# APS Summit

# Setting Course for the Student of Tomorrow

**Three Alternative Futures** 



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## The Stakes Are High for Bold Change





#### Today's Realities: Shrinking Core Market

- Projected 14% drop in 18-year-olds from 2026 to 2029
- Student increasingly difficult to retain
- Prospective students increasingly price sensitive



#### Tomorrow's Fears: The Existential Threat

- Graduates questioning the value of their degree
- Companies like IBM no longer requiring a bachelor's degree
- Liberal arts at risk of becoming the province of only elite institutions



#### Vulnerabilities in How Strategy is Set

- Strategic plan designed to be all things to all people
- Institutions making the
  **exact same bets**
- Intensifying competition in new markets

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Incremental change won't be enough for my institution to thrive into the future. We have to start shifting our future model, and **it needs to happen on our current leadership team's watch.** 

-UNIVERSITY PRESIDENT

## **Design Fiction Your Way to Achievable Innovation**

#### **Design Fiction**

A field of study focused on **envisioning future innovations** by positioning these innovations within a new, fictional, narrative context, and then working backwards to create elements of the desired future.

#### Core Design Fiction Elements...

Focus on real people's experiences Storytelling elements engage

Narrative

reader: characters, conflict, and resolution

#### ... Empower Us to Set and Achieve Our Strategic Vision

"Plausible alternative realities...empower us to confront not just what we think but also how we think and why we think it. They **reveal how fragile the status quo is**, and how malleable the future can be."

> Eliot Peper, Novelist & Entrepreneur Harvard Business Review, 2017

"This work is not about predictions. **It's about creating tools that connect our present selves to our future selves**...so we become active participants in creating a future we want."

> Anab Jain, Futurist & Designer TED Talks, 2017

## Focus on elements outside of current time and place

Environmental details help participants step away from the here-and-now



A future artifact that narrows

the focus to a tangible object,

setting, or experience

technicalities





## From Strategic Vision to Execution



#### **Working Backwards** from Preferred Future

How does IKFA meet the challenges of future customer preferences, while staying true to their chic, minimalist brand?







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NYFIKEN subscription lifestyle Subscribe to NYFIKEN to have Google Subscribe to NYFIKEN to have Google holf. NYFIKEN will make





#### **Internet of Things**

Every product exists in an interconnected universe of IKEA services

Bookshelf comes with:

- Different levels of assembly
- Subscription services
- Drone delivery

#### Subscriptions

Items vou really use (not just junk) are available right when you need them

Shelves always stocked:

- · Items in tune with your lifestyle
- · Google trending items
- News updates, alerts

#### Sustainability

Made-to-order items eliminate waste while maximizing personalization

Bookshelf made custom:

- 3D-printed with IKEA materials, software
- Decomposed and replaced at home

Sources: An Ikea Catalog from the Near Future, NearFutureLabratory.com; Faria, Andre, Try an Internal Press Release before Starting New Products, Medium.com, EAB interviews and analysis.

## **Our Vision: Journey Through Alternative Futures**





Drawing upon our research and data on the student of the future, we created **three scenarios**, each representing a different plausible future for higher education

#### Our goals:

- Provoke thinking about the future
- Get guidance on most compelling features for future research
- Provide model for how stories can make strategic goals more concrete

#### DESTINATION #2 Centaur University

Advanced technology + student service = seamless experience, enabling student focus on academic and personal development

#### DESTINATION #1 Atlas Society

A lifetime membership providing education for every crossroads in a student's life, from undergraduate through retirement

#### DESTINATION #3 Tychaeon College

The ultimate in education to foster regional economic development; students, faculty, and organizations work side-by-side to find innovative solutions to regional challenges



## **Atlas Society**

A Lifelong Learning Membership

DESTINATION

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## Finding a Better Fit for Current and Future Students

#### **Future Students Will Need More Flexibility From Their Experience**



Hunt Lambert Dean Harvard Extension

If These Things Are True

- Workers will have 3 careers, 30+ jobs over a lifetime
- Half-life of skills shortening
- Conventional pathways necessary but insufficient to stay current
- >30m "underserved" working adults

- - -⊳Then These Will Matter

- Advice and navigation will become a stronger differentiator than course quality
- Customer intimacy is essential deep knowledge of past behaviors and future goals
- Scale will be a decisive advantage in maintaining massive content inventory and pricing

#### Pause-and-Play Academics Address Legitimate Stop-Out Needs

#### Taking Essential Break to Deal with Life



Must address illness or mental health concerns



Must take care of family members or children



Must financially support themselves and family

#### Degree Completion Not Always the Right Next Step



Student finds employment before finishing the degree

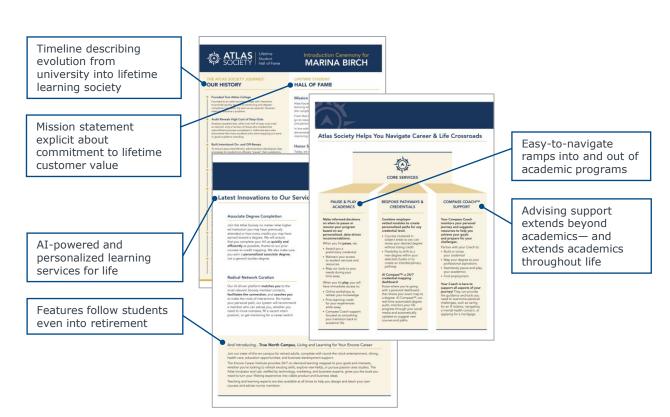


Content of degree program does not address immediate student need



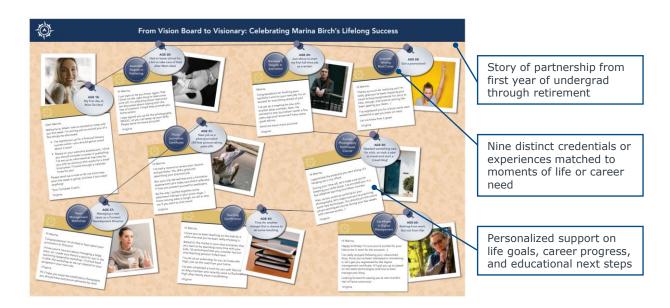
Full degree program poor fit for academic or professional development

## **Orientation to Materials**



#### Atlas Society

## **Orientation to Materials**



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## **Centaur University**

Customer Service Excellence, Personalized to You

DESTINATION



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## What is Possible in a More Convenient World?



### Google

#### Google Keeps Employees Engaged By Reducing Mental Burden of Life Admin

- Free gourmet meals and drinks available at all times
- Free, Wi-Fi-enabled transportation to the office
- 24/7 TechShop support for all software and hardware needs
- