Creating the Schools and Learning We Need—
*In Class and Online*

Raymond J. McNulty

January 23, 2013
A history of helping working adults

In 1890, a newspaperman named Thomas J. Foster recognized that working adults needed a more convenient way to learn advanced skills. He developed the distance-learning method to help anthracite coal miners become mine superintendents and foremen.

The school became a stunning success. By 1945, 5,000,000 students had enrolled in Penn Foster training programs. Today, that number has grown to more than 13,000,000. In fact, Penn Foster is now one of the oldest and largest distance learning institutions in the world.
Creating a range of on ramps for learners on their path to training, reskilling and achievement

- **High School**
  - Largest high school in the U.S.
  - 43,000 Students

- **College**
  - Degree programs in high growth technical careers.
  - Best value associates degree options
  - 28,000 Students

- **Adult**
  - 200+ certification and diploma programs. #1 market share in career-focused distance learning
  - 63,000 Students
Notable Penn Foster alumni

- **Chrysler**: Former President, Walter Chrysler
- **GM**: Former President, Charles W. Nash
- Designer of first successful Ford Car, O.E. Barthel
- **Borg-Warner**: Former President, Charles S. Davis
- Builder of the George Washington Bridge, HW Morrison
- Dean of Graduate School at Penn
- Former Sec of US Navy, Dan Kimball
- **Time Magazine**: Former Publisher, James A. Linen, III
- **Federal Reserve Bank of Boston**: Former President, R.E. Flanders
I Am Not An Expert!

I do not have all the answers......

But........
“The future is not some place we are going to, but one we are creating.
The paths are not found, but made, and the activity of making them changes both the maker and the destination.”

--John Schaar
Schools Are Improving

School Improvement
Schools are Improving

Changing World

School Improvement
The primary aim of education is not to enable students to do well in school, but to help them do well in the lives they lead outside of school.
"The concept of an 'average American' is gone, forever. The average American has been replaced by a complex, multidimensional society that defies simplistic labeling."

- demographics expert Peter Francese
The one size fits all school that took its present shape in the 1930’s was a poor fit with the reality even then. In the twenty-first century, it belongs in our romantic memories of once upon a time.

John I. Goodlad
“Ideals not Norms”
“EPIC WIN”
Against all odds you create breakthrough.
Systems are challenged today like never before, and the key challenge that we face is results.
In an environment driven by results, the best strategy is to “DEVELOP YOUR PEOPLE.”

Broaden the definition of learning in your system to include adults.

Texas
The focus must be on the way we work.

- **Cooperation** is what was valued in the past. It is about efficiency: “You do this and I will do that.”

- **Collaboration** is where we should focus. It is about shared creation and shared solutions, in which the focus is not on the process but on the specific results, and everyone in the system has responsibility for the results.
Systems Thinking

I’m sure glad the hole isn’t in our end...
WE need to become the AGENTS of change.
According to repeated nationwide surveys,

More Doctors Smoke CAMELS
than any other cigarette!

Doctors in every branch of medicine were asked, "What cigarette do you smoke?"
The brand named most was Camel!

You'll enjoy Camels for the same reasons so many doctors enjoy them. Camels have cool, rich tobacco, rich flavor, and a flavor unmatched by any other cigarette.

Make thisensible test: Smoke only Camels for 30 days and see how well Camels please your taste, how well they soothe your throat or your shaky smoke. You'll see how enjoyable a cigarette can be!

THE DOCTORS' CHOICE IS AMERICA'S CHOICE!

For 30 days, test Camels in your T-Zone" (T for Throat, T for Taste).

www.StrangeCosmos.com
Oh, crap! Was that TODAY?
Why I do this work …

1995
Current System

Something Different
The Horse

The Automobile
Henry Ford quote...

“If I had asked the public what they wanted, they would have said a faster horse.”
Making a better “20th Century School” is not the answer.
First Different - Then Better
Theme

Best Practices and NEXT PRACTICES
Best practices allow you to do what you are currently doing a little better.
Best practices allow you to do what you are currently doing a little better.

Next practices increase your organization’s capability to do things it has never done before.
Sustaining Innovation

Next Practice
Disruptive Innovation
We have a flawed perspective of always listening to our best customers... They tell us how good the system is working for them!
“In the beginner’s mind, there are many possibilities; in the expert’s mind, there are few.”

-Shurnyu Suzuki
First practice must change, then results, then policy.
TRADITIONALLY SUCCESSFUL LEARNERS TO MOST DISTANT LEARNERS

TRANSFORMATIONAL
Developing breakthroughs and inventing things that do not exist right now

TRANSFORMATIONAL

ADJACENT
Expanding from existing to new ways of working

CORE
Optimizing existing systems

Best Practices
Expanding from existing to new ways of working

Next Practices
Developing breakthroughs and inventing things that do not exist right now

TRADITIONAL SYSTEM TO INNOVATIVE SYSTEM TO TRANSFORMATIVE SYSTEM

Solutions to the Dropout Crisis

National Dropout Prevention Center/Network at Clemson University
Theme

Some closing thoughts....
Blended Learning
Flipped Classroom
Blended Models
Important Message

• The threat to your system is not choice, charters, other privates (religious) or funding.

• It is the “Status Quo.”
Re-Imagination of Photography...

THEN...
Dedicated Camera / Manually
Transfer Digital Files / Develop Films

NOW...
(Instagr.am / Camera+ / Hipstamatic...)
Always With You Camera (Smartphone) /
Instant Digital Effects / Share / Sync / Discover
Re-Imagination of Books...

THEN...

NOW...
(Amazon Kindle / Apple iBooks)
Re-Imagination of Learning...

THEN...

NOW...

From learning by listening to learning by doing…
Education and learning will become as much fun as videogames. And we call it ‘full body learning.’

- Bing Gordon
Partner, KPCB
Re-Imagination of Education...

THEN...
Classrooms / Lectures / Reading Materials

NOW...
(Codecademy / Coursera / Khan Academy...) Interactive / Online / Accessible by Anyone Anywhere Anytime
Kids Today

Learn anywhere, anytime, with and from anyone
Always on, always connected, expecting collaboration
Need to be engaged and involved
Demand personalized learning experiences
If you are focused on seat time, you are focused on the wrong end of the student.
Education

The education industry thinks technology adds cost; all other industries use technology to drive down costs.
Education

Education does everything that it always has and then bolts on technology, which is where the added cost comes from. Other industries use technology to change the way they do things, which is where the cost savings comes from.
SUCCESS BY CHANCE
SUCCESS BY DESIGN
Creating the Schools and Learning We Need

Raymond J. McNulty
Chief Learning Officer, Penn Foster
Raymond.McNulty@PennFoster.edu