

# EDUCAUSE

# Foresight Practice

ITANA April 14, 2023

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Director, CIO and Senior Technology Leader Program

# The Big Picture: A world turned upside down



# Higher Education's Grand Challenges, 2019



## Student Success

- Persistence, retention, completion
- Engagement
- Outcomes



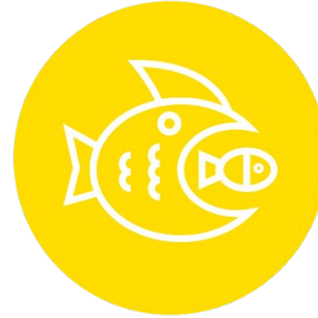
## Financial Health

- Enrollment
- Costs
- Funding
- Natural disasters



## Reputation and Relevance

- Affordability
- Political climate
- Teaching
- Academic programs
- Research



## External Competition

- Alternative credentials
- Employer-based learning
- Talent
- Global higher education

# Higher Education's Grand Challenges, 2023



## Prosperity

- Enrollments
- Corporate and community engagement
- Competition
- Institutional closings, mergers, consolidations
- Credentials/lifelong learning
- Analytics & decision-making



## Students' Success

- Privacy
- Mental Health
- Affordability
- Bandwidth
- Outcomes
- DEIB



## Risks

- Climate
- Cybersecurity
- Health
- Safety
- Higher education's reputation and value
- Workforce continuity
- Economic instability
- Social issues



## Digital Strategy

- Transforming and managing the campus, campus services
- Remote work and learning
- Technology's contributions to teaching and learning
- New and flexible learning/educational models

# Digital transformation in higher education

Digital transformation (Dx) is the process of optimizing and transforming the institution's operations, strategic directions, and value proposition through deep and coordinated shifts in culture, workforce, and technology.

# Why Dx?

## Digital Transformation can:

- Improve education
- Advance research
- Streamline administration
- Diversify revenues
- Drive student success
- Address risks



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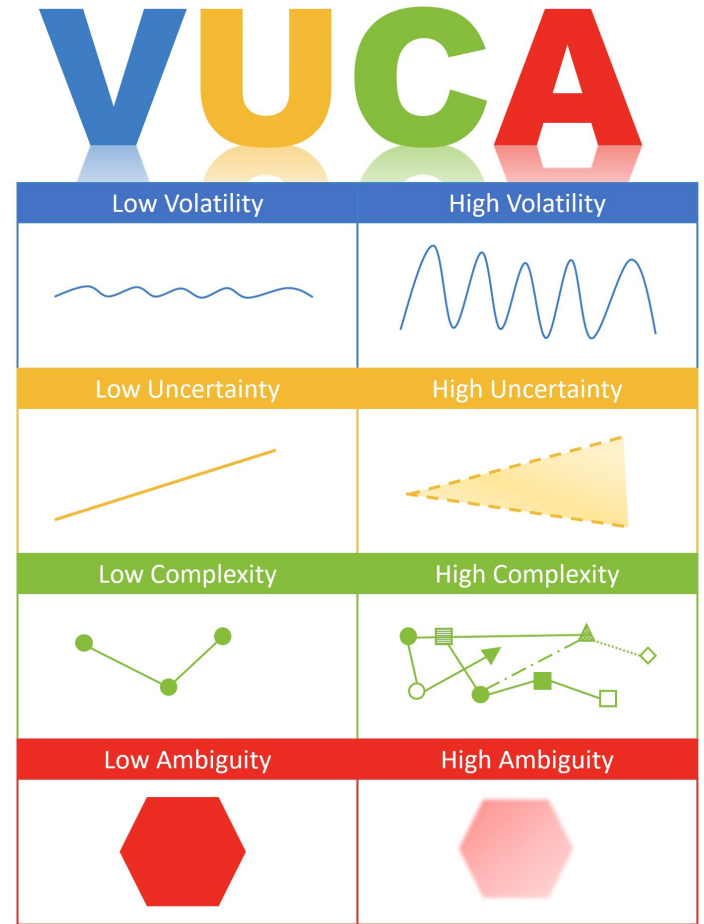
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# We live in a High VUCA world

## The conditions of VUCA influence the way the institution:

- Anticipates issues
- Understands consequences
- Appreciates interdependencies
- Prepares for alternative realities and challenges
- Interprets and addresses relevant opportunities



“ New strategies will be needed for higher education leaders to successfully respond to the types, magnitudes and concurrent impacts and mutual amplification of crises they will face in the years ahead. They will be greater, more complicated, and more intersectional than ever before. Therefore, higher education leadership will require new thinking, new skill sets, and new strategies to effectively tackle future crises.”

