



TRENDS SHAPING THE FUTURE OF UNIVERSITIES

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Thinking Futures

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AIMS

- Talk about some trends shaping the future of universities today.
- Explore ways of thinking about those trends and the deeper forces of **change** underpinning them.
- Not only share the trends, also provide you with some models and frameworks for understanding change, for sensemaking around those trends.
- Encourage your participation too – so be prepared!

TREND = SIGNAL OF CHANGE

- **Trend** = signal that something is changing in the external environment. Usually a grouping of similar events.
- **Hands up** – tell me an important trend shaping **the future** of universities today?





THIS IS WHAT I ASKED YOU TO
DO



Visible Trends

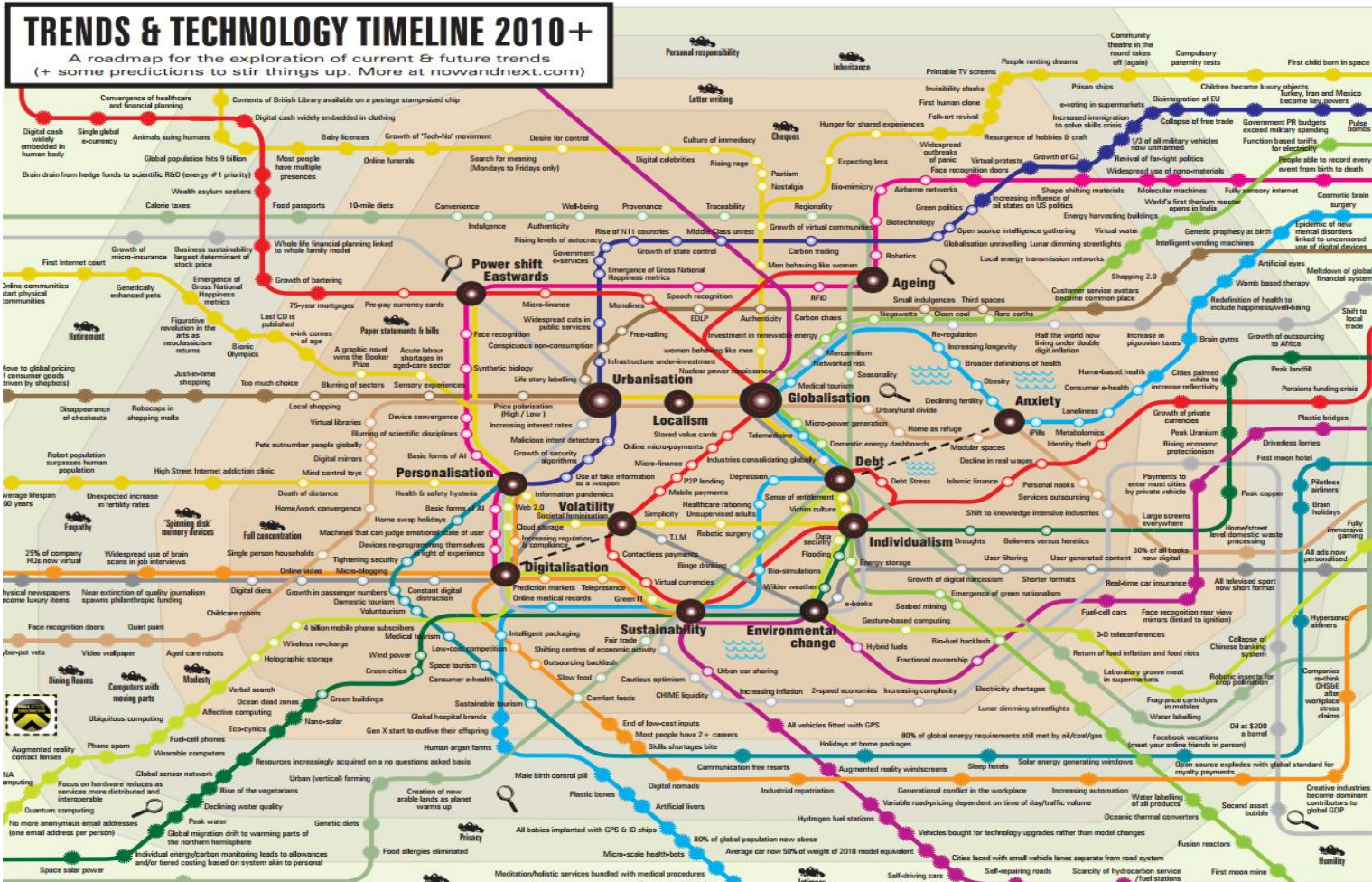
WAS IT USEFUL?



