



# The Future of Academic Teaching and Learning: The Role of the Library

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# Agenda

- Introduction
- Trends, Key Drivers, and Scenarios for the future
  - 2022 EDUCAUSE Horizon Report Teaching and Learning Edition
  - HolonIQ Education in 2030 Five Scenarios for future of Learning and Talent
- Higher Education Digital Capability Framework
- The Role of the Library

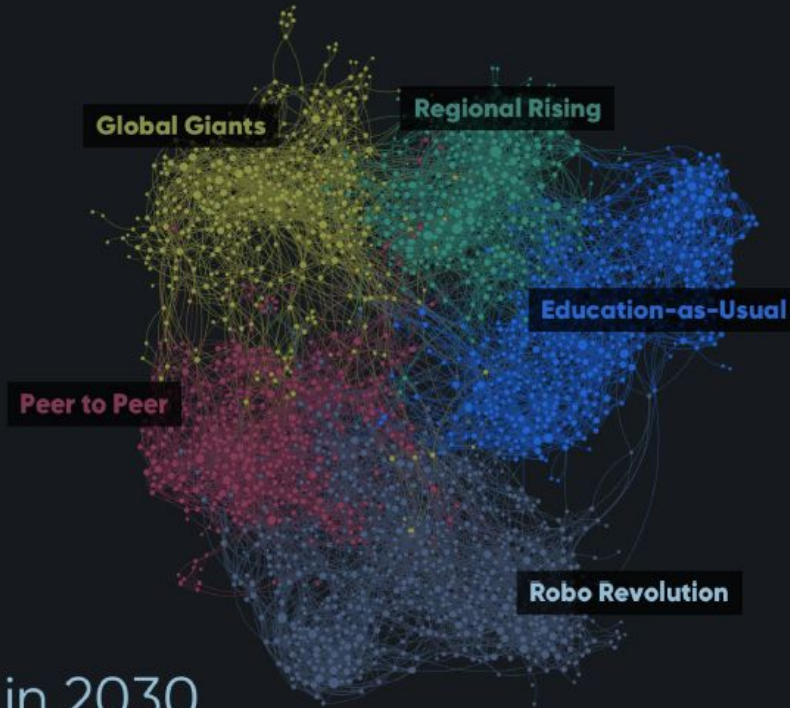
# Introduction



# 2022 EDUCAUSE Horizon Report® Teaching and Learning Edition



EDUCAUSE



# Education in 2030

Five scenarios for the future of learning and talent.

in partnership with  
Quid

# Key Trends and Drivers



# Learning, Working, Living

- Ubiquitous internet access
- Remote learning, work, social interaction
- Mobile first or mobile only
- Hybrid learning modes and spaces
- Lifelong learning
- Sustainability



# Artificial Intelligence

The background of the slide is a dark, abstract composition of glowing blue lines and particles. These lines form intricate, swirling patterns that resemble fiber optic cables or data streams. Small, bright white and blue dots are scattered throughout the scene, creating a sense of depth and movement. The overall aesthetic is futuristic and technological.

- AI for learning analytics
- AI for learning tools



# Curricula, Degrees, and Micro-Credentials



- Personalized learning experiences
- Measuring the 'skills premium' or ROI on investing in skills
- Learning models and curricula focus on skills
- Alternatives to academia
- Micro-credentials
- Blockchain for tamper-proof credentials



## SCENARIOS

Given the trends we're observing, and the technologies and practices we see taking shape, where might higher education and teaching and learning wind up in 10 years' time? How might the people and institutions and practices of tomorrow look different from those of today? And how might the circumstances we find ourselves in today have evolved, expanded, or vanished altogether?

In this section we use a forecasting framework from the Institute for the Future (IFF) to envision not just one definitive future but a collection of alternative futures that each take different angles on how today might lead into tomorrow. By envisioning several different types of futures, we can be expansive and flexible in our thinking and planning and be better prepared to anticipate and adjust to whatever future does eventually occur. This section of the *Horizon Report* is a creative exercise, then, that pushes us to imaginatively consider what might be possible. But it's also a grounded exercise, rooted as it is in the concrete trends, technologies, and practices we're observing around us today.

As we have in the past few years of *Horizon Reports*, we focus here on four scenarios for the future, each imagining the course of higher education through the decade beginning in 2022. The first scenario we consider is that of "growth," a scenario that sees current trajectories continue to expand into a future in which higher education largely flourishes but leaves some of its issues inadequately addressed. The second is "constraint," a scenario in which higher education is governed by a core guiding value that animates our important decisions and daily practices. Third is "collapse," a scenario in which higher education is beset by rapid breakdowns and forces of change outside its control and that ultimately leave higher education decimated. Finally, in the "transformation" scenario, a new paradigm is established for higher education that allows it to successfully evolve and thrive into the future.

