

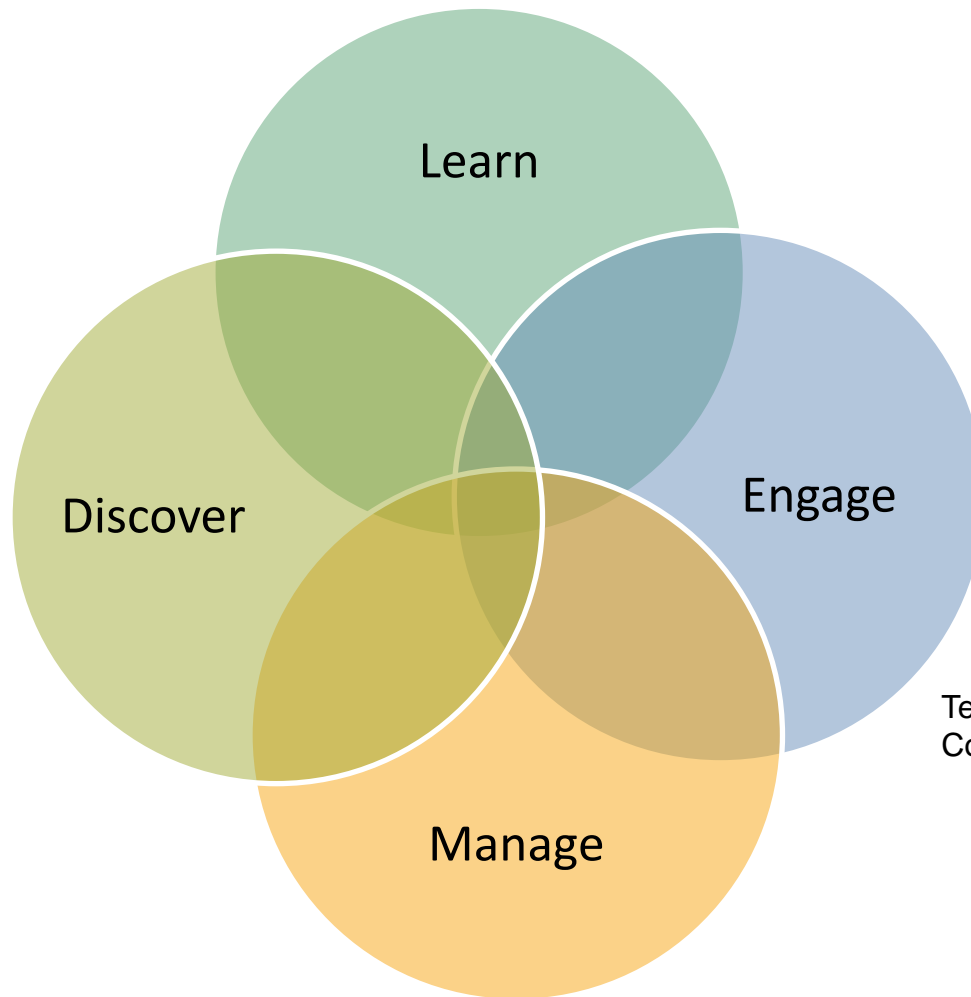
The Future of Higher Education

Roger L Caldwell

March 26, 2012

SHEHRE Meeting, Tucson, AZ

FUNCTIONS OF HIGHER ED



Terminology from Kellogg
Commission: 2001

Ways of Anticipating the Future

Driving Forces of Change

Possible Futures for Higher Education

OVERVIEW – THE BIG PICTURE

Why Study the Future?

- To make better decisions today
- Because you will spend the rest of your life there
- Growing awareness that significant changes will happen

How to Anticipate the Future

- Know something about the past (~ 30 + years)
- Understand key driving forces of change and their implications
- Develop relevant scenarios for understanding possible planned or unplanned futures
- Make realistic assumptions but don't be too cautious and end up moving too slowly