Visible Trends

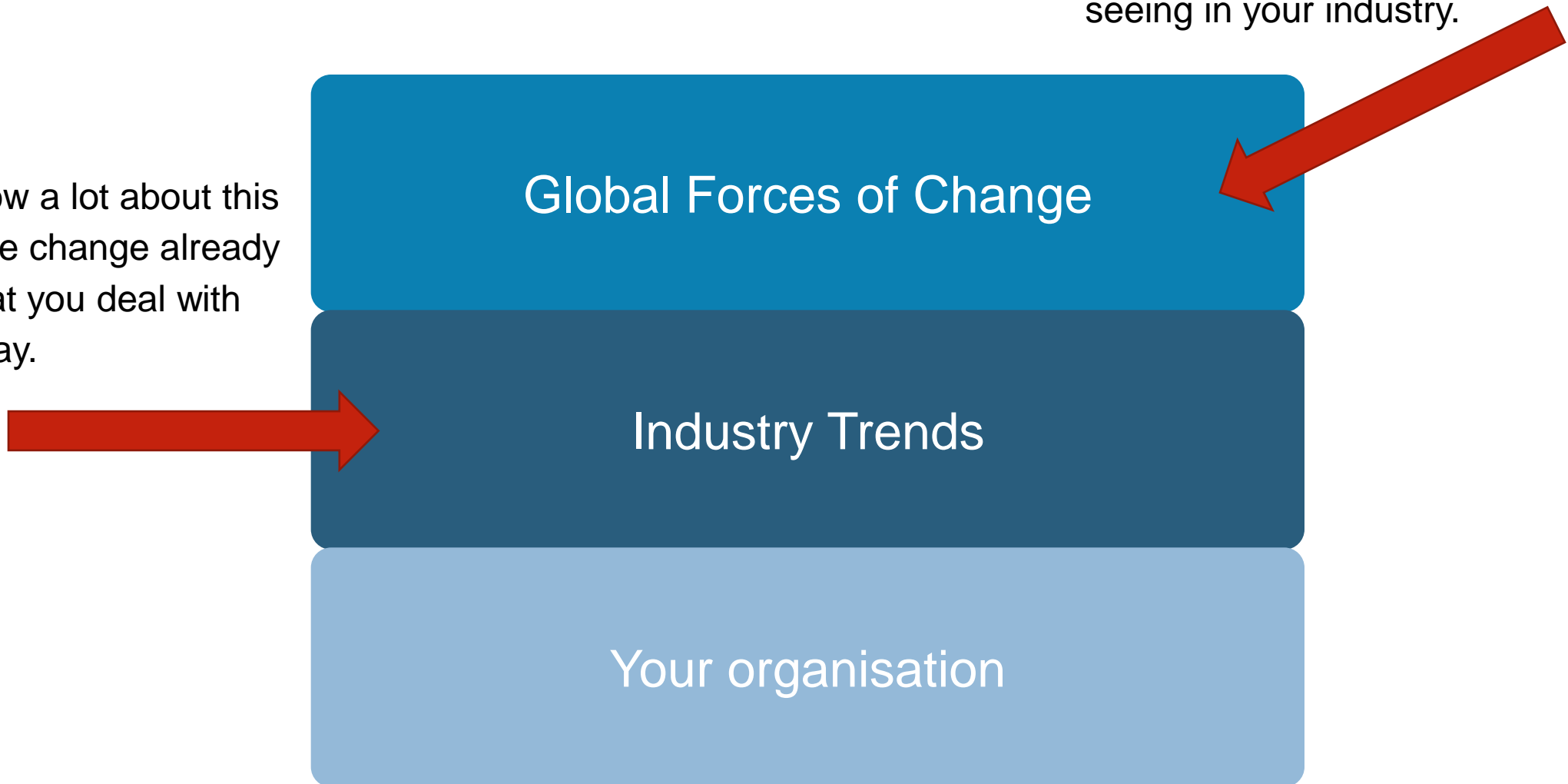
- Not really...
- Why?

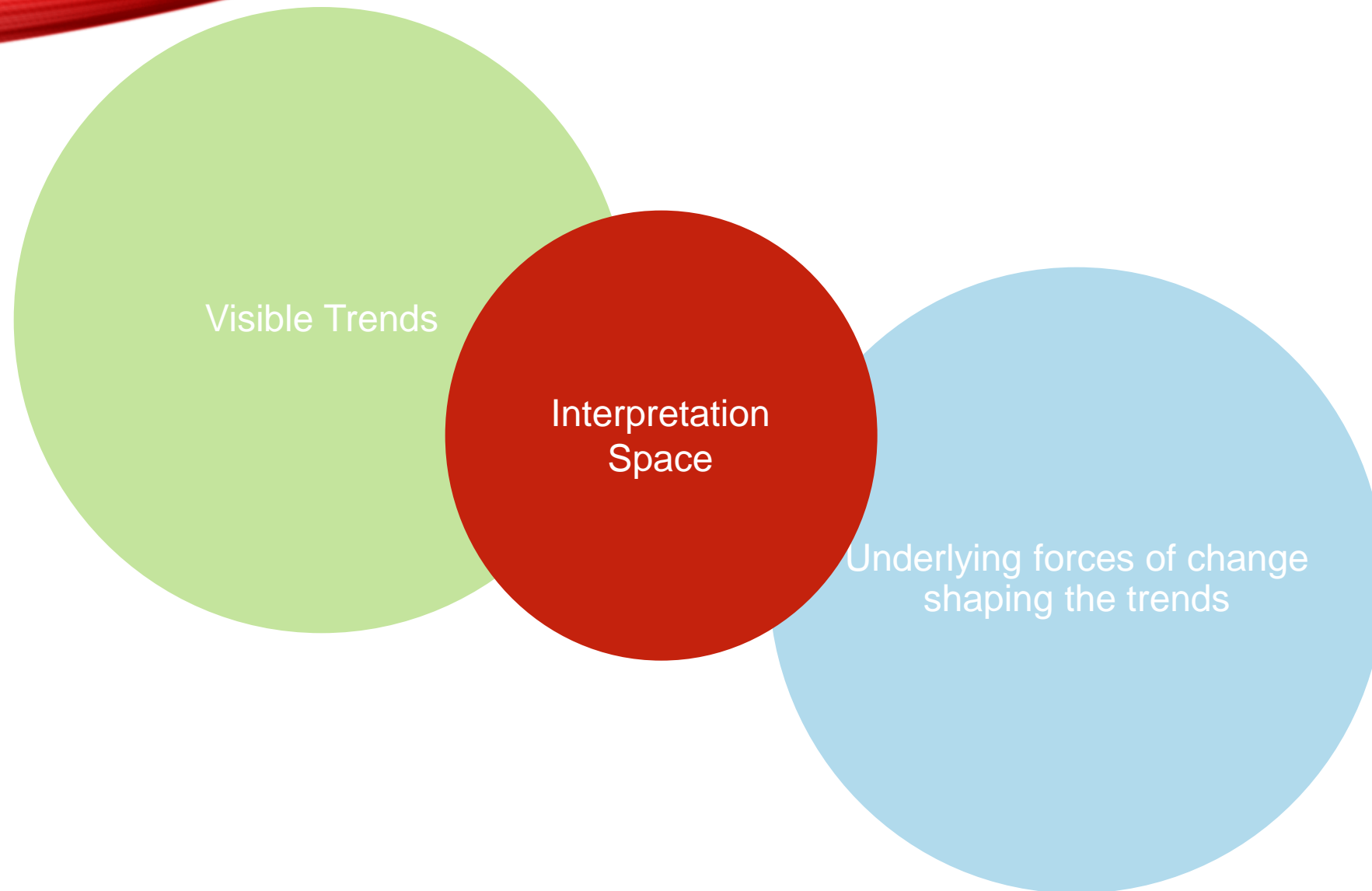
BECAUSE THIS IS WHAT
REALITY LOOKS LIKE



You also need to understand the forces shaping the change you are seeing in your industry.

You know a lot about this – it is the change already here that you deal with every day.







UNDERSTANDING CHANGE

- Understanding trends shaping universities today starts with a deep understanding of change in the environment in which those universities exist.
- And spending time to both seek out signals of change and to interpret those signals.
- STEEP (and variations) is one framework to help you do this.
 - Society
 - Technology
 - Economy
 - Environment
 - Politics

SOCIETY: OPEN OR CLOSED?