This year's *Horizon Report* finds our panelists continuing to reflect on the global impacts of COVID-19, social unrest, and climate instability, all of which are certain to transform higher education and teaching and learning for many years to come. Now two years into the pandemic, many "emergency remote teaching" programs are evolving into well-designed online and hybrid learning programs, as colleges and universities embrace and plan for online education, not just as a stopgap but as a long-term strategic capability. Beyond the walls of the institution, political divisions are intensifying and social unrest is


Growth



Constraint

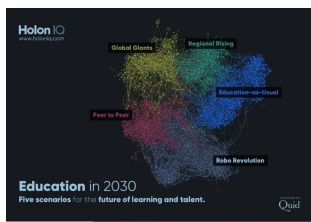


Collapse



Transformation

# Five Scenarios Overview



	Global Environment	Overview	Economics	Regulation	Innovation & Tech
Education as Usual	<p><b>Status Quo Akimbo.</b> The world economy is showing <b>steady growth</b>. Demographic trends in developed economies have dampened labor supply but, new cohorts of educated workers from <b>developing countries</b> now enter the global workforce and are contributing to improved productivity and income equality. The world's skilled workforce has <b>increased by 20%</b> since 2018 and all of this growth is attributable to developing economies.</p>	<p>Societies and governments focus on improving their <b>local situations</b>. Education sharpens its focus on <b>job and skills outcomes</b>, especially in developed economies.</p>	<p>Governments remain <b>core funding</b> source. Private <b>investment stalls</b> due to lack of innovation. <b>VC investment</b> pours into disruptive alternatives. Education remains <b>high cost</b>.</p>	<p><b>Local regulation dominates</b> formal education. <b>Light touch regulation</b> focuses on job outcomes. Slow pace <b>hinders</b> industry innovation.</p>	<p>Education sector remains <b>under-digitized</b>. Innovation R&amp;D <b>inefficient</b> and high cost. <b>Fragmented</b> innovation efforts across the sector.</p>
Regional Rising	<p><b>Collaborative Advantage.</b> Regional alliances dominate competitive global education landscape, supported by government economic and political cooperation. Countries form <b>multilateral accords</b> to solve unique regional issues, strengthen their competitive position for talent and maintain important aspects of culture.</p>	<p>Regional education systems <b>cooperate and share resources</b>. Intra-regional student and teacher circulation fosters <b>skills exchange</b>. Curriculum sharing <b>lowers costs</b> for regional education systems.</p>	<p><b>Cost pressures ease</b> via efficiencies gained from alignment of frameworks and processes, regional <b>'buying power'</b> and improved access to regional expertise. Intra-regional rather than international study options <b>lowers the overall cost</b> of education.</p>	<p>Education regulators collaborate to <b>harmonize regulatory frameworks</b>, establish mutual recognition conventions and build <b>regional qualifications frameworks</b>.</p>	<p>Economic and innovation benefits gained from participating collectively in <b>regional blended learning</b>. Regional buying power eases <b>technical infrastructure</b> costs. Collaborative approaches to research <b>fuel innovation</b>.</p>
Global Giants	<p><b>Go Big or Go Home.</b> Globalization has brought the world closer together in 2030. Multilateral agreements and <b>free market policies</b> have removed barriers to international trade and a stable geopolitical environment fosters global competition and growth. <b>Political</b> activity has lifted to the <b>global level</b> as intergovernmental organizations play a greater role in shaping international law, security, trade and commerce.</p>	<p>Consolidation and emergence of <b>juggernaut education</b> institutions with massive global market share. Education and technology <b>giants partner</b> to dominate delivery of post-secondary learning and ongoing skills training.</p>	<p>Governments enter into agreements with giants to <b>ensure delivery</b> of effective skills training, technical infrastructure and data on learning and performance. Cost of education <b>does not lower</b> commensurate to delivery of global scale.</p>	<p>Regulators deal with a much <b>less fragmented</b> education market. Big data on schools, learning, teachers, students, provided by tech giants <b>feed directly to regulator</b>. Regulators transformed to <b>data-driven decision-makers</b>.</p>	<p>Fully <b>personalised experiences</b> belie tech oligopoly. <b>R&amp;D concentrated</b> inside tech giants who invest in start-ups and integrate through their value chain.</p>
Peer to Peer	<p><b>Trust me, Trust you.</b> In 2030, the global 'peer-to-peer' economy has gone <b>mainstream</b> and is now an accepted way to live, work, learn and earn. Powered by <b>declining transaction costs</b> and ubiquitous connectivity, peer to peer exchange of goods and services has meant the <b>disintermediation</b> of the 'institution' in most industries.</p>	<p>Learners are <b>more in control</b> of what, when and how they learn. Individuals collect <b>micro credentials</b> from a high number and broad range of providers. Micro-credentials are stored on the <b>blockchain</b> and learners construct their own collection of relevant knowledge, skills and experiences.</p>	<p>Post-secondary <b>cost collapse</b>. Diminished need for high cost infrastructure. <b>Micro-tuition payments</b> and verification fees become the norm. <b>Investment surge</b> as skills and economic outcomes improve.</p>	<p>Regulators <b>struggle to redefine</b> their role in the P2P economy. Most professional and skills training occurs outside the purview of traditional education regulators, who <b>focus their efforts</b> on the formal schooling sector.</p>	<p><b>Ubiquitous smartphone</b> ownership shapes learning delivery. <b>Distributed ledger technology</b> underpins the P2P economy and supports verification of skills.</p>
Robo Revolution	<p><b>Who's Teaching who?</b> The advancement and applications of <b>artificial intelligence</b> have delivered significant economic benefits to most countries in the world by 2030. As labor inputs have slowed in advanced economies, the <b>importance of productivity</b> in driving overall growth is now critical.</p>	<p>AI applications in education have <b>automated</b> aspects of teaching and administration and more complex human activities are <b>augmented</b> by artificial intelligence. AI is <b>managing the design</b> of learning experiences and incorporating human intervention where required.</p>	<p><b>Productivity gains</b> through automation and augmentation realise <b>significant cost savings</b> in education. Generally educational delivery is <b>more efficient</b>.</p>	<p><b>Data on student learning</b> and school performance is channelled directly to the regulator. <b>Security of data</b> and attention to underlying <b>algorithms</b> involved in decision-making are a key focus of education regulators.</p>	<p>The advent of <b>no-human-in-the-loop</b> technologies has displaced human workers, but also created a <b>new set of jobs</b> to build, maintain and manage these technologies.</p>

# Higher Education Digital Capability Framework

An open-source capability framework for higher education. 4 dimensions, 16 domains and 70+ capabilities.

DEMAND AND DISCOVERY (DD)				LEARNING DESIGN (LD)				LEARNER EXPERIENCE (LX)				WORK AND LIFELONG LEARNING (WL)			
1.0 PRODUCT STRATEGY	2.0 MARKETING PROCESSES	3.0 STUDENT RECRUITMENT	4.0 ENROLLMENT MANAGEMENT	5.0 CURRICULUM DESIGN	6.0 DIGITAL CONTENT & COURSEWARE	7.0 SUBJECT MATTER EXPERTISE	8.0 TEACHING STRATEGIES	9.0 ACADEMIC ADMINISTRATION	10.0 LEARNING & ACADEMIC EXPERIENCE	11.0 STUDENT LIFE	12.0 ASSESSMENT & VERIFICATION	13.0 WORK INTEGRATED LEARNING	14.0 CAREER PLANNING & PLACEMENT	15.0 INDUSTRY & BUSINESS ENGAGEMENT	16.0 ALUMNI & CONTINUING EDUCATION
1.01 MARKET INSIGHTS & TRENDS	2.01 STUDENT RELATIONSHIP MANAGEMENT (SRM)	3.01 RECRUITMENT EVENTS	4.01 COURSE SELECTION & GUIDANCE	5.01 DIGITAL DESIGN PRINCIPLES	6.01 DIGITAL CONTENT CREATION	7.01 DESIGNING FOR DIGITAL LEARNING	8.01 LEARNER NEEDS & ANALYTICS	9.01 FACULTY PROFESSIONAL DEVELOPMENT	10.01 STUDENT PORTAL & LMS	11.01 ONBOARDING & ORIENTATION	12.01 TESTS & EXAMS	13.01 EMPLOYABILITY SKILLS ACQUISITION	14.01 COMPETENCIES & SKILLS EVALUATION	15.01 INDUSTRY COLLAB & PARTNERSHIPS	16.01 CONTINUING EDUCATION
1.02 UNDERSTAND CUSTOMER NEEDS	2.02 CAMPAIGN & MESSAGE MANAGEMENT	3.02 CHANNEL PARTNERSHIPS	4.02 APPLICATION & ADMISSIONS	5.02 PROGRAM ARCHITECTURE	6.02 PHYSICAL SIMULATION & LAB	7.02 FACULTY EXPERTISE & SPECIALISMS	8.02 DESIGNING ASSESSMENT	9.02 FACULTY MANAGEMENT & SUPPORT	10.02 SYNCHRONOUS LEARNING EXPERIENCES	11.02 WELLBEING & MENTAL HEALTH	12.02 PORTFOLIOS & PRACTICAL	13.02 WORKPLACE SIMULATION & PROJECTS	14.02 CAREER PLANNING SERVICES	15.02 PROFESSIONAL & INDUSTRY ASSOCIATIONS	16.02 INDUSTRY MENTORING & NETWORKS
1.03 COMPETITORS & ALTERNATES	2.03 MARKETING AUTOMATION	3.03 SCHOOLS & COMMUNITY OUTREACH	4.03 RECOGNIZING PRIOR LEARNING	5.03 LEARNING ENVIRONMENTS & PLATFORMS	6.03 OER & CONTENT LICENSING	7.03 SOURCING & MANAGING EXPERTISE	8.03 EXPERIENTIAL LEARNING APPROACHES	9.03 TIMETABLE & SCHEDULE MANAGEMENT	10.03 ASYNCH LEARNING EXPERIENCES	11.03 STUDENT COMPLAINTS, CLUBS & SOCIETIES	12.03 ASSESSMENT FEEDBACK	13.03 WORKPLACE PLACEMENTS	14.03 CAREER & RECRUITMENT EVENTS	15.03 CUSTOMIZED PROGRAMS (COE)	16.03 ALUMNI ENGAGEMENT
1.04 NEW BUSINESS MODELS	2.04 SOCIAL MEDIA & COMMUNITY MANAGEMENT	3.04 SCHOLARSHIP PROGRAM	4.04 TUITION FINANCING	5.04 LEARNING DELIVERY MODELS	6.04 MANAGING INTEGRATED CONTENT	7.04 SPECIALIST INDUSTRY PARTNERS	8.04 DESIGNING GROUP WORK	9.04 RETENTION & LEARNING SUPPORT	10.04 VOICE, CHAT & INTERACTIVE LEARNING	11.04 VOLUNTEERING & STUDENT LEADERSHIP	12.04 PEER & GROUP ASSESSMENT	13.04 STUDENT WORK	14.04 JOB APPLICATION SUPPORT	15.04 EDUCATION AS EMPLOYEE BENEFIT	
		3.05 SRM RECRUITMENT & PARTNERSHIPS		5.05 ACCREDITATION			8.05 PERSONALIZED & ADAPTIVE LEARNING	9.05 REPORTING & REGULATORY COMPLIANCE	10.05 INDEPENDENT LEARNING RESOURCES	11.05 STUDENT VOICE & SURVEYS	12.05 BADGING & CREDENTIALING	13.05 WORKSHOP & STARTUPS	14.05 JOB FINDING & GRADUATE PLACEMENT		
				5.06 CURRICULUM QUALITY MANAGEMENT					10.06 LIBRARY SERVICES	11.06 DISCHARGE PROGRAMS	12.06 GRADUATION & SUCCESS				