It is Hard to Break Old Habits

- Don't drive on a new mountain road by looking in the review mirror

or, in other words

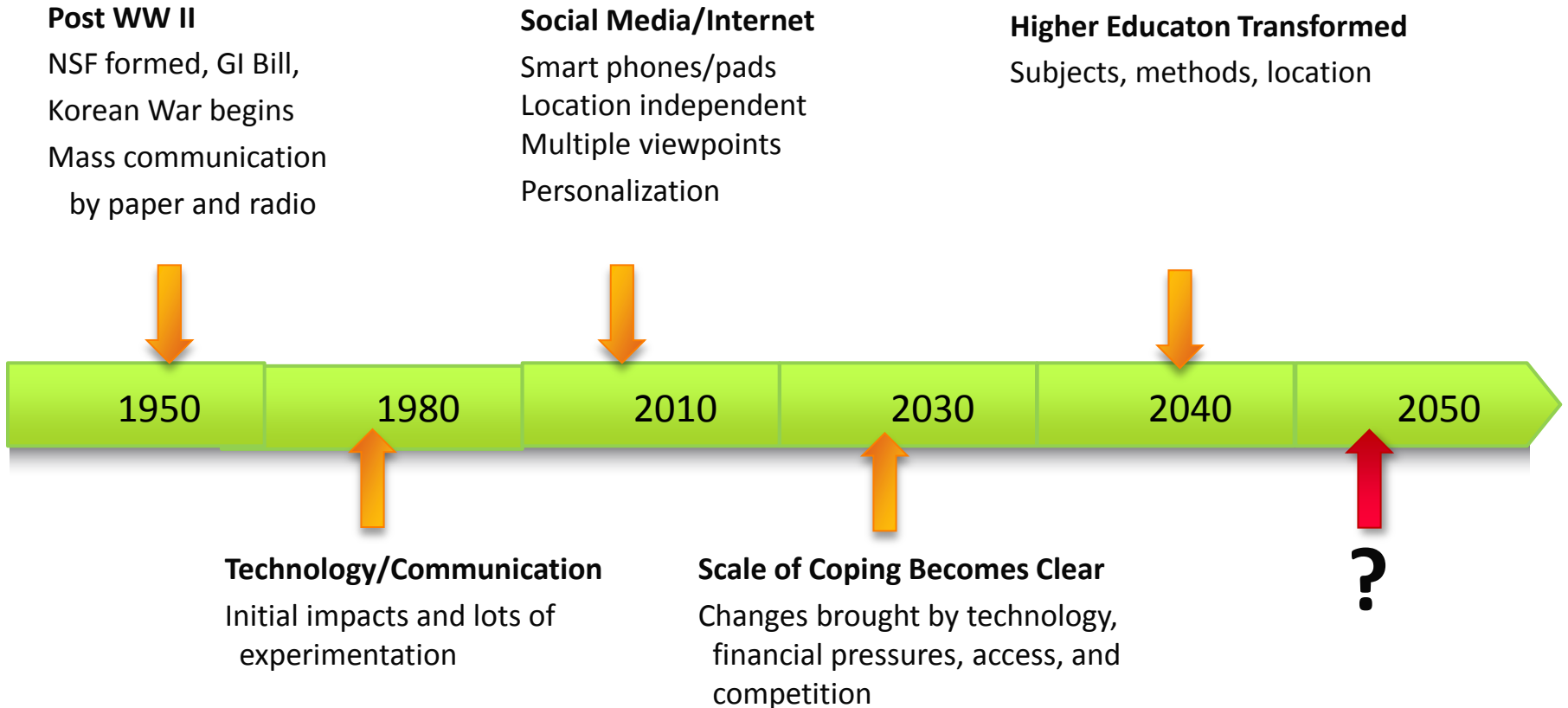
- Don't manage a university in the 21st century by continuing past experiences and expectations

A New Vocabulary

- *Smart (everything)*
- *New Normal*
- *New Rules*
- *Strategic Foresight/Strategic Thinking*
- *Sustainable (broadly defined)*
- *Disruptive Innovation*
- *Amplified individuals/organizations*
- *Ted Lectures and Kahn Academy*

Recent History and Possible Futures

30-Year Increments



Compare the next 30 year period (2010-2040) to the previous 30 year period (1980-2010) and then to the first 30 year period (1950-1980) – the scale and rate of change are increasing each period.

Extra Credit: How did the university of 1850 compare to the one in 1950 to 2050?

7 Driving Forces of Change

1. Economic and Financial
2. Physical and Social Infrastructure
3. Population and Demographics
4. Resources and Environment
5. Science and Technology
6. Learning and Communication
7. Global Shifts – *size, players, politics, economy*

Discussion #1

What if...

- Any person in the world could contact any other person, anywhere, anytime, and cheaply
and
- Any person can find and read essentially any information on any topic, anytime, cheaply
then

How does higher education change?

(How would you have answered this in 1980?)