- **Demographics**

- Population growth, aging, urbanisation, intergenerational issues

- **Equality**

- Rich-poor gap increasing or decreasing?
- Will we be able to feed the world?

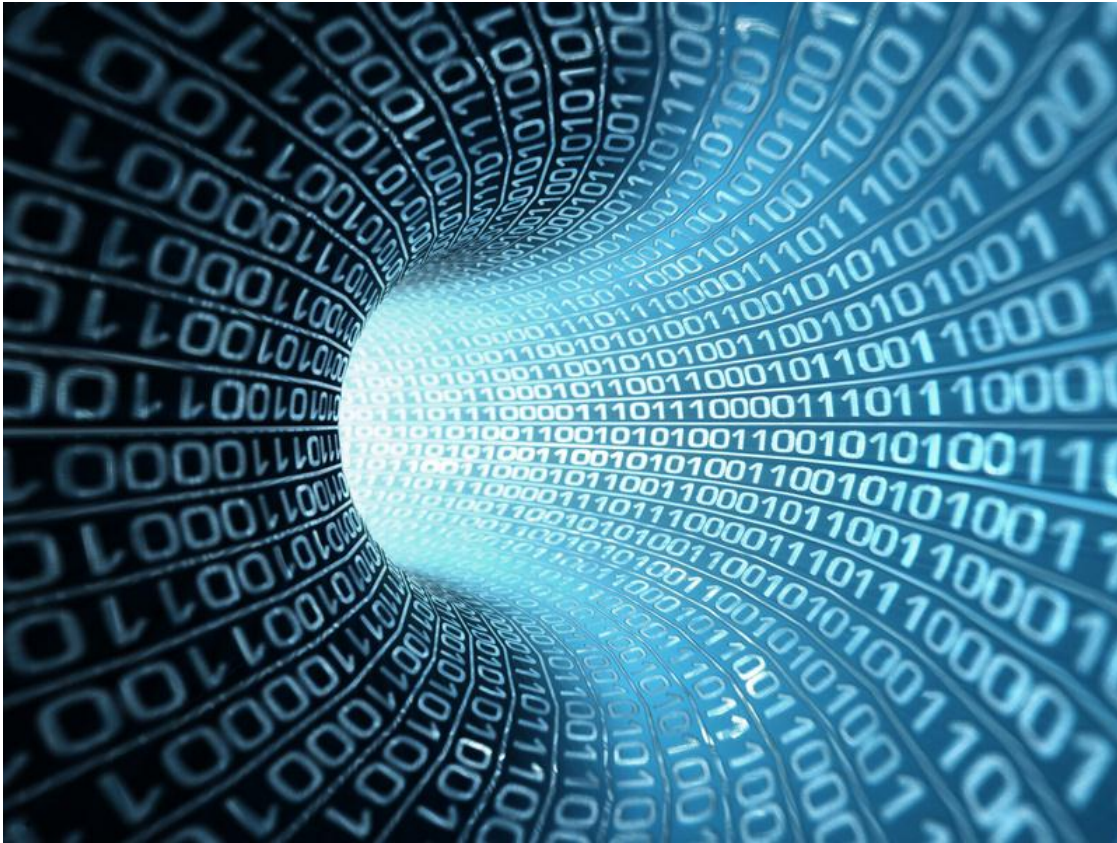
- **Values, behaviours and lifestyles**

- Changing expectations – experience over product
- Increasingly 'eco' based decision making

- Rising importance of **social relationships** – both online/face-to-face
- Shifting views about **knowledge** creation and sharing



TECHNOLOGY: VIRTUAL, SHARED AND COLLABORATIVE



- Internet of things - hyperconnectivity
- Robotics
- Bio...everything
- Big (More) Data and Analytics
- The Cloud
- 3D printing
- Mobile
- Sharing, open and personal
- P2P

ENVIRONMENT: BEYOND THE ANTHROPOCENE



- Climate change
 - How much global warming, by when?
 - Will methane eclipse carbon dioxide?
 - How high will sea levels rise?
 - Will we run out of essential resources?
 - Will the energy transition be a clear and rapid success?
- Will we be resilient enough?

NEW ECONOMY EMERGING



- New forms of capitalism emerging:
 - Breakthrough capitalism
 - Conscious capitalism
 - B-Business
 - Impact Investing
- Collaborative Consumption
- Alternative success measures
- Shift to emerging markets
- Changing expectations about management, work and leadership (failure metrics - <http://blogs.hbr.org/2013/09/how-i-got-my-team-to-fail-more/>)

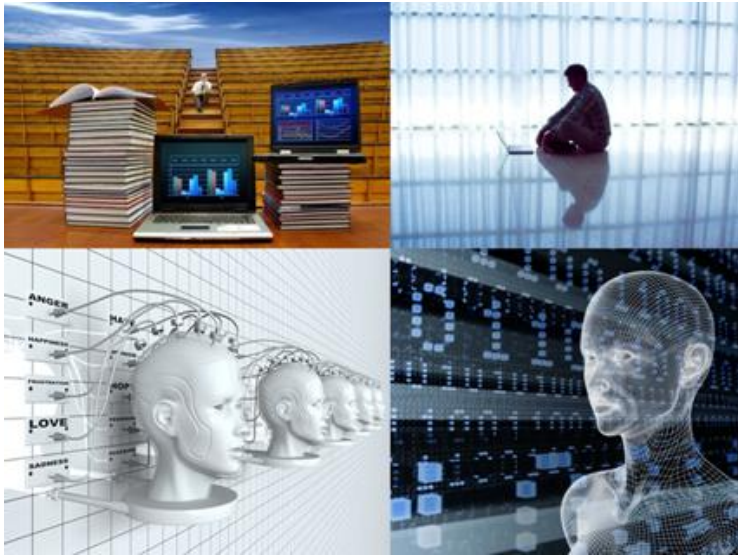


POLITICS GOING GLOBAL



- Geopolitics
 - Cooperation and conflict on a global scale
 - Can effective global governance and law emerge?
- Will managerialism and the market still reign supreme?
- Will governments matter in an open society?

APPLY TO UNIVERSITIES - FOR EXAMPLE



- **Social** – new ideas of the university and learning open, global, gamified, continuous, social & connected
- **Technology** – unbundling teacher-student relationship, use of AI for personalisation, connected learning, MOOC impact
- **Economy** – delivery in the workplace, connecting unis and employers; competencies, new work roles and structures emerging(both academics and managers)
- **Environment** – how resilient with universities be?
- **Politics** – will governments matter and who will fund unis if they don't matter?