## Purpose of Framework

The Higher Education Digital Capability (HEDC) Framework is a learner-focused, practical and flexible approach to mapping and measuring digital capability in Higher Education institutions across the learner lifecycle. Universities and HE institutions globally use the framework to identify strengths, prioritise areas of focus and support their digital transformation strategies.

## Methodology & Guiding Principles

The Framework acknowledges educational literature on digital capability and grounds these in current practice using ongoing consultation, research and analysis with Higher Education leaders around the world. The HEDC Framework benefits from a continuous and iterative feedback cycle informed by an engaged community of HE professionals.

## Use the Framework

Institutions use the HEDC Framework to build familiarity, understanding and shared language of digital capability across the learner lifecycle. The Framework is accompanied by global case studies and other tools to support cross-institutional discussion of perceived performance, gaps and priorities. Go to [www.digitalcapability.com](http://www.digitalcapability.com) to explore updates and download resources.

## DEMAND AND DISCOVERY (DD)

## LEARNING DESIGN (LD)

## LEARNER EXPERIENCE (LX)

## WORK AND LIFELONG LEARNING (WL)

DEMAND AND DISCOVERY (DD)				LEARNING DESIGN (LD)				LEARNER EXPERIENCE (LX)				WORK AND LIFELONG LEARNING (WL)			
1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10.0	11.0	12.0	13.0	14.0	15.0	16.0
PRODUCT STRATEGY	MARKETING PROCESSES	STUDENT RECRUITMENT	ENROLLMENT MANAGEMENT	CURRICULUM DESIGN	DIGITAL CONTENT & COURSEWARE	SUBJECT MATTER EXPERTISE	TEACHING STRATEGIES	ACADEMIC ADMINISTRATION	LEARNING & ACADEMIC EXPERIENCE	STUDENT LIFE	ASSESSMENT & VERIFICATION	WORK INTEGRATED LEARNING	CAREER PLANNING & PLACEMENT	INDUSTRY & BUSINESS ENGAGEMENT	ALUMNI & CONTINUING EDUCATION
1.01	2.01	3.01	4.01	5.01	6.01	7.01	8.01	9.01	10.01	11.01	12.01	13.01	14.01	15.01	16.01
MARKET INSIGHTS & TRENDS	STUDENT RELATIONSHIP MANAGEMENT (CRM)	RECRUITMENT EVENTS	COURSE SELECTION & GUIDANCE	DIGITAL DESIGN PRINCIPLES	DIGITAL CONTENT CREATION	DESIGNING FOR DIGITAL LEARNING	LEARNER NEEDS & ANALYTICS	FACULTY PROFESSIONAL DEVELOPMENT	STUDENT PORTAL & LMS	ONBOARDING & ORIENTATION	TESTS & EXAMS	EMPLOYABILITY SKILLS BUILDING	COMPETENCIES & SKILLS EVALUATION	INDUSTRY COLLAB & PARTNERSHIPS	CONTINUING EDUCATION
