Future of Higher Education Playbook for Institutions

Future of Higher Education: Summary of Drivers and Responses

Digital Transformation (DX)	Shifting Skills	Employment & Income Challenges	Higher Ed Financial Crisis
Drivers (DX) • New technologies that impact all aspects of society • Unknown "winners and losers"	*Drivers (Workforce)* • New classes of jobs, skills, and competencies • Shifting emphasis on "above the line" competencies	*Drivers* • Increasing numbers of existing jobs displaced • Rising tuition, while many students & households are financially challenged	*Drivers* • Growing number of institutions closing or merging • Many institutions likely to enter bankruptcy
Suggested Responses • Build adaptability into your organization. • Educate leadership and campus about the DX Story • Create a futurology practice • Build a DX Change Management Office or Practice to engage all of campus in the DX change • Develop pedagogy and content for to help students understand the DX	*Suggested Responses* • Create a strategic investment fund for reskilling our workforce • Build a Strategic Workforce Development Center that focuses on continuous development • Create a continuous learning and improvement culture among all staff • Actively manage Human Resource debt	*Suggested Responses* • Create more graceful entry and exit points for students / lifelong learners • Leverage DX technologies to make sure the student receives the best, most efficient experience • Drive down administrative costs through automation, autonomous systems, etc. • Look for partnerships to offset student tuition	*Suggested Responses* • Look for merger opportunities to build footprint, brand or find efficiencies • Build up endowments / reserves to buffer against continued financial risks • Find alternate funding sources (partnerships) to offset tuition and lost government revenue • Eliminate or collapse departments

Future Higher Education Institution

Data Driven Foremost	Digital Experience is Central	Automation for student experience	Lifelong learners, working learners are common
• Need to automate to drive efficiencies • Measure effectiveness of experience • Measure outcomes • Drive hyper-personalization	• Multiple experience designs support diverse learners • Hyper-personalization is the norm	• Automation matches students to courses, peer groups, co-curricular activities, advisors and mentors, supporting services like transportation, food, etc.	• Multimodal education supports lifelong learners, when and where they learn • Multiple graceful entry/exit points deliver learning achievements from microcredentials to degrees
Automate Everything	**Workforce Development is strategic**	**Innovation and Reinvention are core**	**Mergers and Partnerships extend the experience**
• Match researchers to grants & pre-populate applications • Match student applicants with best fit and experience • Drive efficiencies in facilities and administrative tasks	• Constant workforce development focused on reskilling and realigning roles • Matrixed organization is focused on the digital experience	• Constant feedback and measure drives innovation and reinvention of the experience and drives efficiency • New technologies and changes in society require innovation and reinvention to be core to the culture	• Learners can attend a partner campus close to work/home • 3rd party partners extend the experience to transport, housing, food, etc.

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