EXERCISE FOR YOU

- Talk to some folks around you.
- Identify **a couple of change forces** in two STEEP categories.
- Think about the **impact** of those two trends and change forces, taken together, on your universities over the next 12 years (to 2025).
- *Consider how your university's management systems and structures will need to change to be meaningful and relevant in 2025.*

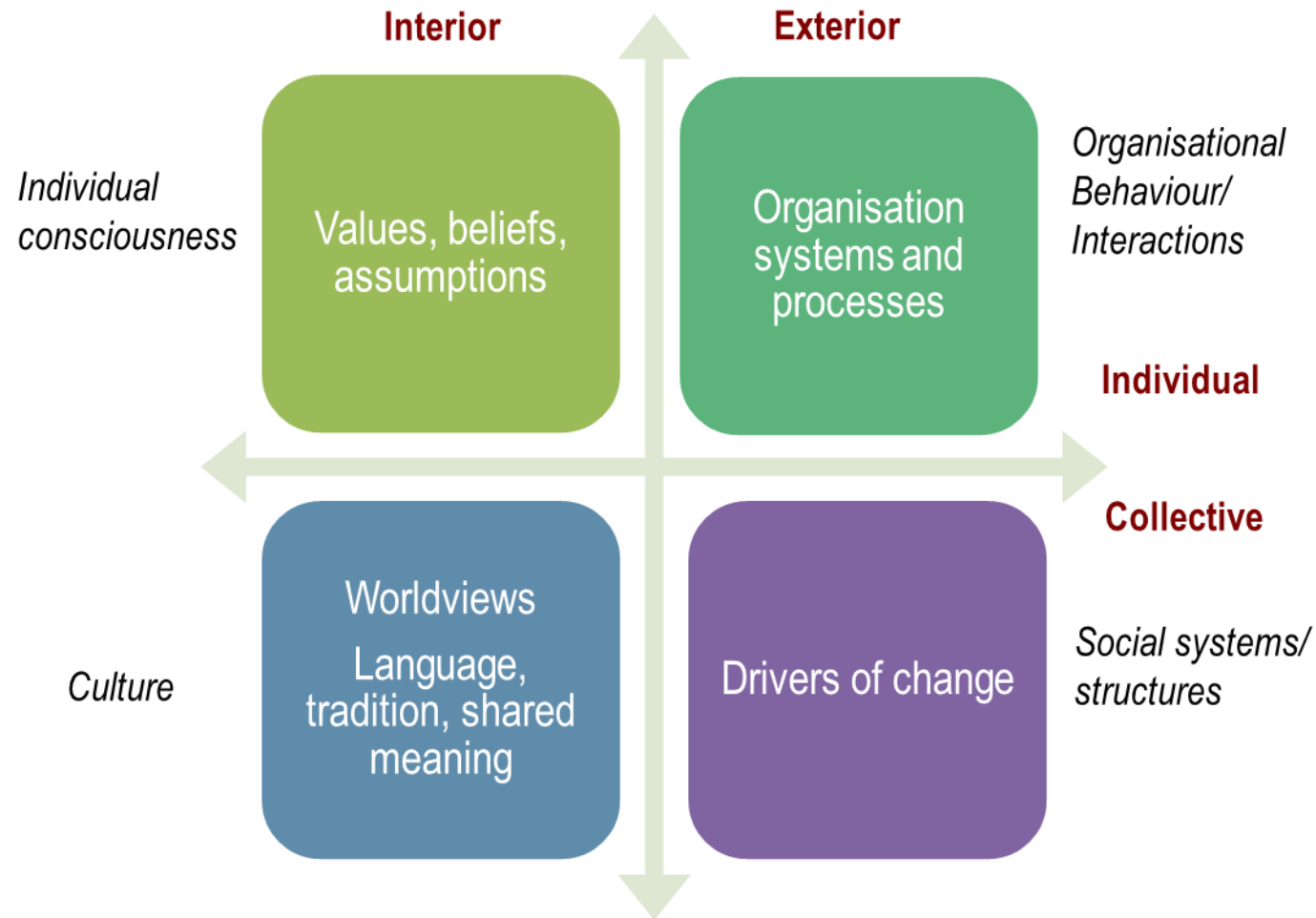




UNDERSTANDING CHANGE

- Understanding trends shaping universities today starts with a deep understanding of change in the environment in which those universities exist.
- STEEP (and variations) is one framework to help you do this.
- Integral theory is another framework

AN INTEGRAL VIEW





Individual mindsets constraining
and/or enabling responses to
change

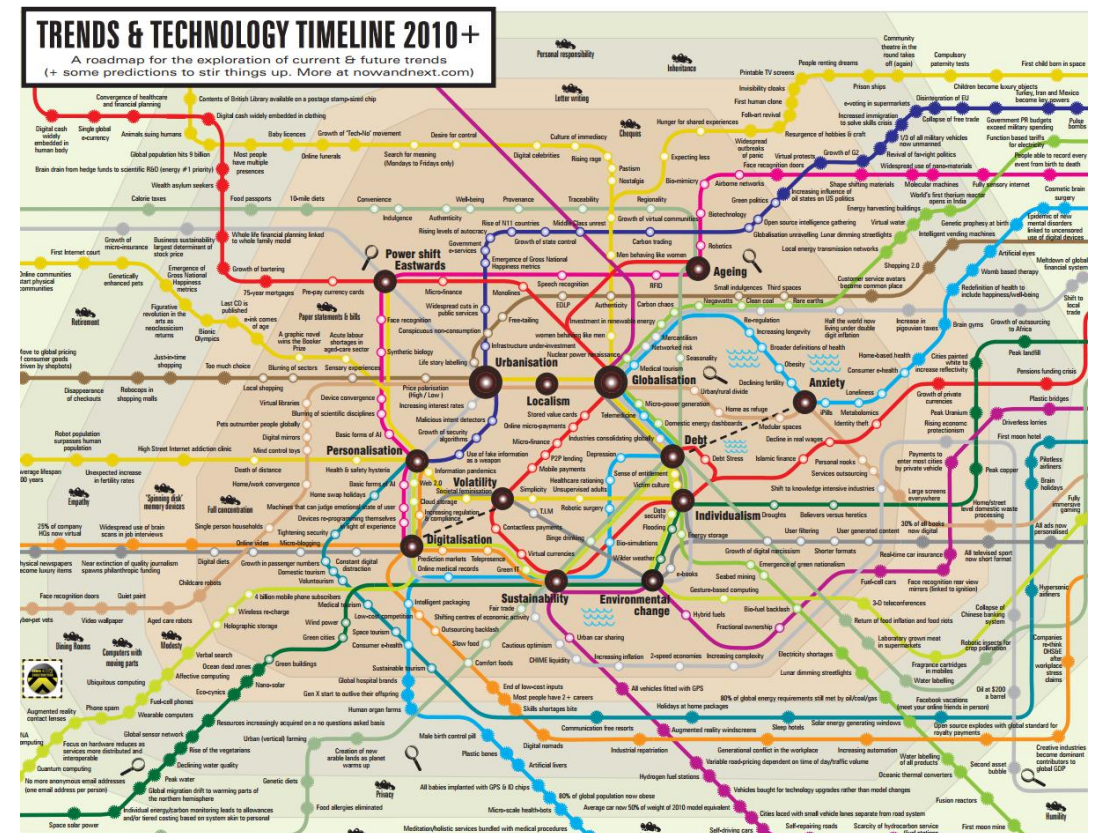
Organisational models/
frameworks to understand change
(strategy)

