UNIVERSITY OF TWENTE.

Global Trends in Higher Education

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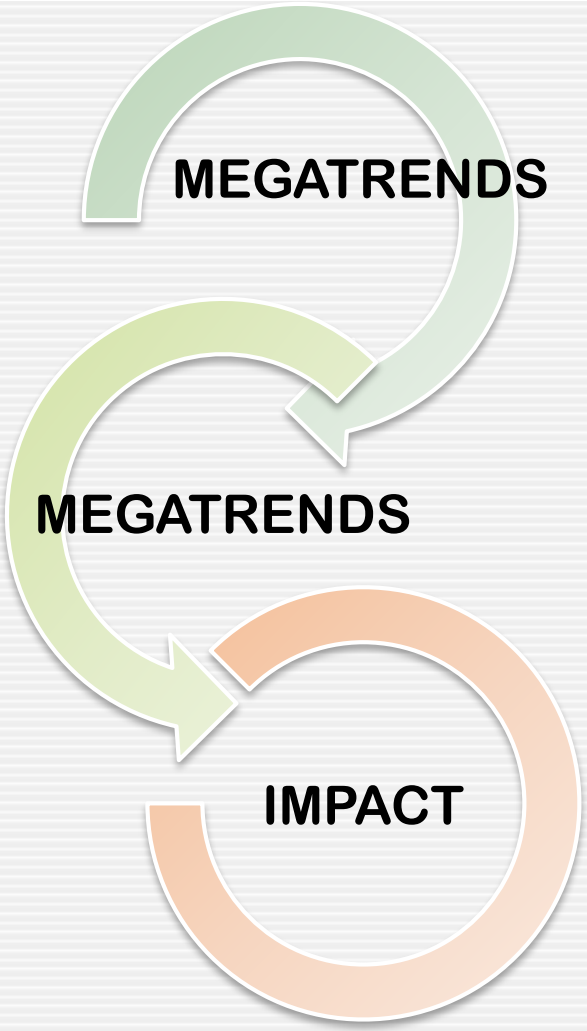
Structure of presentation



- demographic, environmental, economic, social, technological, political
- in higher education
- on higher education

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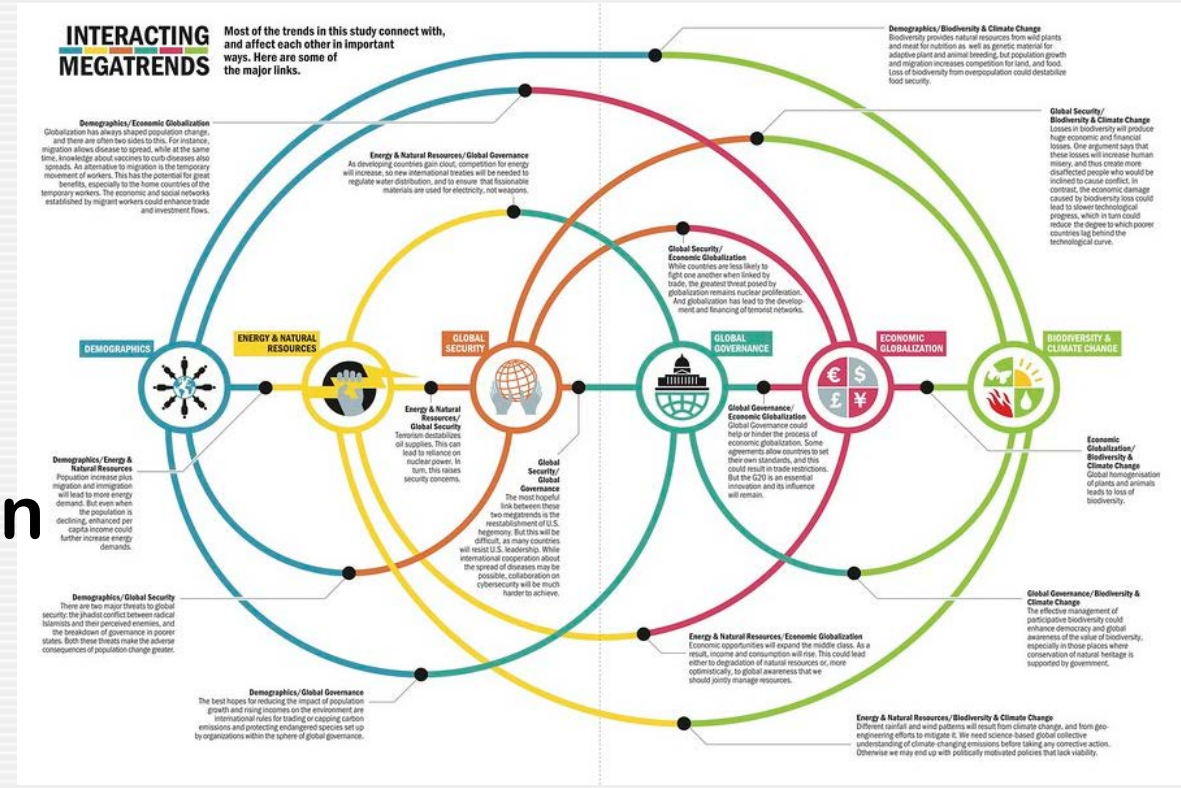
Megatrends: (re) shaping the world

