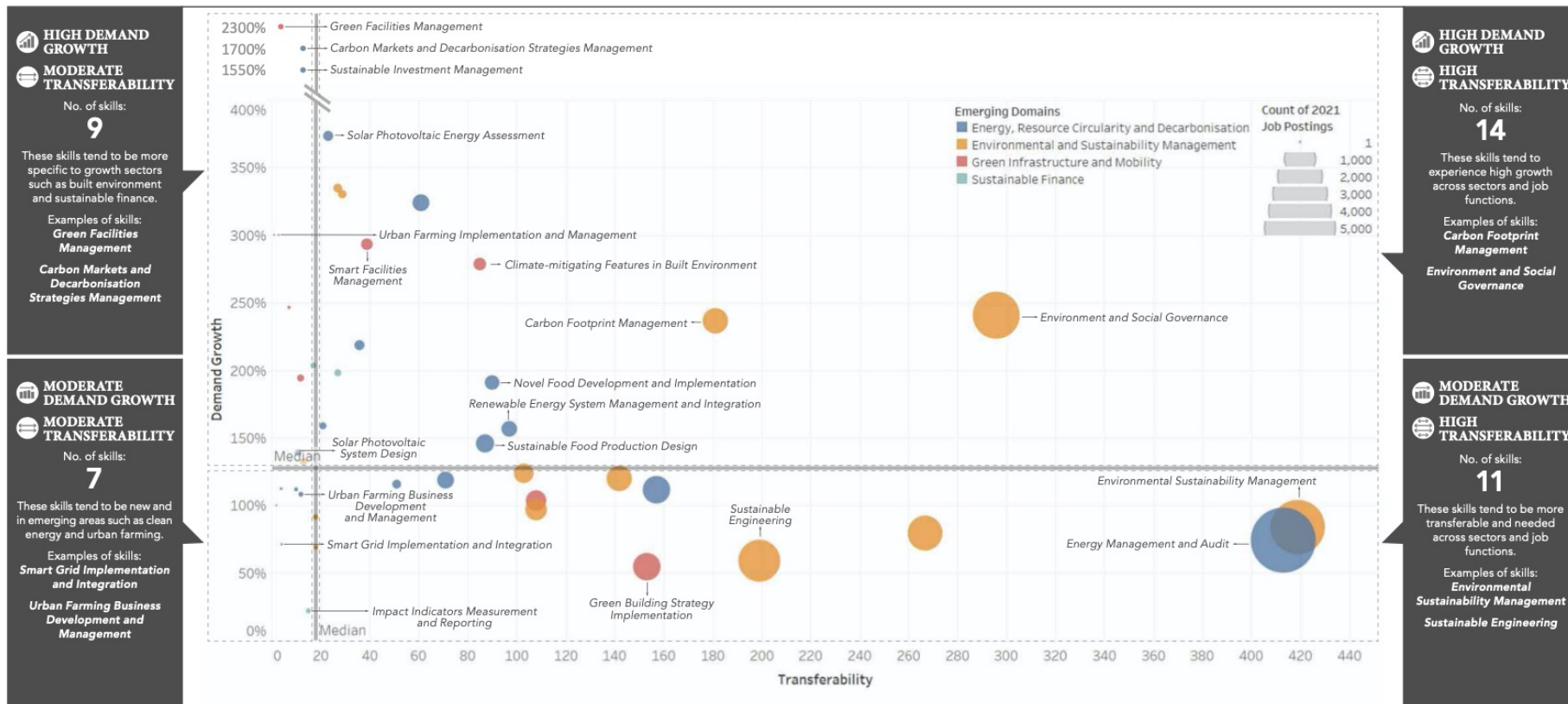


# Our Markets

## SkillsFuture Singapore (SSG): Government policy on Lifelong learning

SkillsFuture credit S\$500 opening credit (over 25 years old) + One-off top up S\$500 for reskilling/upskilling + Additional mid-career support (40-60yo) for career transition programmes