Organisational culture
constraining and/or enabling
change

STEEP etc
Recognising disruptive change

EXERCISE FOR YOU

- Remember the changes needed to your management systems and structures to be meaningful in 2025.
- Now add in **mindsets** (Upper Left) and **cultures** (Lower Left) to the mix.
- Now add in your organisation's **strategy processes** (Upper Right).
- How **ready** is your organisation to face future change?



ONE COMPLICATION



WHAT'S WRONG WITH THIS STATEMENT?

The future of learning

- Students at Australian universities will continue to embrace both traditional methods of teaching where they attend campus along with online learning based on current research from academia.
- “Utilisation statistics collected at QUT show that students are using both the physical infrastructure, such as traditional computers, and online materials such as recorded lectures in even greater numbers than in the past...”

Campus Review, 29 July 2013

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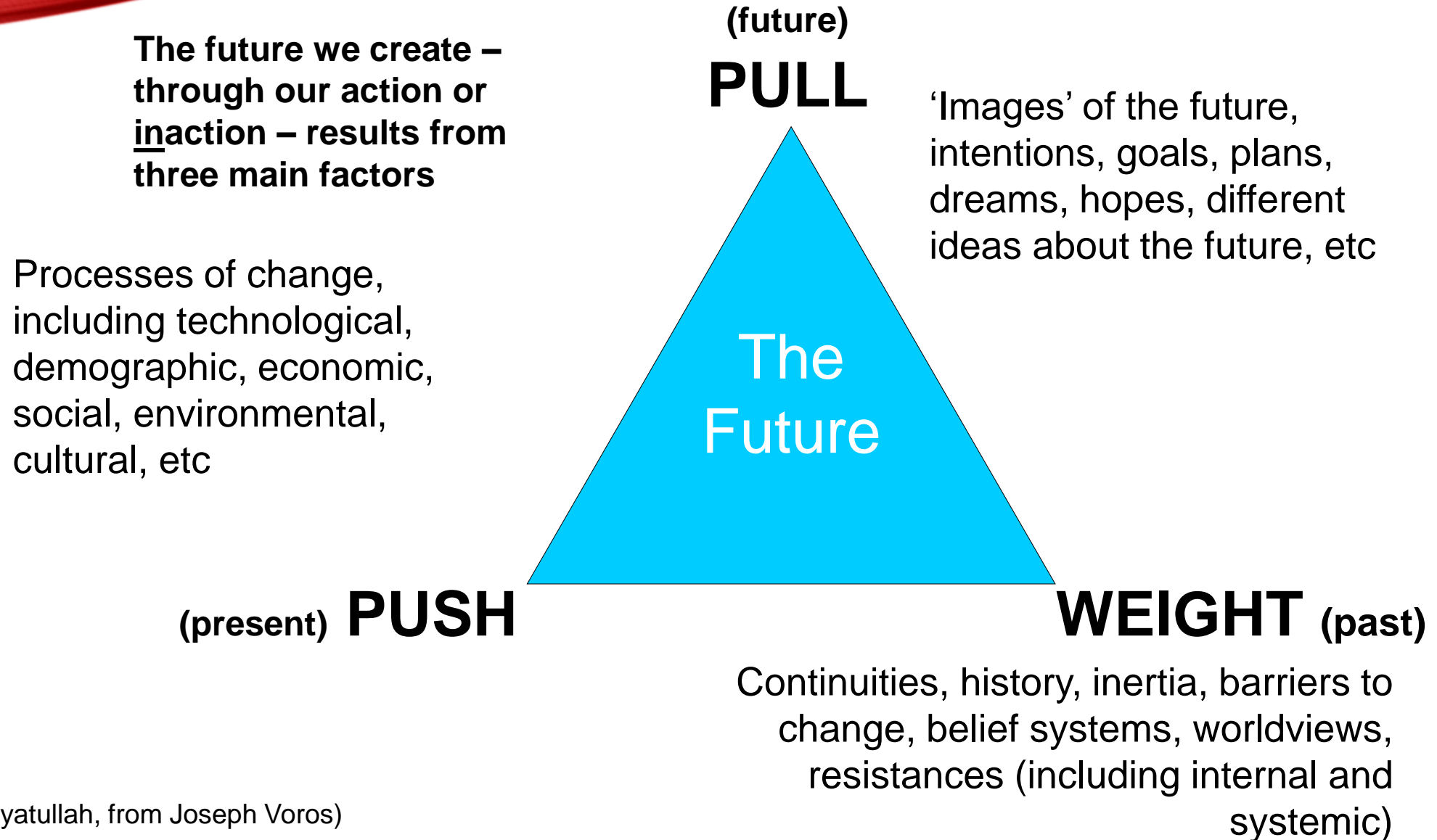
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THIS IS WHAT'S WRONG