Words of Wisdom

- A man who wants to lead the orchestra must turn his back on the crowd. -- Max Lucado
- Study the past, if you would divine the future. -- Confucius
- The future influences the present just as much as the past.
-- Friedrich Nietzsche
- Change is the law of life. And those who look only to the past or present are certain to miss the future. -- John F. Kennedy
- You can lead a man to Congress, but you can't make him think. -- Milton Berle

Words of a Lack of Wisdom

- “There is no reason for any individual to have a computer in his home”
 - Ken Olsen, 1977, President of Digital Equipment Corporation, Speaking to the World Future Society
 - Widely quoted but actually referred to homes controlled by a computer, not a “personal computer”
- “Rising Sea Levels Could Threaten 3.7 M by 2100”
 - AP Wire Services, March 2012, widely quoted

Discussion #2

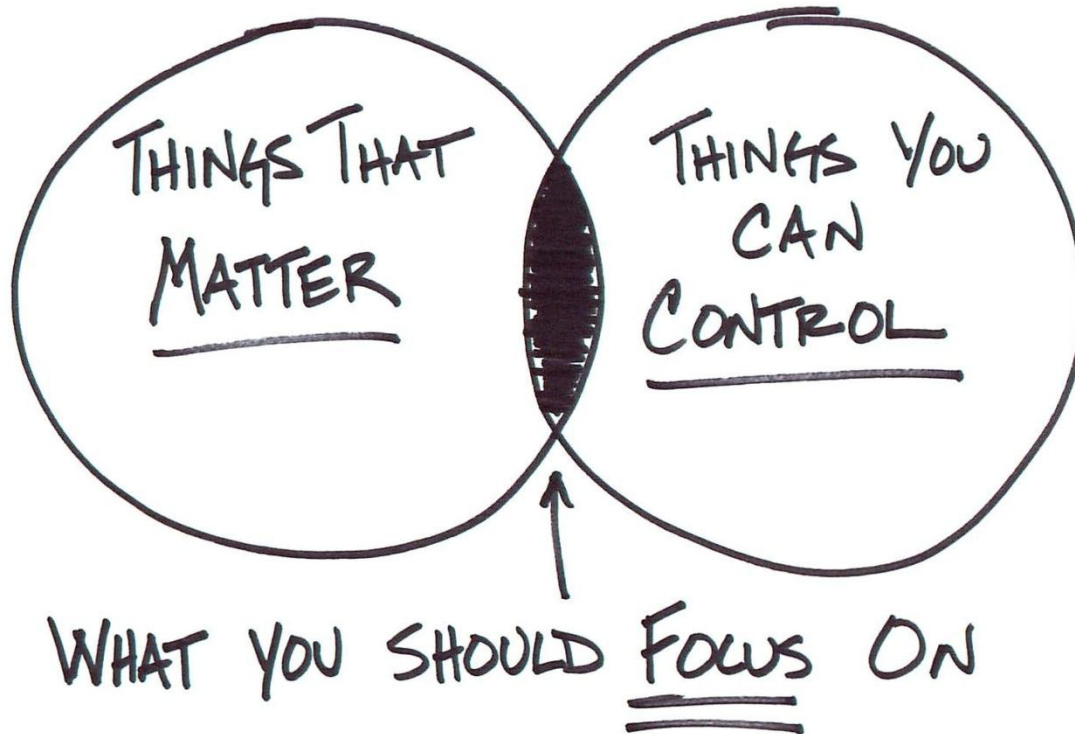
What If ...

- Investment returns are less in the next 20 years than in the last 20 years? (for both institutions and individuals)
- Massive multi-player on-line role-playing games become significant for student learning and stock market automated trading

Cautions

- Watch for group think or over reliance on traditions
- Don't confuse ordinary change with transformational change
- It takes a village to make lasting change
- Simple is good – don't over analyze, over extrapolate, over complicate, or over worry.