David S. Rosowsky, Stephen M. Gavazzi, and E. Gordon Gee,  
“Leadership in Times of Crisis,” *Trusteeship*, Jan/Feb 2022



# Expert panel on Institutional Resilience

## Charge:

**Create a definition** of institutional resilience for higher education that can be used across the programs and offerings of EDUCAUSE and interested partner associations

**Define potential action steps** for how EDUCAUSE and interested partner associations should help their members understand the importance of institutional resilience and position their institutions to move forward with it.

# Our definition

Institutional resilience is the ability to anticipate, respond, and adapt to rapidly changing circumstances in ways that maximize opportunities and minimize impacts of unforeseen events.

More resilient institutions anticipate stakeholder needs to advance the mission and objective of the institution, foster collaboration, and improve equity by involving all impacted communities and resource ecosystems.

# Foresight

A woman with long dark hair, wearing a light-colored long-sleeved shirt and dark pants, stands on a rooftop ledge. She is looking out over a vast cityscape at sunset. The sun is low on the horizon, casting a warm, golden glow over the city. The River Thames is visible, winding through the city with several bridges. The city is densely packed with buildings, and the sky is filled with soft, wispy clouds. The overall mood is contemplative and hopeful.

# Higher Education's Grand Challenges, 2023



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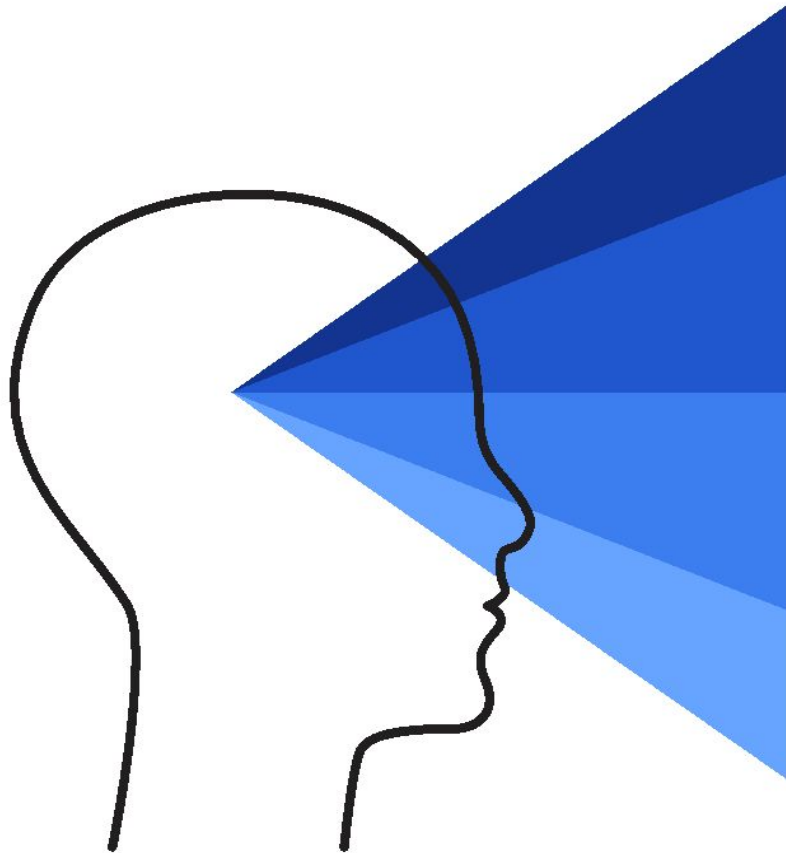


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The future is not something that just happens to us. The future is something we make.