- Demography
- Urbanization
- Inequality
- Climate
- Technology
- Politics
- Individualisation
- Cultures



Purposes of higher education

- Training labour force → learning
- Knowledge creation → research

- Knowledge transfer → innovation
- Knowledge management → organizing

- Social integration and cohesion
- Cultural values transmission
- Critically reflecting on society

- Personal development in society (knowledge, skills, citizenship, awareness)

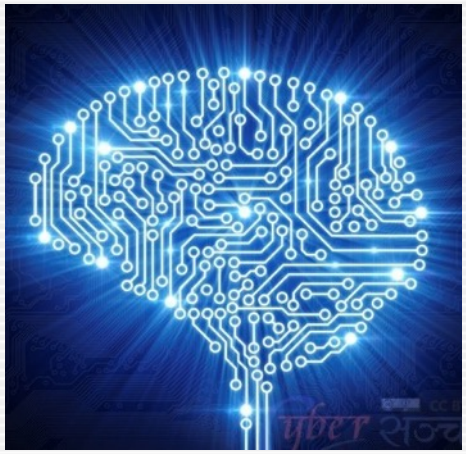
Impact on trends on WHAT and HOW we educate, research and manage

Megatrends (re) shaping higher education

- New technologies
- Sustainable Development Goals
- Continuing growing demand for higher education
- Shifts in political and economic balances

New technologies

- Everyone always online (5G)
- Immersive technologies (e.g. virtual realities)
- Internet of things
- Robotics and automation
- Artificial Intelligence: algorithms, and human decisions
- Data analytics
- Blockchain



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Sustainable Development Goals (1)

Sustainable Development Goals (2)

- SDGs affect education, research and innovation activities
- Education, research and innovation are essential in sustainable development

- SDGs address three broad areas: well-being, environment, economy

- Most evident: SDG 4: 'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all'
- But other SDGs are connected to education and research agendas as well (health, climate, energy, smart cities, …)

Growing demand for higher education

- Numerical stress on existing higher education
- Widening participation
  - How prepared are new students?
- New suppliers respond to 'unmet demand'
- New technologies in education to serve more learners
- Training vs. academic formation ('*Bildung*')
  - different responses for different learners

Shifts in political and economic balances

- **Trading blocks**
  - Affects mobility of students and staff
  - Makes higher education more political
- **Rebalancing of economies and markets**
  - Rise of new countries – new models for economy & society?
- **Populism**
  - Affects trust in society's institutions
- **Migration**
  - Push: poverty, oppression
  - Pull: need for talent in Global North
- **(Religious / racial) conflicts**
  - Free speech vs. freedom of faith vs. academic freedom

Overview of global developments around and in higher education

- Diversity & differentiation
- Changing governance
  - Autonomy, accountability and performance
- Competition & Cooperation
- Public and private
- Knowledge, labour markets & economies
- Digitalisation
- Internationalisation, globalization
- Focus on issues
  - Hypes or trends?

The HE world according to CHEPS 😉

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In pursuit of diversity

- **Diversity at three levels**
  - Different sectors: universities, colleges, specialized institutions, public and/or private institutions, …
  - Differences between institutions: ‘profiling’, ‘branding’, ‘uniqueness’, …
  - Differences within institutions: types and levels of degrees, students, educational formats, …

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Governance at system level

- **More institutional autonomy**
  - Strategic actorhood, empowered institutional leadership
- **Stronger accountability**
  - How is taxpayers' money, or tuition fees, used? What quality do stakeholders get?
- **Steering more based on performance**
  - Contracts, output funding, rankings, benchmarks, naming and shaming, …
  - Increasingly indicator driven
- **Changing role of government**
  - Setting national agenda, setting frameworks, regulating access, correcting imperfect markets, pushing new technologies
- **Increasing austerity**
  - Need for more private investments in education and research

Increased competition

- … for brains: students, staff and (top) managers
  - Excellent students, top researchers and top leaders
  - Aging → scarcity → competition
  - Internationalisation, mobility
- … for reputation: rankings and league tables
- … for funding
  - Public budgets: competition, or particular conditions
  - Larger share of other funding (European Union, industry)
- … for market share
  - New providers of education, (applied) research
  - (virtual) campuses of foreign universities