Think Strategically



BEHAVIORGAP.COM

How the Mighty Fall

Jim Collins 2009

- Five Stages of Decline
 1. Hubris Born of Success
 2. Undisciplined Pursuit of More
 3. Denial of Risk and Peril
 4. Grasping for Salvation
 5. Capitulation to Irrelevance or Death
- Well Founded Hope (if caught by stage 4)
 - Recovery and Renewal

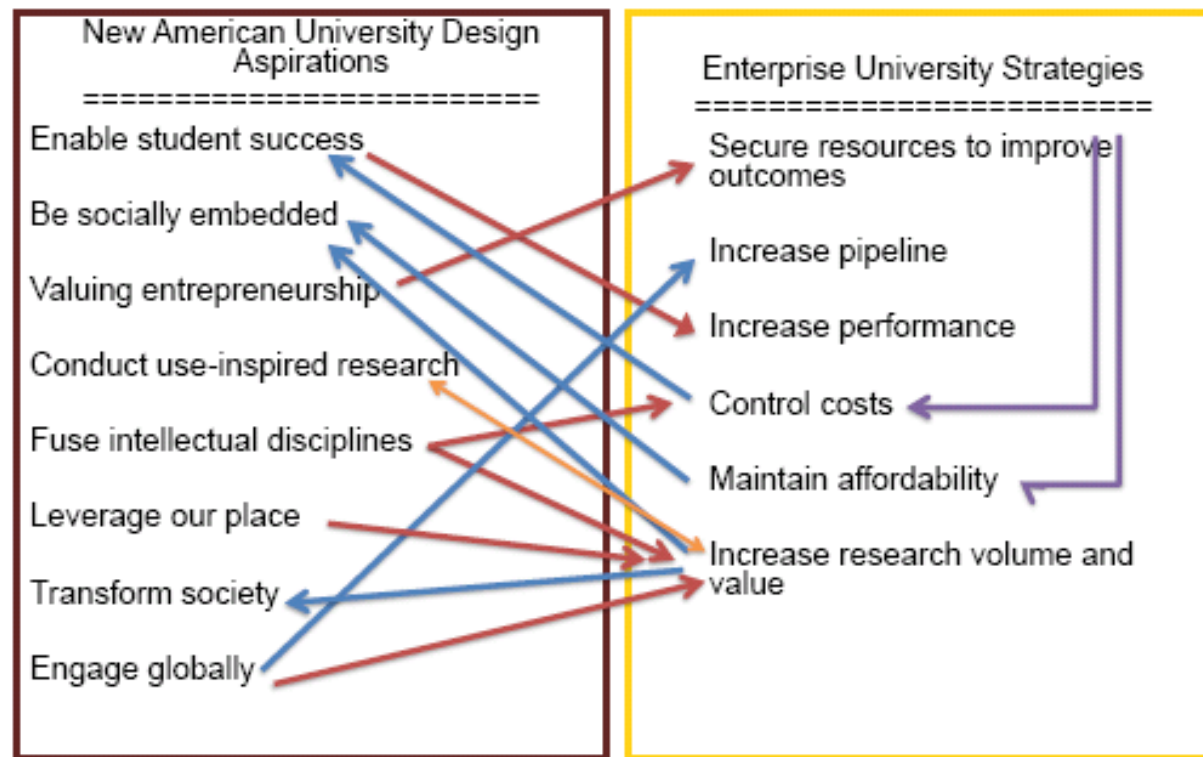
Case Histories for Change or Planning

- **Arizona State University – New President in 2002**
 - New American University – significant change (real strategic plan)
 - 8 Design principles – consistent over time and transforming
- **MIT – Open Course Ware (OCW) Project began 2000**
 - Over 2000 free courses serving MIT students (and others)
 - Reference standard for other universities and students worldwide
- **University of Michigan – The Millennium Project in 1999**, with James Duderstadt, a roadmap to 2017 – the bicentennial)
 - Includes special studies, e.g., the future of the research university

Choose Appropriate Formats:

ASU Aspiration vs Reporting Metrics

The New American University as Enterprise University



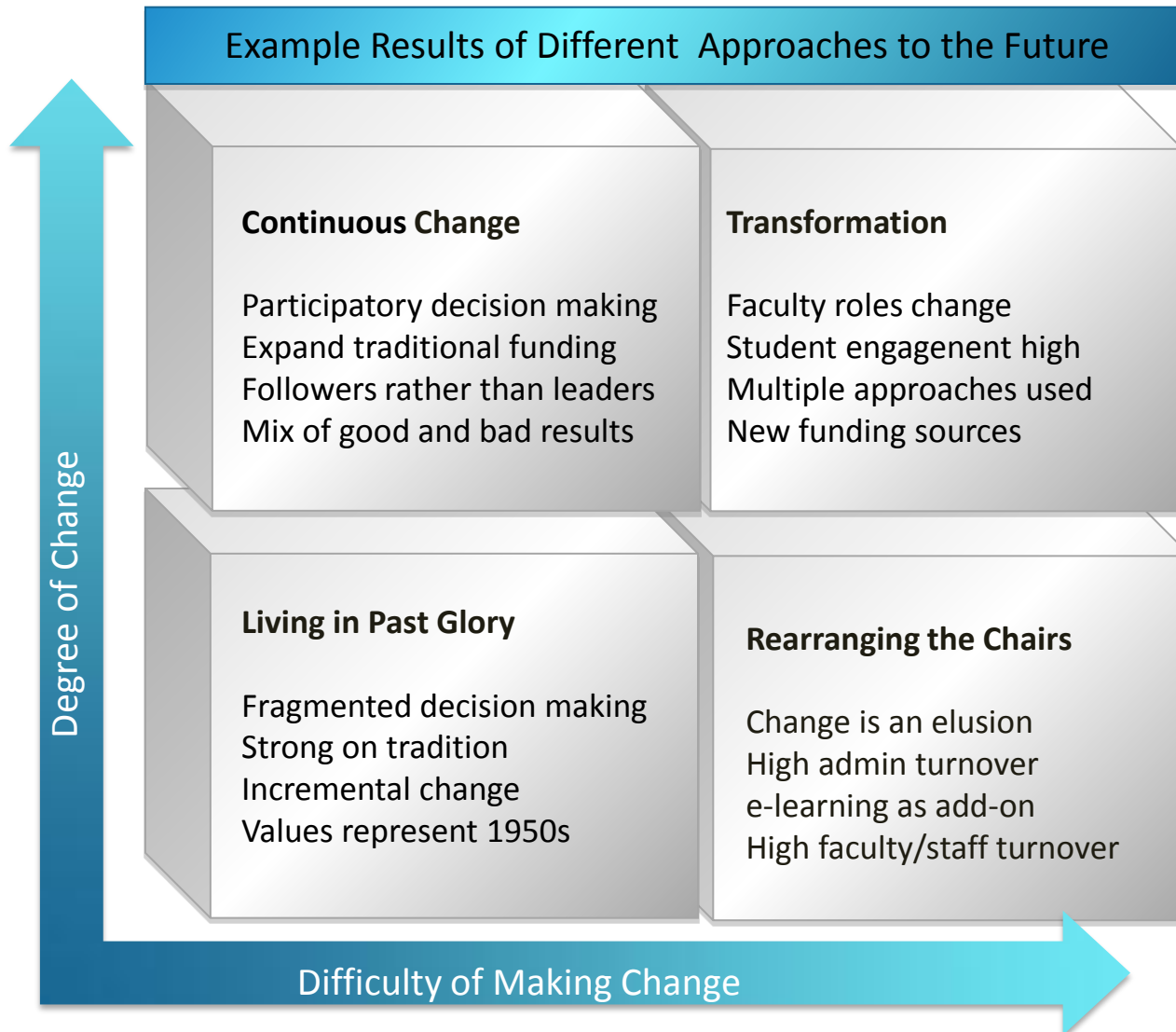
Discussion #3

What if...

A time comes when several significant changes occur at the same time. For example,

1. Federal funds for research and students decrease
2. Learning options permit students to self study much more effectively for many courses
3. Improved analytics, robotics, and communication reduce administrative personnel by 50%
4. Demographic changes – age, experience, values
5. Universities and states cooperate to solve a variety of state-level problems
6. The rapid movement to cloud information storage underestimates the safety of the cloud

Four Scenarios



Characteristics of the Future of Higher Education

- Learning is transformed; students become more like independent agents
- Discovery and engagement involve more non-university partners
- Smart management and flatter organization
- Universities continue a crediting role but credit banks exist to transfer credits
- Funding patterns shift to many new types

So, What is the Future of Higher Education?

- Many futures are possible
 - Major vs minor change in structure and activities
 - Ability to incorporate the currently unknown
 - Wisdom to retain the most relevant of the old
- Leadership is important in many areas
 - Change management
 - Understand the past and anticipate the future

The Need for a New Mindset:

Understanding Transitions Between Eras

- The Problem is that we live in a VUCA world:
 - Volatile, Uncertain, Complex, and Ambiguous
- The historic solutions include:
 - Appoint a committee, watch others, try modifications of past successful efforts, reorganize, 3 envelopes
- A better solution is to be FAIR
 - Flexible, Agile, Innovative, and Responsive

- The university or college of the future will take many forms, and may be quite unlike today
- To predict what it will actually look like is not a productive activity - unless it is for a better understanding of what is possible

See handout for greater details, references
and higher education scenarios about possible futures

QUESTIONS