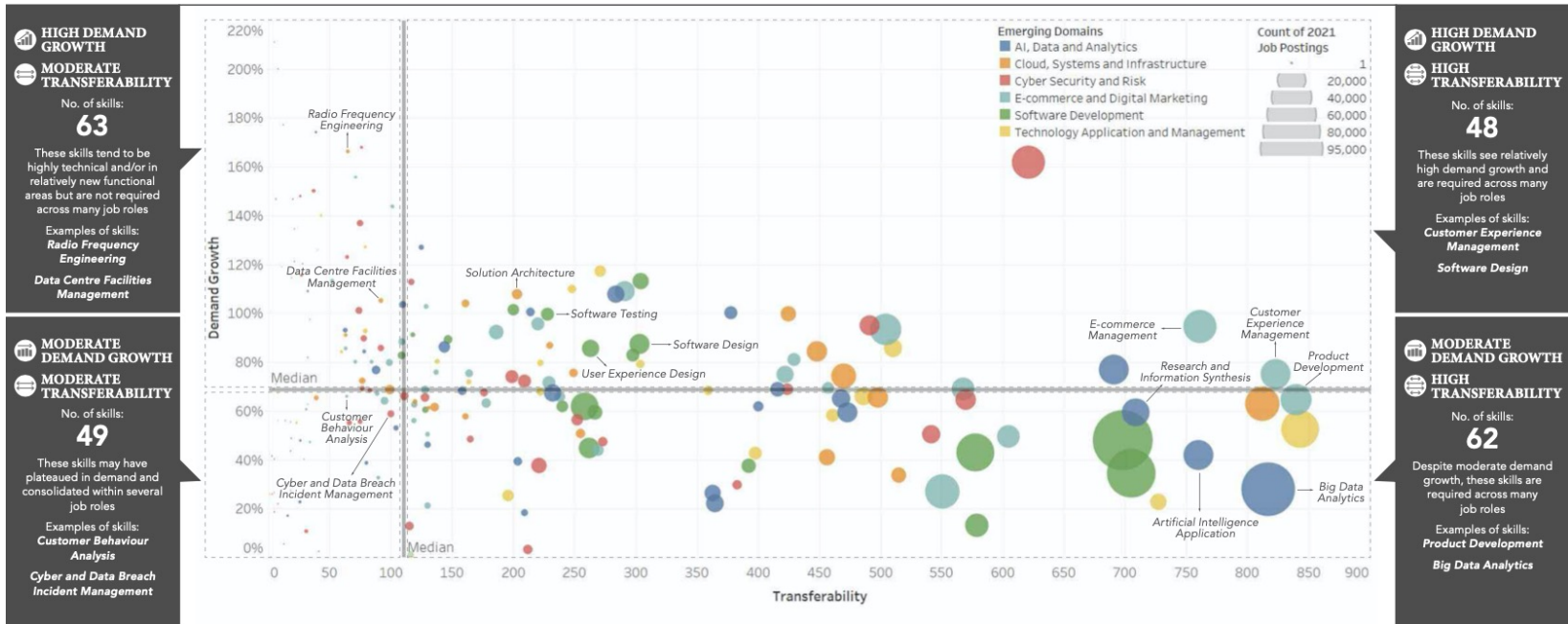
Priority skills refer to skills that citizens can prioritise to gain access and thrive in the emerging domains. These skills were derived from SSG's National Jobs-Skills Intelligence engine and validated via expert input from industry, academia and sector agencies. Demand growth (y-axis) refers to the compound annual growth rate of job postings (2018 to 2021) that mentioned a given priority skill. Transferability (x-axis) refers to the total number of unique job roles from job postings (2018 to 2021) that require a given skill. Refer to the Methodology chapter for further details.







# Our Markets



## CARE ECONOMY

Emerging domains:

- Person-centred Care
- Collaboration with Stakeholders
- Teaching and Learning
- Health and Wellness



# New offering (potentially)

- Redesigned MBA – new modules (electives only)
- New delivery – more flexible
  - (blended): online synchronous, online asynchronous and on campus 2.5 days
  - Online exclusive (distance learning MBA)

## Digital Marketing

Corporate Communication and Reputation Management

Entrepreneurship and Innovation

International Business in a Complex Environment

Change Management

Crisis and Resilience Management

Fintech, Digital Finance and Blockchain

## Business Model Innovation

Private Equity and Financing Start-Ups

Project Management

Services Marketing

Cooperative Strategy and Systems Thinking

### Clinical Leadership Modules:

Leading Clinicians

Digital Healthcare

Governance, policy and regulation in health organisations

### Engineering Leadership Modules:

Safety Critical Systems

4th Industrial Revolution, AI and Data

Engineering Sustainability

Doing Business in the **Middle East**:  
Energy transition and post-oil economies (**Dubai**)

The future for **Southeast Asia Economies**: regionalisation and de-globalisation (**Singapore**)

International Business Experience:  
Doing Business in Mexico (**Mexico**)

Global Marketing Consultancy:  
International Residential (**Europe**)

Enabling Sustainable Business  
Transformation (**UK**)



# Market research - alumni

## **Future of Work**

When asked to consider which 4 issues will have the greatest impact on their industry over the next 5 years, the top 4 responses were:

1. More automation/investment in technology
2. Customer demand for sustainability/responsible business practices
3. Shortage of talent/difficulties in recruitment
4. Greater demand for more flexible/hybrid working opportunities.

## **Potential favourites:**

Business Model Innovation  
Change Management  
Entrepreneurship and Innovation  
Crisis and Resilience Management  
Fintech, Digital Finance and Blockchain  
Cooperative Strategy and Systems Thinking

## **Delivery mode:**

Blended mode (online + on campus) (80%)  
Exclusively online (20%)

## **Cost Expectations:**

- 23% aligned with our potential pro rata module fee
- 32% expect to pay half the potential fee
- 30% expect to pay 25% of potential fee



# Market research - alumni

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## Other findings

- There is still confusion about what micro-credentials are;
- 'professional certificates are very competitive';
- As the level of specialisation needed continues to increase, more targeted, in-depth courses are needed (i.e. tech skills);
- Stackability is encouraged;
- Some consider not only the content, but also who delivers it (i.e. lecturing staff, industry involvement etc)



# IN GROUPS – 20 mins

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1. **What is the experience around the table?**
2. **Successes and failures: in which area, why**
3. **Potential future solutions / institutional barriers, limitations**

**DEBRIEF 15 mins**



# Extra...

- **The Need:** Are the knowledge, skills, and abilities included in the micro-credential important in the market?
- **The Value:** What value does the micro-credential have for people (save time, save/increase money, mitigate risk, achieve recognition, etc.)?
- **The Evidence:** What evidence is used to demonstrate achievement of competencies?

Micro-credential design concepts address core questions about:

- **Audience:** Who is the micro-credential designed for?
- **Drivers:** Why is the micro-credential needed?
- **Value Proposition:** What value does the micro-credential create for people?
- **Offering:** How will the micro-credential be packaged and delivered to people?
- **Competencies:** What are the knowledge, skills, and abilities, that make up the micro-credential?
- **Name:** What will the micro-credential be called?