1.02	2.02	3.02	4.02	5.02	6.02	7.02	8.02	9.02	10.02	11.02	12.02	13.02	14.02	15.02	16.02
UNDERSTAND CUSTOMER NEEDS	COMMS & CAMPAIGN MANAGEMENT	CHANNEL PARTNERSHIPS	APPLICATION & ADMISSIONS	PROGRAM ARCHITECTURE	IMMERSION, SIMULATION & LAB	FACULTY EXPERTISE & SPECIALISMS	DESIGNING ASSESSMENT	FACULTY MANAGEMENT & SUPPORT	SYNCHRONOUS LEARNING EXPERIENCES	WELLBEING & MENTAL HEALTH	PORTFOLIOS & PRACTICAL	WORKPLACE SIMULATION & PROJECTS	CAREER PLANNING SERVICES	PROFESSIONAL & INDUSTRY ASSOCIATIONS	INDUSTRY MENTORING & NETWORKS
1.03	2.03	3.03	4.03	5.03	6.03	7.03	8.03	9.03	10.03	11.03	12.03	13.03	14.03	15.03	16.03
COMPETITORS & ALTERNATES	MARKETING AUTOMATION	SCHOOLS & COMMUNITY OUTREACH	RECOGNIZING PRIOR LEARNING	LEARNING ENVIRONMENTS & PLATFORMS	OER & CONTENT LICENSING	SOURCING & MANAGING EXPERTISE	EXPERIENTIAL LEARNING APPROACHES	TIMETABLING & SCHEDULE MANAGEMENT	ASYNCH LEARNING EXPERIENCES	STUDENT COMMUNITIES, CLUBS & SOCIETIES	ASSESSMENT FEEDBACK	INTERNSHIPS & PLACEMENTS	CAREER & RECRUITMENT EVENTS	CUSTOMIZED PROGRAMS (B2B)	ALUMNI ENGAGEMENT
1.04	2.04	3.04	4.04	5.04	6.04	7.04	8.04	9.04	10.04	11.04	12.04	13.04	14.04	15.04	
NEW BUSINESS MODELS	SOCIAL MEDIA & COMMUNITY MANAGEMENT	SCHOLARSHIP PROGRAM	TUITION FINANCING	LEARNING DELIVERY MODELS	MANAGING INTEGRATED CONTENT	SPECIALIST INDUSTRY PARTNERS	DESIGNING GROUP WORK	RETENTION & LEARNING SUPPORT	VOICE, CHAT & INTERACTIVE LEARNING	VOLUNTEERING & STUDENT LEADERSHIP	PEER & GROUP ASSESSMENT	STUDENT WORK	JOB APPLICATION SUPPORT	EDUCATION AS EMPLOYEE BENEFIT	
		3.05		5.05			8.05	9.05	10.05	11.05	12.05	13.05	14.05		
		B2B RECRUITMENT & PARTNERSHIPS		ACCREDITATION			PERSONALIZED & ADAPTIVE LEARNING	REPORTING & REGULATORY COMPLIANCE	INDEPENDENT LEARNING RESOURCES	STUDENT VOICE & SURVEYS	BADGING & CREDENTIALING	ENTERSHIP & STARTUPS	JOB FINDING & GRADUATE PLACEMENT		
				5.06					10.06	11.06	12.06				
				CURRICULUM QUALITY MANAGEMENT					LIBRARY SERVICES	EXCHANGE PROGRAMS	GRADUATION & SUCCESS				

## DEMAND AND DISCOVERY (D)

1.0	2.0	3.0	ENR
PRODUCT STRATEGY	MARKETING PROCESSES	STUDENT RECRUITMENT	ENR
1.01	2.01	3.01	CO
MARKET INSIGHTS & TRENDS	STUDENT RELATIONSHIP MANAGEMENT (CRM)	RECRUITMENT EVENTS	CO
1.02	2.02	3.02	APP
UNDERSTAND CUSTOMER NEEDS	COMMS & CAMPAIGN MANAGEMENT	CHANNEL PARTNERSHIPS	APP
1.03	2.03	3.03	REC
COMPETITORS & ALTERNATES	MARKETING AUTOMATION	SCHOOLS & COMMUNITY OUTREACH	REC
1.04	2.04	3.04	TUT
NEW BUSINESS MODELS	SOCIAL MEDIA & COMMUNITY MANAGEMENT	SCHOLARSHIP PROGRAM	TUT
		3.05	
		B2B RECRUITMENT & PARTNERSHIPS	