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More cooperation (1)

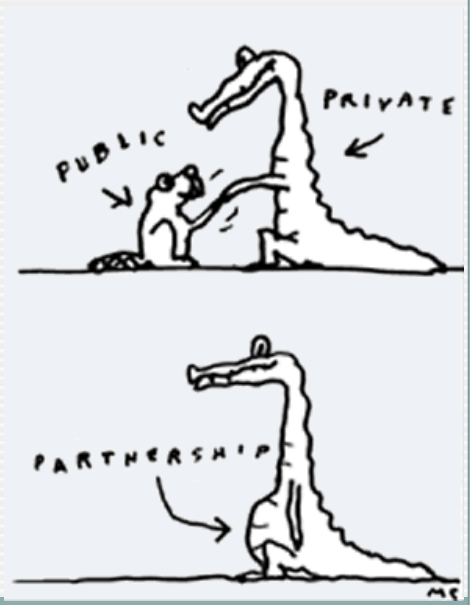
- **Between institutions**
  - To achieve goals you cannot reach by yourself: improved services, reputation, save money, …
  - From temporary strategic alliances, networks, consortia to mergers
  - Public–private partnerships, encouraged by governments, and long-term contract research with companies
  - Contribute to strong regions: science parks, smart cities', 'regional hubs'

More cooperation (2)

- **Within institutions**
  - Academics increasingly work in teams, cross-disciplinary, in international consortia and networks
  - Sharing (research) infrastructures
  - More joint degrees (including PhDs, research schools)
- **With stakeholders**
  - Science service units: academic workplaces where academics, students and industry work together
  - Lifelong learners – collaboration with industry

Public and private

- Shift from ‘public versus private’ to ‘public and private’
- Collaboration between public and private providers / partners
- Opening systems of higher education to new providers
  - Private, new business models
- ‘Privatisation’ and ‘commercialisation’ of university activities
  - Patents, licenses, shareholder in spin offs,
  - Contract education, continuing professional education
  - Outsourcing administration and services, …
- Public funding is limited → substitution from private sources
  - Tuition fees, third party research, crowd funding, alumni, private donors, …



Digitalisation

Education

- Flexibility
- Content
- Didactics
- Assessment
- ‘e-mentoring’

Research

- New technologies
- New areas
- New dissemination: pre-prints, open access, open data

Management

- Standardisation
- Learning analytics
- Information systems
- Focused marketing
- Improved student choice (‘e-advisor’)

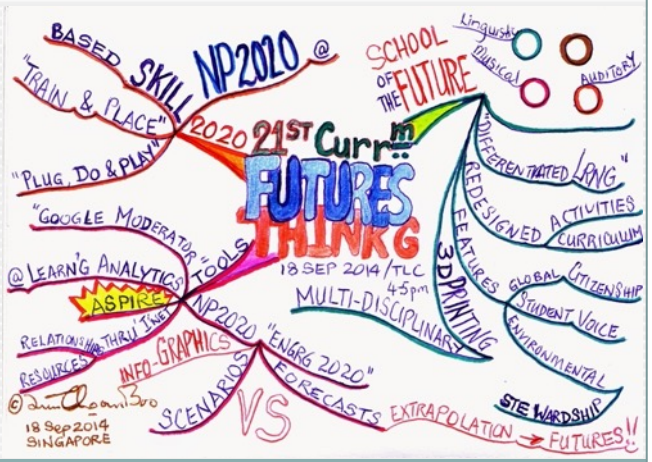
Knowledge, Labour Markets and the Economy

- **Instrumental view on knowledge**
  - University as the engine for the economy
- **Human Capital**
  - Growing need for highly educated / trained people (shift in labour markets)
- **New professions**
  - Knowledge becomes outdated rapidly → How to educate for professions that are not known today?
- **21st century skills**
  - social intelligence, creativity, ability to adapt, innovation, entrepreneurialism, digital competences

Focus on issues: Hypes or lasting trend?

- **Issues arise and higher education institutions are expected to respond**
  - Zigzagging hypes or long-lasting reorientation of teaching & learning, research, management?

  e.g.
  - Socio-economic inequalities within and across countries
  - Demographics: declining regions, urbanization, aging populations, migration,…
  - Grand societal challenges: Sustainable Development Goals, climate change, …
  - Internationalisation – globalisation – *slow*-balisation and rise of regional blocks (Europe, America, Asia, China, …)



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In conclusion

1. Higher education institutions gain different tasks that are not always easy to reconcile
   - Mission stretch, risk of mission overload
2. Expectations on higher education institutions are sky-high
3. Higher education institutions operate in a highly volatile environment