

From: [Gardial, Sarah](#)
To: [UI Public Records](#)
Subject: FW: FYI - is the future at Purdue?
Date: Thursday, October 29, 2015 11:18:42 AM

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"It is a waste of important potential if (institutions) do not make use of the special freedoms they have been given...to facilitate change rather than automatically endorsing the status quo...to act and not merely react; to initiate, even to gamble and dare." Waldemar A. Nielson

From: Gardial, Sarah
Sent: Monday, September 23, 2013 5:08 PM
To: 'Wallace, Edward [IWD]'; Kluber, Dawn T; Taylor, Alexander
Subject: RE: FYI - is the future at Purdue?

Thanks for passing this along, Ed.

Very interesting stuff here. In many ways, the “themes” that you see in Daniel’s plan are consistent with discussions that are going on nationally – particularly Texas and Florida – right now. The push to on-line and more cost effective forms of education is alive and well. Unfortunately, we don’t yet have good data about the efficacy, versus the efficiency, of learning under in an on-line environment. Likewise, the discussion of “badges” and other competency-based credentials is being bandied about as a challenge to degree programs based on credit hours. I think we are debating with what “can” be done educationally and what “should” be done. And that is probably a debate worth having. In a world where all expenses are meant to be cut, these issues will not go away.

Interestingly, the Iowa Board of Regents has just asked the legislature to approve our second “tuition freeze” year. This doesn’t mean that university costs are static. It simply means that the state will provide the money to offset higher expenses rather than pass them along to the students. So, tuition freezes do not translate into lower cost of education.

I don’t think anyone exactly knows where all this will end. Clearly, we are at a transition point. My guess is that we will end up with all kinds of experimental models in the coming years. And

hopefully, the beneficiaries in the long run will be the students.

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From: Wallace, Edward [IWD] [<mailto:Edward.Wallace@iwd.iowa.gov>]
Sent: Thursday, September 19, 2013 11:59 AM
To: Kluber, Dawn T; Gardial, Sarah; Taylor, Alexander
Subject: FYI - is the future at Purdue?

Bloomberg

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Mitch 'The Blade' Daniels Takes on Higher Ed

By Paula Dwyer - Sep 19, 2013

The college business model, says Mitch Daniels, is all wrong and deserves to be toppled.

Other than that, he seems to like his new job as Purdue University's president. On Wednesday, he sat down with Bloomberg News reporters and editors for a discussion about college costs, online education and inequality.

Daniels is a former Indiana governor and White House budget director under President George W. Bush, who nicknamed him "The Blade" for his budget-cutting skill. He supports President Barack Obama's call for a better college-rating system. "The ratings of today are worse than none at all, because they tend to encourage bad behavior," he says, "like the more you spend, the better your ratings tend to go." A lot of schools have decided to chase the ratings, he says, resulting in serial tuition hikes.

He doesn't like Obama's idea of federal ratings, however, which he feels could be manipulated. Instead, Daniels would have schools provide better information about graduation rates and post-graduation success -- putting the emphasis on results and costs.

One of his first acts at Purdue: declaring a two-year tuition freeze. Next up is an increased emphasis on Internet classes. Already, Purdue has converted 63 of its larger courses to a hybrid model in which students watch most lectures online. Classes are reserved for projects or other exercises where students have to demonstrate what they've learned.

"We've got to answer the pajamas question," says Daniels, by which he means show how

colleges add value beyond what students can get by sitting at home. He will be watching closely a Georgia Institute of Technology plan to offer an online master's degree in computer science next year. It will cost just \$7,000, versus as much as \$60,000 for the traditional course. The program is being subsidized by AT&T Inc. "If it had to stand on its own, it'd probably cost more," says Daniels.

Lower-cost colleges and easier access, he says, could help address the growing problem of income inequality. Young people whose families "can afford to send them to the finer universities, naturally enough, socialize with each other, meet each other, marry each other, and then they produce children who do the same thing. We're into the second, third generation of this, and it's part of the inequality problem we've got."

Another Daniels initiative will involve some form of graduation test, similar to the bar exam for lawyers, that will determine what students actually learned, versus what grades their professors have given them. "Employers have used the college diploma as a screening device," but it doesn't really indicate what an employer would find useful.

He also envisions a day when students can create their own portfolios of credentials that might appeal to an employer, instead of a traditional college degree. A student could acquire badges, for example, for having passed an accounting test, a statistics test and a management test.

Each one could come from a different college. The result would be a stable of credentials that weren't bundled by one university.

Tenured professors may find that the brave new world of higher education will leave them the same way that blue-collar workers have been left by technology in recent decades -- without a job. Daniels doesn't shy away from that possibility, saying that's progress. While he doesn't oppose tenure per se, he says he would figure out ways to protect academic freedom through long-term contracts with built-in performance appraisals.

Daniels hasn't excluded himself from the pay-for-performance trend. He will receive a portion of his pay only if he meets several criteria, including how exiting graduates do on tests compared with when they came in. (Disclosure: I'm an ex-Boilermaker myself.) He concedes that it could take a few years to get the tests and the data right to really judge how well he is doing. "But why does the Frenchman kiss the lady's hand? The answer is he has to start somewhere."

(Paula Dwyer is a member of the Bloomberg View editorial board. [Follow her](#) on Twitter.)

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From: [Gardial, Sarah](#)
To: [UI Public Records](#)
Subject: FW: Mitch Daniels' letter
Date: Thursday, October 29, 2015 11:13:12 AM

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From: Wilson, Dave [mailto:wilson@gmacc.com]
Sent: Friday, January 25, 2013 10:02 AM
To: Gardial, Sarah
Subject: Mitch Daniels' letter

Hey Sarah

It was great to see you this week at Leadership and to see you thriving. There is a new energy in your voice and a bounce in your step. Here is the link to Mitch Daniels letter that I thought you might like.

Cheers

Dave

<http://www.insidehighered.com/news/2013/01/21/new-purdue-president-outlines-critiques-higher-education>

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From: [Gardial, Sarah](#)
To: [UI Public Records](#)
Subject: FW: Q&A with Rastetter
Date: Thursday, October 29, 2015 11:16:31 AM
Attachments: [Rastetter Q&A Des Moines Business Record.pdf](#)

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From: Thomas, Barbara G
Sent: Wednesday, October 07, 2015 8:20 AM
To: Gardial, Sarah; Anstreicher, Kurt M
Subject: Q&A with Rastetter

Attached is an interesting Q&A with Rastetter from the Des Moines Business Record. I copied and pasted into word and saved as a pdf in case you wanted to share it with anyone (board members?)
BT

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