### LEARNER EXPERIENCE (LX)

9.0	10.0	11.0	12.0
ACADEMIC ADMINISTRATION	LEARNING & ACADEMIC EXPERIENCE	STUDENT LIFE	ASSESSMENT & VERIFICATION
9.01	10.01	11.01	12.01
FACULTY PROFESSIONAL DEVELOPMENT	STUDENT PORTAL & LMS	ONBOARDING & ORIENTATION	TESTS & EXAMS
9.02	10.02	11.02	12.02
FACULTY MANAGEMENT & SUPPORT	SYNCHRONOUS LEARNING EXPERIENCES	WELLBEING & MENTAL HEALTH	PORTFOLIOS & PRACTICAL
9.03	10.03	11.03	12.03
TIMETABLING & SCHEDULE MANAGEMENT	ASYNCH. LEARNING EXPERIENCES	STUDENT COMMUNITIES, CLUBS & SOCIETIES	ASSESSMENT FEEDBACK
9.04	10.04	11.04	12.04
RETENTION & LEARNING SUPPORT	VOICE, CHAT & INTERACTIVE LEARNING	VOLUNTEERING & STUDENT LEADERSHIP	PEER & GROUP ASSESSMENT
9.05	10.05	11.05	12.05
REPORTING & REGULATORY COMPLIANCE	INDEPENDENT LEARNING RESOURCES	STUDENT VOICE & SURVEYS	BADGING & CREDENTIALING
	10.06	11.06	12.06
	LIBRARY SERVICES	EXCHANGE PROGRAMS	GRADUATION & SUCCESS

### LEARNER EXPERIENCE (LX)

9.0	10.0	11.0	12.0
ACADEMIC ADMINISTRATION	LEARNING & ACADEMIC EXPERIENCE	STUDENT LIFE	ASSESSMENT & VERIFICATION
9.01	10.01	11.01	12.01
FACULTY PROFESSIONAL DEVELOPMENT	STUDENT PORTAL & LMS	ONBOARDING & ORIENTATION	TESTS & EXAMS
9.02	10.02	11.02	12.02
FACULTY MANAGEMENT & SUPPORT	SYNCHRONOUS LEARNING EXPERIENCES	WELLBEING & MENTAL HEALTH	PORTFOLIOS & PRACTICAL
9.03	10.03	11.03	12.03
TIMETABLING & SCHEDULE MANAGEMENT	ASYNCH. LEARNING EXPERIENCES	STUDENT COMMUNITIES, CLUBS & SOCIETIES	ASSESSMENT FEEDBACK
9.04	10.04	11.04	12.04
RETENTION & LEARNING SUPPORT	VOICE, CHAT & INTERACTIVE LEARNING	VOLUNTEERING & STUDENT LEADERSHIP	PEER & GROUP ASSESSMENT
9.05	10.05	11.05	12.05
REPORTING & REGULATORY COMPLIANCE	INDEPENDENT LEARNING RESOURCES	STUDENT VOICE & SURVEYS	BADGING & CREDENTIALING
	10.06	11.06	12.06
	LIBRARY SERVICES	EXCHANGE PROGRAMS	GRADUATION SUCCESS

## WORK AND LIFELONG LEARNING (WL)

13.0	14.0	15.0	16.0
WORK	CAREER	INDUSTRY & BUSINESS ENGAGEMENT	ALUMNI & CONTINUING EDUCATION
13.01	14.01	15.01	16.01
INDUSTRY COLLAB & PARTNERSHIPS	INDUSTRY COLLAB & PARTNERSHIPS	CONTINUING EDUCATION	
13.02	14.02	15.02	16.02
PROFESSIONAL & INDUSTRY ASSOCIATIONS	PROFESSIONAL & INDUSTRY ASSOCIATIONS	INDUSTRY MENTORING & NETWORKS	
13.03	14.03	15.03	16.03
CUSTOMIZED PROGRAMS (B2B)	CUSTOMIZED PROGRAMS (B2B)	ALUMNI ENGAGEMENT	
13.04	14.04	15.04	
EDUCATION AS EMPLOYEE BENEFIT	EDUCATION AS EMPLOYEE BENEFIT		
13.05	14.05		
B2B RECRUITMENT & PARTNERSHIPS	GRADUATE PLACEMENT		

10.06  
LIBRARY SERVICES





<https://www.leanlibrary.com/community/librarian-futures-report/>

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**My goal as a 21st century librarian is to provide uncomplicated access to high quality information wherever and whenever the user needs it. My library's busy users need to access scholarly information within their workflow and with minimal barriers. I want library resources right on the shoulder of the patron.**