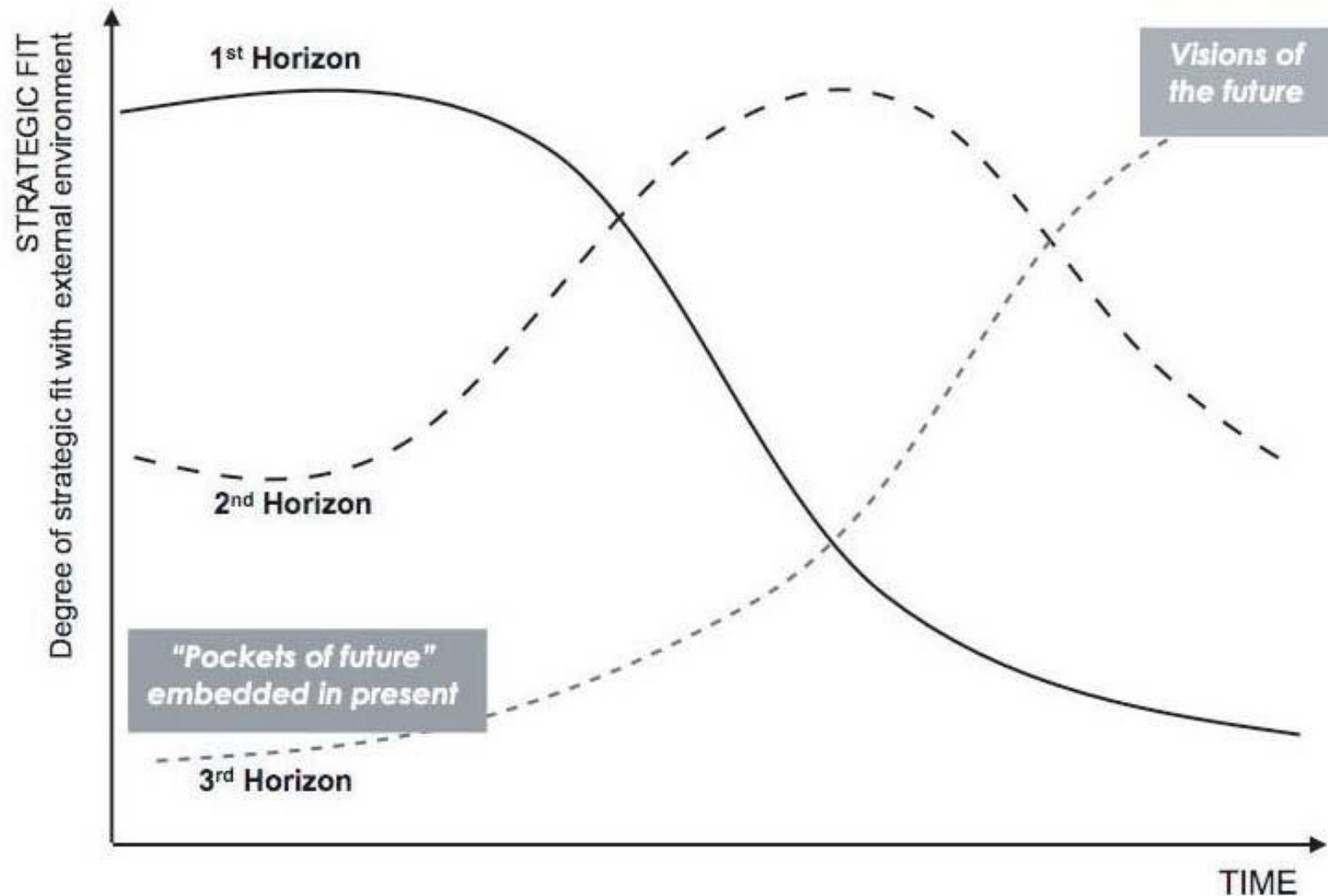
- It's a **prediction** made about the future.
- It uses only statistics about the **past** to support **present** practice in order to extrapolate into the **future**.
- We therefore have an unchallenged **assumption** that the future of learning will be **more of today**.
**WITHOUT EVER HAVING CONSIDERED
WHAT THE FUTURE MIGHT BE LIKE!**
- It might be like today...but it might not. If it's not, is your organisation **ready to respond**?

