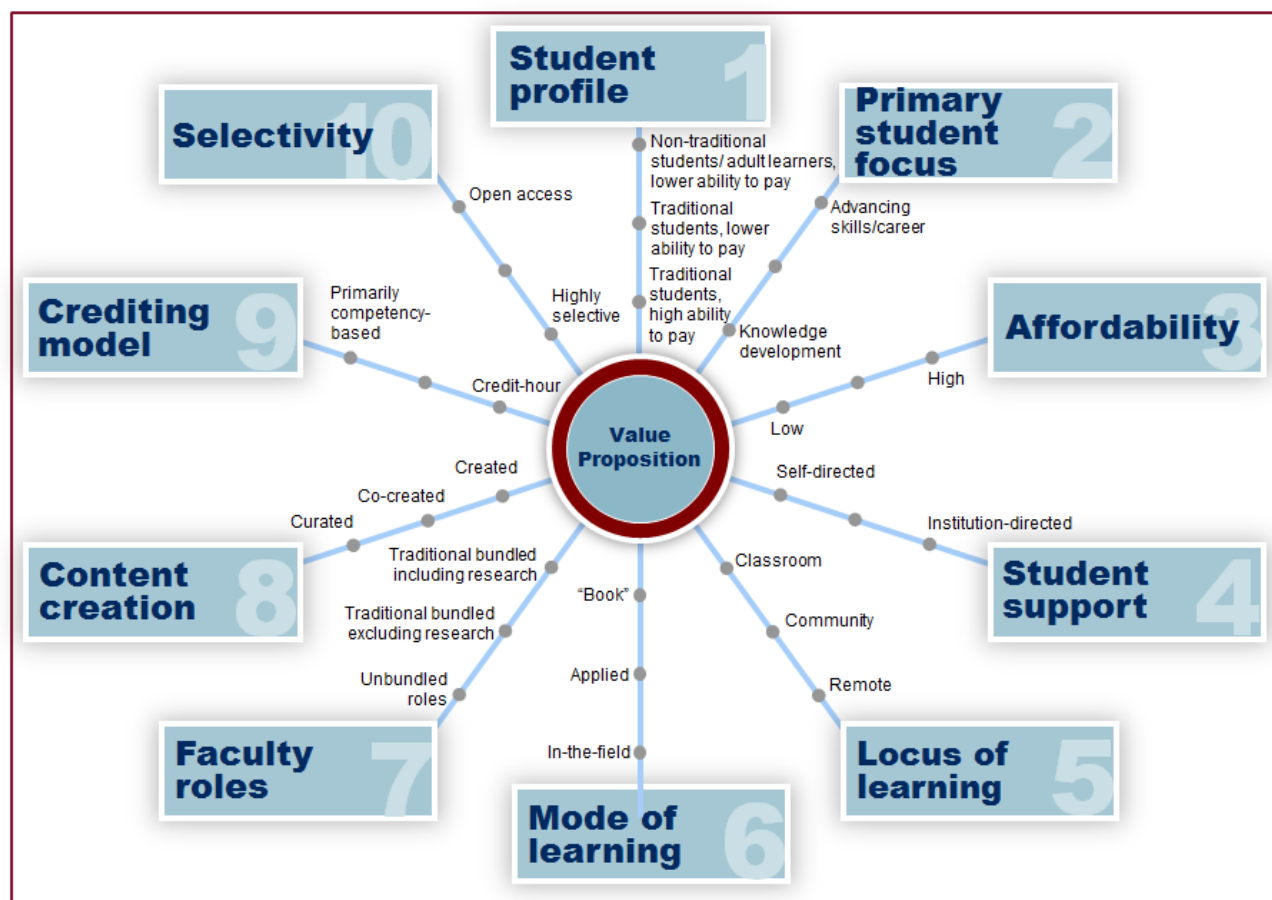


HIGHER EDUCATION TRANSFORMATION

Part 3: Perspectives from the Field



Through in-depth interviews with more than 100 higher education leaders and experts to identify key themes for [successful changes in higher education](#), 10 models of transformational change surfaced that are leading to noticeable results for institutions and students.

The graphic above illustrates a framework of issue areas for institutional leaders to consider explicitly and in relationship with each other to ensure they make decisions that best align with their institution's goals, and help each institution organize and operationalize its value proposition.

Institutional Snapshot | Minerva

The Minerva Project, a for-profit higher education venture founded in 2011, aims to redesign the college experience as we know it.

This bold idea to transform the traditional higher education system came as a response to two trends: (1) the traditional liberal arts education straying from its purpose of developing critical thinking skills, and (2) advances in educational technology.

Minerva used the educational transformation framework to define and narrow their value proposition and ultimately achieved an end-to-end redesign of the traditional liberal arts education by offering rigorous online courses focused on critical thinking skills and a global residential experience.

Students enrolled at Minerva don't attend traditional lecture classes or live on a typical college campus. Instead, Minerva has decoupled the student experience by offering students a global residential experience that enables them to live in seven international cities during college while attending small, interactive, online seminars.

The virtual nature of lectures enables Minerva to choose faculty from around the world with a wide array of experiences and skills. This unique faculty model also provides instructors with the flexibility to develop creative curriculum and courses.

Also, Minerva designs its curriculum and desired learning outcomes around four critical thinking skills. The students' progress toward these skills is then used as a measurement in determining their grades.

By lowering tuition costs and eliminating student quotas, Minerva has been able to appeal to a broader student population. Tuition is \$10,000 per year and admission is offered to all students who meet Minerva's rigorous entrance standards, as measured by two online assessment tests.

In the fall of 2014, 28 students began their college journey as part of Minerva's founding class. And in September 2015, Minerva will welcome a freshman class of nearly 100 students. This growth is in part due to the revolutionary vision behind this higher education model, as well as the work of notable faculty and board members, \$25 million in seed funding, and dynamic institutional partners.

While Minerva has made great strides, questions for the future remain, especially around the scalability and brand recognition in this highly competitive market. For Minerva to succeed, it will need to enroll 7,000-10,000 students over all four years and demonstrate its students' academic and professional achievements.

Minerva is committed to taking these and other challenges head-on toward its goal of redefining higher education and encouraging other organizations to emulate its innovative model.

Guided by the belief that every life has equal value, the Bill & Melinda Gates Foundation works to help all people lead healthy, productive lives. In developing countries, it focuses on improving people's health and giving them the chance to lift themselves out of hunger and extreme poverty. In the United States, it seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life. Based in Seattle, Washington, the foundation is led by CEO Sue Desmond-Hellmann and Co-chair William H. Gates Sr., under the direction of Bill and Melinda Gates and Warren Buffett.

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