LINDA VAN KEUREN, ASSISTANT  
DEAN FOR ACCESS AND RESOURCE  
MANAGEMENT, GEORGETOWN  
UNIVERSITY MEDICAL CENTER

## DEMAND AND DISCOVERY (DD)

## LEARNING DESIGN (LD)

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## WORK AND LIFELONG LEARNING (WL)

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PRODUCT STRATEGY	MARKETING PROCESSES	STUDENT RECRUITMENT	ENROLLMENT MANAGEMENT	CURRICULUM DESIGN	DIGITAL CONTENT & COURSEWARE	SUBJECT MATTER EXPERTISE	TEACHING STRATEGIES	ACADEMIC ADMINISTRATION	LEARNING & ACADEMIC EXPERIENCE	STUDENT LIFE	ASSESSMENT & VERIFICATION	WORK INTEGRATED LEARNING	CAREER PLANNING & PLACEMENT	INDUSTRY & BUSINESS ENGAGEMENT	ALUMNI & CONTINUING EDUCATION
1.01	2.01	3.01	4.01	5.01	6.01	7.01	8.01	9.01	10.01	11.01	12.01	13.01	14.01	15.01	16.01
MARKET INSIGHTS & TRENDS	STUDENT RELATIONSHIP MANAGEMENT (CRM)	RECRUITMENT EVENTS	COURSE SELECTION & GUIDANCE	DIGITAL DESIGN PRINCIPLES	DIGITAL CONTENT CREATION	DESIGNING FOR DIGITAL LEARNING	LEARNER NEEDS & ANALYTICS	FACULTY PROFESSIONAL DEVELOPMENT	STUDENT PORTAL & LMS	ONBOARDING & ORIENTATION	TESTS & EXAMS	EMPLOYABILITY SKILLS BUILDING	COMPETENCIES & SKILLS EVALUATION	INDUSTRY COLLAB & PARTNERSHIPS	CONTINUING EDUCATION
1.02	2.02	3.02	4.02	5.02	6.02	7.02	8.02	9.02	10.02	11.02	12.02	13.02	14.02	15.02	16.02
UNDERSTAND CUSTOMER NEEDS	COMMS & CAMPAIGN MANAGEMENT	CHANNEL PARTNERSHIPS	APPLICATION & ADMISSIONS	PROGRAM ARCHITECTURE	IMMERSION, SIMULATION & LAB	FACULTY EXPERTISE & SPECIALISMS	DESIGNING ASSESSMENT	FACULTY MANAGEMENT & SUPPORT	SYNCHRONOUS LEARNING EXPERIENCES	WELLBEING & MENTAL HEALTH	PORTFOLIOS & PRACTICAL	WORKPLACE SIMULATION & PROJECTS	CAREER PLANNING SERVICES	PROFESSIONAL & INDUSTRY ASSOCIATIONS	INDUSTRY MENTORING & NETWORKS
1.03	2.03	3.03	4.03	5.03	6.03	7.03	8.03	9.03	10.03	11.03	12.03	13.03	14.03	15.03	16.03
COMPETITORS & ALTERNATES	MARKETING AUTOMATION	SCHOOLS & COMMUNITY OUTREACH	RECOGNIZING PRIOR LEARNING	LEARNING ENVIRONMENTS & PLATFORMS	OER & CONTENT LICENSING	SOURCING & MANAGING EXPERTISE	EXPERIENTIAL LEARNING APPROACHES	TIMETABLING & SCHEDULE MANAGEMENT	ASYNCH LEARNING EXPERIENCES	STUDENT COMMUNITIES, CLUBS & SOCIETIES	ASSESSMENT FEEDBACK	INTERNSHIPS & PLACEMENTS	CAREER & RECRUITMENT EVENTS	CUSTOMIZED PROGRAMS (B2B)	ALUMNI ENGAGEMENT
1.04	2.04	3.04	4.04	5.04	6.04	7.04	8.04	9.04	10.04	11.04	12.04	13.04	14.04	15.04	
NEW BUSINESS MODELS	SOCIAL MEDIA & COMMUNITY MANAGEMENT	SCHOLARSHIP PROGRAM	TUITION FINANCING	LEARNING DELIVERY MODELS	MANAGING INTEGRATED CONTENT	SPECIALIST INDUSTRY PARTNERS	DESIGNING GROUP WORK	RETENTION & LEARNING SUPPORT	VOICE, CHAT & INTERACTIVE LEARNING	VOLUNTEERING & STUDENT LEADERSHIP	PEER & GROUP ASSESSMENT	STUDENT WORK	JOB APPLICATION SUPPORT	EDUCATION AS EMPLOYEE BENEFIT	
		3.05		5.05			8.05	9.05	10.05	11.05	12.05	13.05	14.05		
		B2B RECRUITMENT & PARTNERSHIPS		ACCREDITATION			PERSONALIZED & ADAPTIVE LEARNING	REPORTING & REGULATORY COMPLIANCE	INDEPENDENT LEARNING RESOURCES	STUDENT VOICE & SURVEYS	BADGING & CREDENTIALING	ENTRNSHIP & STARTUPS	JOB FINDING & GRADUATE PLACEMENT		
				5.06					10.06	11.06	12.06				
				CURRICULUM QUALITY MANAGEMENT					LIBRARY SERVICES	EXCHANGE PROGRAMS	GRADUATION & SUCCESS				



# Questions

- Knowledge and skills versus years of education completed. How does 'learning' differ from 'education'?
- Artificial intelligence: what are we losing?
- Academia that is not measurable by straightforward ROI: how do we mediate the value of humanities?