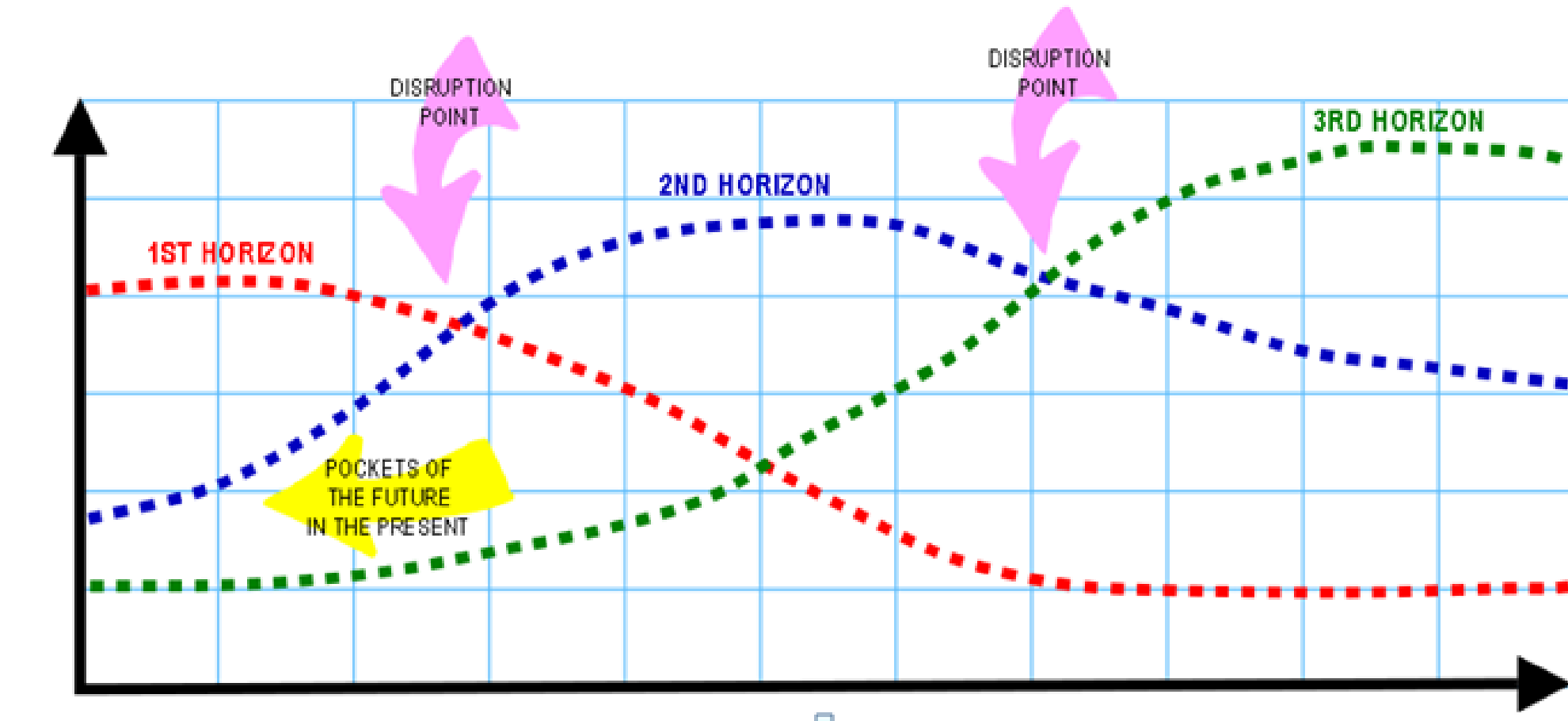


THE FUTURES TRIANGLE



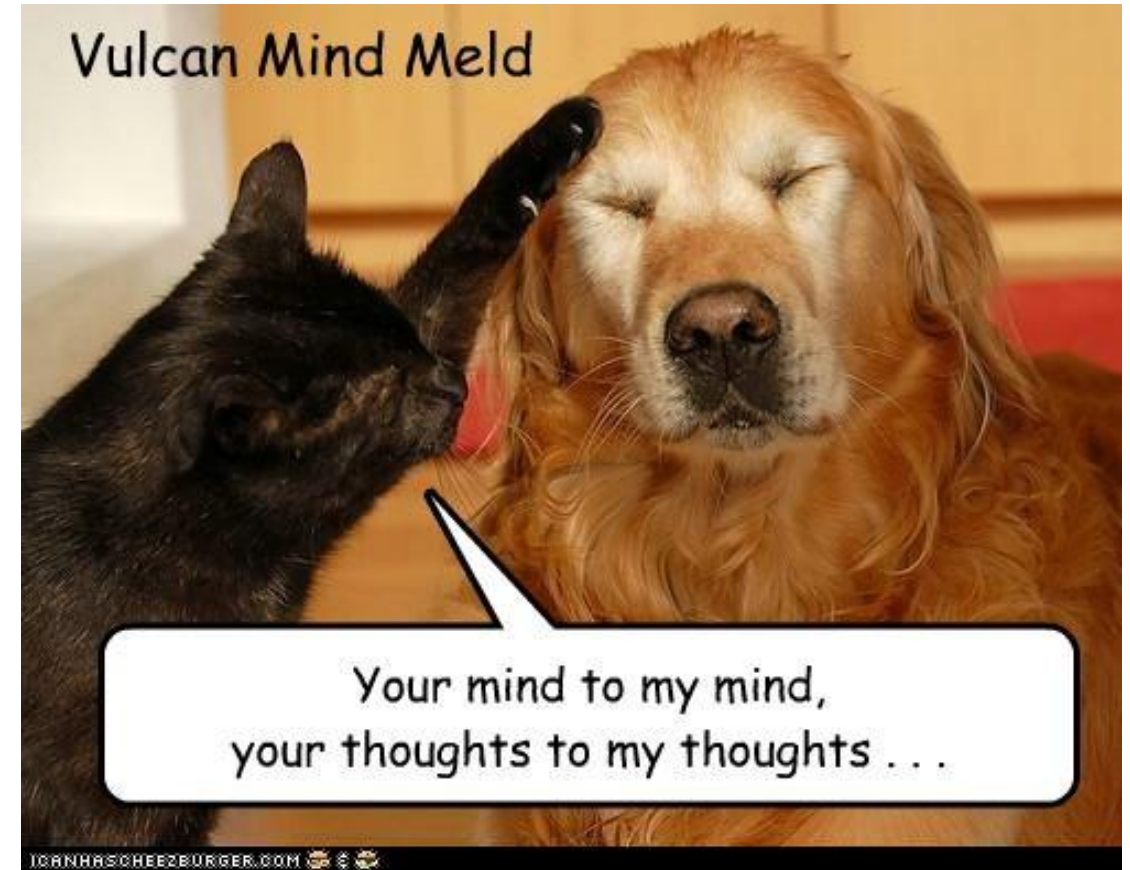
THREE HORIZONS

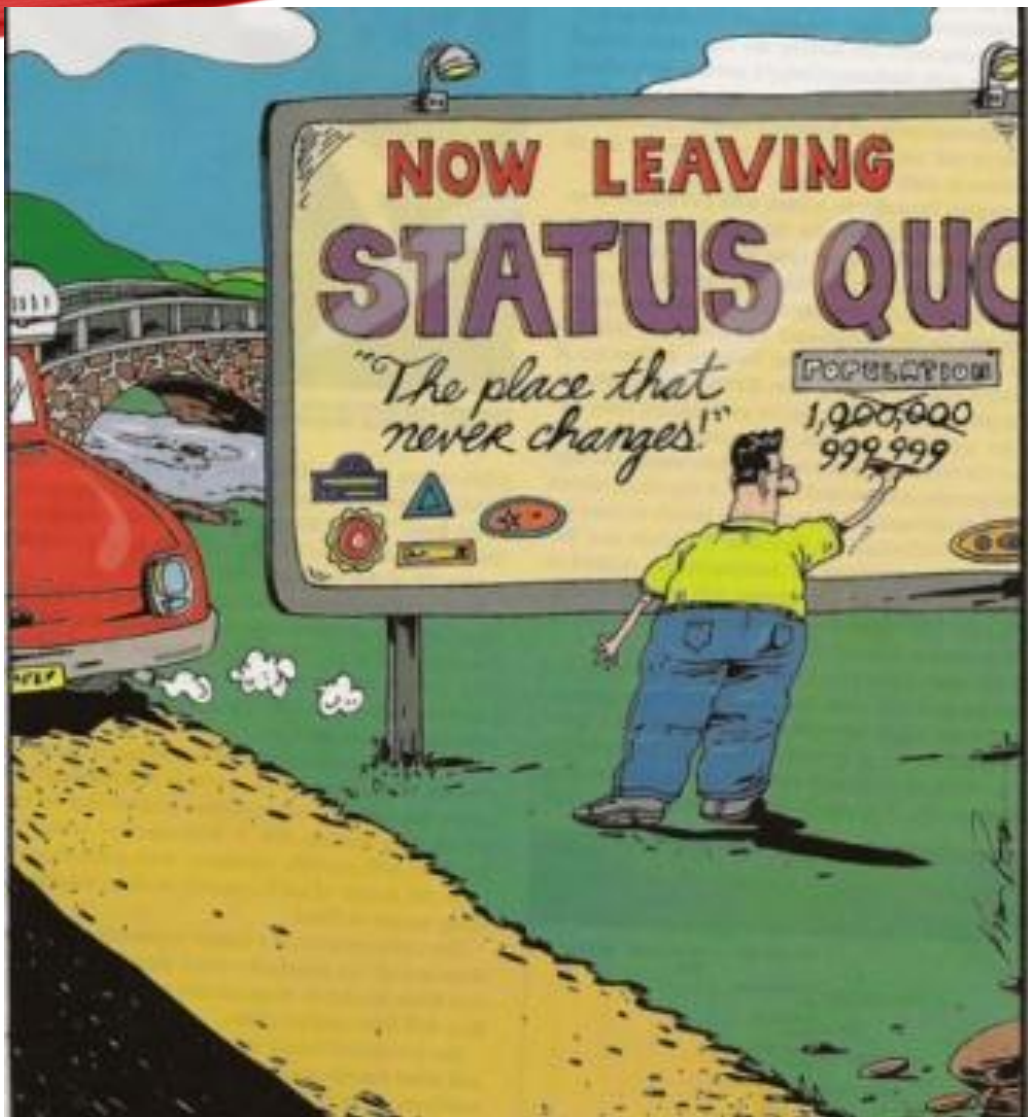




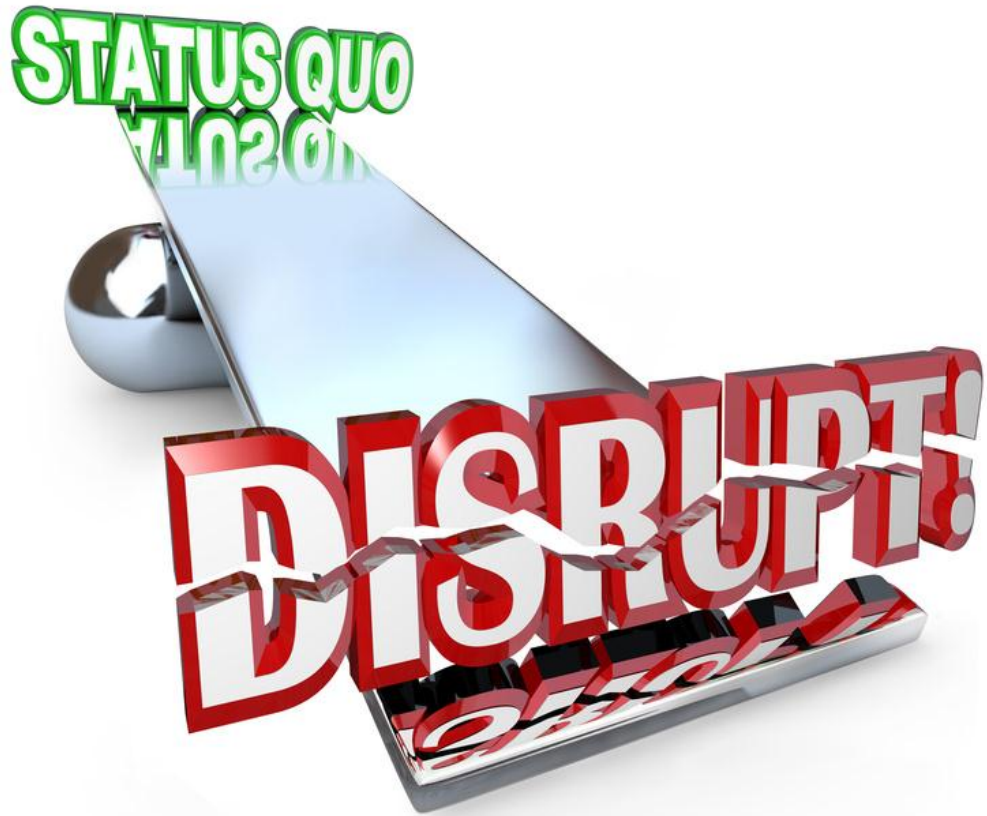
YOUR PERSPECTIVE

- Your perspective is:
 - **valid for you** but not necessarily for anyone else,
 - **not always right** in all contexts,
 - full of **blindspots** that aren't always consciously available to you, and
 - so **deeply entwined** with your past that you often don't think about it.
- Your perspective can **always** be deepened and broadened.
- Different perspectives aren't right or wrong, they just are.





WHY IS ALL THIS IMPORTANT?



- Disruptive change is upon us – ‘**business as unusual**’.
- Transitioning from **status quo** comfortable to **change** comfortable is essential for future success.
- Listening to presentations about trends, identifying them is not enough any more.