**Foresight can  
inspire us to act  
differently, today**



THE BEST WAY  
TO PREDICT THE  
**FUTURE**  
IS TO CREATE IT

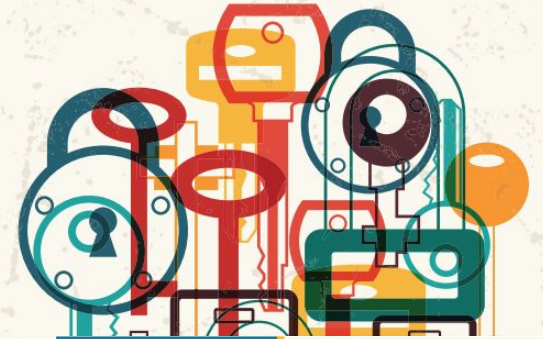
**2022 EDUCAUSE Horizon Report®**  
Teaching and Learning Edition



**2022 EDUCAUSE Horizon Report®**  
Data and Analytics Edition



**2021 EDUCAUSE Horizon Report®**  
Information Security Edition



**2021 EDUCAUSE**  
Horizon Action  
Plan: Privacy

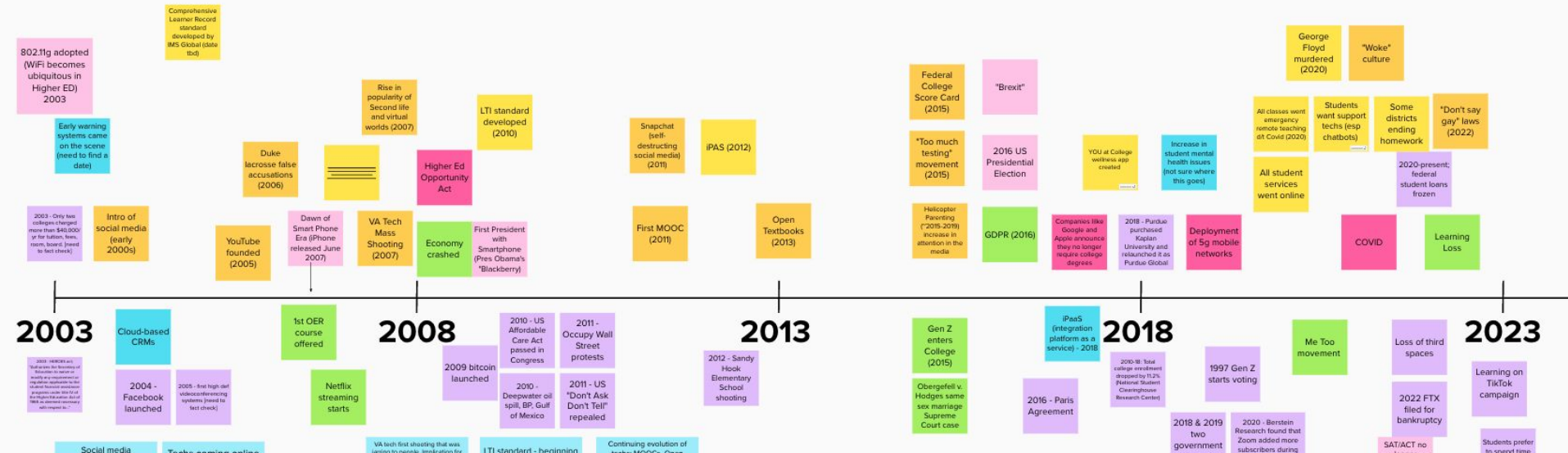


<https://library.educause.edu/resources/2021/2/horizon-reports>



# Activity: Look Back to Look Forward

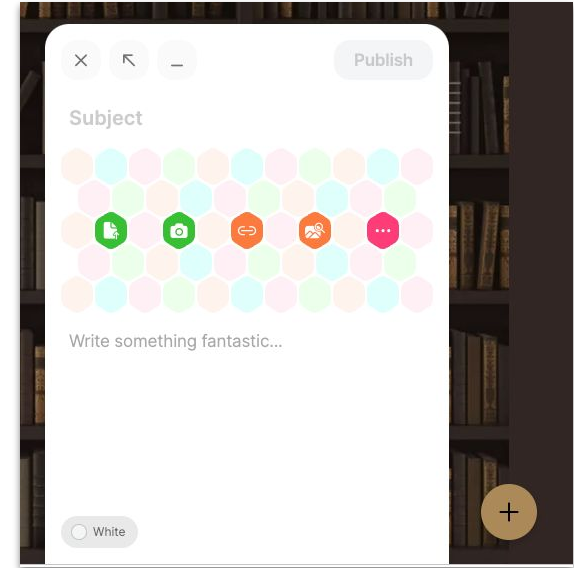
## The Holistic Student Experience



# Activity: Find Future Me

Write a LinkedIn profile for yourself 10 years in the future.

- Write your name as the title
- What's your brief "About You" professional blurb?
- What job might you be holding and what are your responsibilities?
- What new skills do you possess?
- Certifications or licenses you've needed to acquire?
- Areas of professional interest?
- Who is your team?



**Padlet:** To add your entry to Padlet, double click on the background or click the “+” symbol in the bottom right corner. Add your name as the subject of the card and respond to the prompts above

<https://padlet.com/breinitz/find-future-me-itana-april-2023-3teo1i11hxi3p3s8>

# SIGNALS ARE...

- **Current** (no more than 1 year old)
- **Specific** (concrete examples: facts, events, reports, products)
- **Compelling** (Data that doesn't fit the model, encourages rethinking assumptions)



## SCHOOLS

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# UC Berkeley will close 3 libraries amid shrinking budget

The closures and cuts will save the university about \$1 million per year, but critics say the cost to research and community life is higher.

By Ally Markovich

March 03, 2023, 4:15 p.m.





## University of California System Bans Fully Online Degrees

The 10-campus system closes a loophole that could have let undergraduates piece together a degree. Experts and some inside the system say that in justifying its decision, UC perpetuated outdated claims about online learning.

By **Susan D'Agostino** · Published February 27, 2023

# Rhode Island School of Design won't take part in U.S. News undergraduate rankings. Will more follow?

Published Feb. 14, 2023



[Jeremy Bauer-Wolf](#)  
Senior Reporter



*The image by John Phelan is licensed under CC BY 3.0*

**M** News ▸ Irish News ▸ President Higgins

# President Michael D Higgins calls for homework to be banned in Ireland

The country's favourite leader has given hope to a new generation of students that the bane of their afterschool evenings could be scrapped.

**NEWS** By [Ferghal Blaney](#) Political Editor

13:32, 20 JAN 2023 | **UPDATED** 14:54, 20 JAN 2023

Bookmark 



Comments 58

# Panel Activity: Identify Signals of Change

## Identify Signals | Horizon Report Orientation

Please work individually to locate signals. In the entry, summarize each signal with a title, describe the potential implications or impact, and provide the link to the source.

### Remember: Signals are...

- **Current** (no more than 1 year old)
- **Specific** (concrete examples: facts, events, reports, products)
- **Compelling** (Data that doesn't fit the model, encourages rethinking assumptions)



## Dear Colleague Letter regarding third-party servicers



chronicle.com

Education Dept. Shocks Ed-Tech Experts and Colleges With Expansion of Oversight

Only the wealthiest technology firms will be to meet the new regulatory requirements, stifling innovation and raising the cost of technology for institutions.

1

**Jenay Robert** 1mo  
Very timely and relevant!

Add comment

## Supporting students in an increasingly "phygital" world

## The End of the English Major



newyorker.com

[https://www.newyorker.com/magazine/2023/03/06/the-end-of-the-english-major?fbclid=IwAR2MnQ4H\\_M6c8vr1Im5ZodBIBgmoqy-aXY8gIBf7rXWoCsR2kmKGjWYN6w](https://www.newyorker.com/magazine/2023/03/06/the-end-of-the-english-major?fbclid=IwAR2MnQ4H_M6c8vr1Im5ZodBIBgmoqy-aXY8gIBf7rXWoCsR2kmKGjWYN6w)

1

**Jenay Robert** 1mo  
This could be either a trend or a signal. A story about a university ending its program is a signal. Data about the decline in this program over time is a trend.

Add comment

## The Advent of AI in

## 2U and edX valuation



thecrimson.com

An EdTech Company Bought edX from Harvard and MIT for \$800 Million. Its Stock Price Has Plummeted Since. | News | The Harvard Crimson

How OPMs are being used, and the MOOC marketplaces, are still unknown areas, and the profit models for these are still transforming. Implications - other types of services other than "all in" for OPMs. BOT models. FFS. And universities building their own marketplaces.

1

**Jenay Robert** 1mo  
Very interesting!

Add comment

## Students Checking Out



chronicle.com

A 'Stunning' Level of Student Disconnection

Students aren't engaging like they did pre-pandemic. The needs, expectations, and challenges are accelerating. Schools, faculty, and staff aren't equipped to deal with the burn-out.

2

**Jenay Robert** 1mo  
A specific story or example of students checking out would make a GREAT signal.

**Anonymous** 1mo  
<https://www.chronicle.com/article/why-students-are-skipping-class-so-often-and-how-to-bring-them-back>

# Trends

- Large, long term underlying directions of change that will shape the future
- Sometimes called *drivers* or *megatrends*
- Categorized using the STEEP heuristic

***Trends are the manifestations of change observed around us every day***

## Social

behaviors, demographics, beliefs, lifestyles, values, cultural concepts, family, aspirations, life stages, mobility, etc.

## Technological

hardware, software, innovation, sciences, energy, transport, logistics, research and development, patents, ethics, etc.

## Environmental

wildlife, water, wind, food, soil, energy, pollution, environmental regulations, urbanization, etc.

## Economic

interest rates, trade, taxes, savings, inflation, subsidies, jobs and workforce, markets, housing, pensions, entrepreneurship, currencies, inequity, etc.

## Political

national and local stability, policies, laws and regulations, treaties, borders, conflicts, non-governmental organizations, consumer protection, unions, social/political movements, etc.

# Example Trends

- India's population is growing rapidly and is set to overtake China as the world's most populous country in 2023. (Social)
- The filing of patents for autonomous vehicles increased more than tenfold from 2018 to 2022. (Technological)
- Large-scale wildfires are becoming increasingly common in the United States as climate change accelerates. (Environmental)

# Orientation Activity: Trend Collection

## Identify Trends | Horizon Report Orientation

In your groups, summarize three trends. Provide a title, potential impact or implication, and links to evidence.

Social Trends

Technological Trends

Environmental Trends

Economic Trends

Political Trends

+

+

+

+

+

Consider

- What kind of change can we already observe?
- Why is that change happening, where, and at what speed? What does that mean for our actions today?
- Which changes should we be prepared for, what kind of changes would we like to avoid or make less probable, and which should we foster?

# Identify Trends | Horizon Report Orientation

In your groups, summarize three trends. Provide a title, potential impact or implication, and links to evidence.

## Social Trends

### Future health situations

Do we need a fourth Covid-19 jab? How effective is the Abdala vaccine? Experts from @TecSaludMX explain that people who have not been vaccinated in the past six months should get a booster shot. <https://t.co/lc3H31Udl>

**TecScience**  
March 9, 2023



The possibility of new COVID situation and the impact in education

Add comment

### Remote/Hybrid/Online Work Setting

Work and Learn from anywhere

6

**Jenay Robert** 1mo  
Increase in this? More interest or demand for this?

**Anonymous** 1mo  
Changing workforce

**Anonymous** 1mo  
Students are trying to figure it out

**Anonymous** 1mo  
"In some cases people are rejecting to return to the office, in our case, if we were part of the 1st contact with students and professors, we were the group #1 to return to the campus"

## Technological Trends

### Lack of direction with microcredentials



insidehighered.com

Microcredentials confuse employers, colleges and learners

<https://www.insidehighered.com/news/2023/03/03/microcredentials-confuse-employers-colleges-and-learners>

Add comment

Lag between educational systems and structures and the pace at which technology is developing - this was a conversation we started but didn't gather evidence.

Add comment

### Adoption of Open Source Program Office (OPSO) on campus

Provides support for faculty and students to adopt open-source software, and provides students with the technical skills needed for their future career.