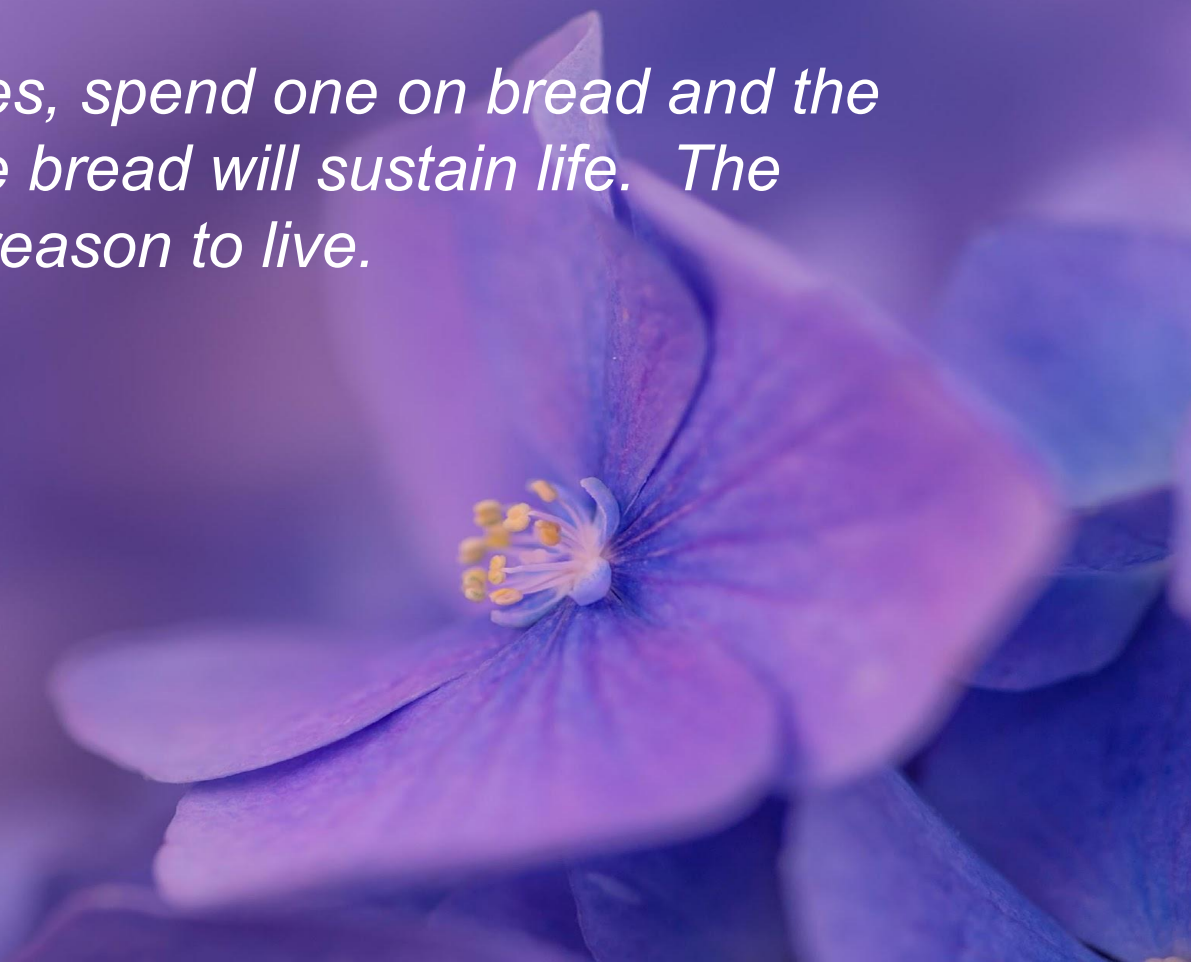
'Collini is astute, analytical, and often killingly funny'  
BEVIS HILLIER, *DAILY TELEGRAPH*

'Collini is that rare bird, a don who can be read with pleasure...'  
MICHAEL BARBER, *TABLET*, BOOKS OF THE YEAR

STEFAN COLLINI

*If you have two pennies, spend one on bread and the other on a flower. The bread will sustain life. The flower will give you a reason to live.*

-- Chinese proverb





# Thank you!

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