- Being strategic, proactive, agile, flexible, futures ready...can **only** happen if you take the time to really understand the nature of possible change heading your way - so you can shape your futures instead of reacting to the one you get.



FINAL EXERCISE FOR YOU

- Individual exercise for you to ponder now and afterwards.
- Think about your organisation, its culture, its strategy processes, the mindsets of those managing the strategy processes, and the degree to which your organisation invests in understanding – deeply understanding – change in the external environment.
- Think about your attitude to change, and how you engage with change as an individual.
- Is there anything you can take away from this presentation that can be used there?

Anyone want to share anything?



THANK

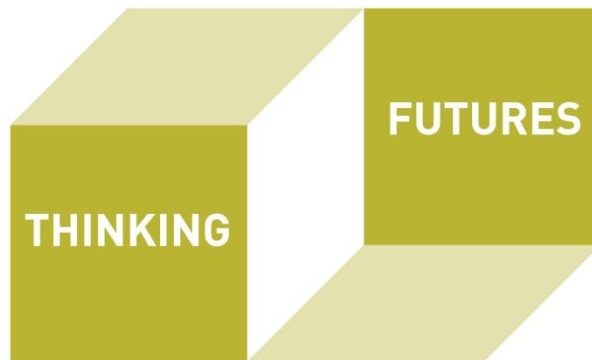
YOU!

GET IN TOUCH!

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More information and
Building Strategic Futures Guides:

[Getting Started with Futures](#)

[Environmental Scanning](#)

<http://thinkingfutures.net/resources>