## Environmental Trends

### Communal Gardening Spaces may become Essential Student, Faculty, and Staff activity



edsource.org

COMMENTARY: College community gardens promote growth and healing in Covid's wake

<https://edsource.org/2022/college-community-gardens-promote-growth-and-healing-in-covids-wake/681593>

Add comment

### Impacts from growing housing insecurity

**Teaching & Learning Services** 1mo  
And food insecurity

**Jenay Robert** 1mo  
Should this trend focused on increased housing insecurity, increased impacts from housing insecurity, or both?

Add comment

### Pollinator decline concerns for food supply and security

## Economic Trends

### Mobility and Affordable Housing Issues in Urban Areas



hechingerreport.org

A surprising reason keeping students from finishing college: A lack of transportation

Limited investment in mass transit in urban areas impacts mobility and accessibility for students. Increasing populations on urban areas also impacting access to affordable housing.

**Anonymous** 1mo  
<https://housingmatters.urban.org/articles/colleges-and-universities-are-experiencing-their-own-affordable-housing-crisis>

Add comment

### Unis partnering to survive



nytimes.com

At the Edge of a Cliff, Some Colleges Are

## Political Trends

### university unionization

2

**Anonymous** 1mo  
<https://www.npr.org/2022/12/24/1145415255/university-of-california-end-strike-approve-contract>

**Jenay Robert** 1mo  
Are we seeing an increase in unionization? Or is this story a signal rather than a trend?

Add comment

### high cost of health care

1

**Anonymous** 1mo  
<https://aqb.org/trusteeship-article/higher-education-and-health-care-at-a-crossroads/>

Add comment

### gender equality and pay gap

1

**Jenay Robert** 1mo  
What has been changing? Increase in this gap? Increase in attention to it? Less support for changing it?

Add comment

### politicization of climate change

1



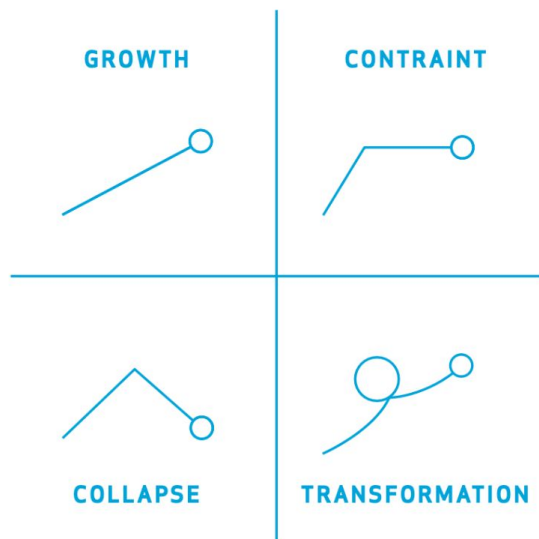
## FORESIGHT

# ENVISION ALTERNATIVE FUTURES

While a single future cannot be predicted, alternative futures can be envisioned. Four archetypes—growth, collapse, constraint, and transformation—help us envision futures that are neither variations of a single future, nor simple mirrors of the present.



## IFTF FORESIGHT ESSENTIALS TOOLKIT



### WHY THIS TOOL?

- ▶ **Explore** a range of distinctly different, yet plausible futures.
- ▶ **Uncover** hidden assumptions, biases, and blindspots.
- ▶ **Create** a robust set of scenarios that serve as a “wind tunnel” for testing strategies under different future conditions.

### WHEN TO USE:

- ▶ **If you're focusing too narrowly** on one preferred future, to expand the range of possibilities.
- ▶ **As part of a planning process**, to systematically assess a range of risks and opportunities.

# Scenario Archetypes

**Growth:** An extrapolation of trends continue into the future with minimal disruption

**Constraint:** A core guiding value or purpose organizes society and governs behavior

**Collapse:** A rapid, catastrophic systems and infrastructure break down

**Transformation:** Society or systems fundamentally change or reorganize around a new paradigm

<https://library.educause.edu/resources/2022/7/2022-educause-horizon-report-data-and-analytics-edition>



# Thank you!

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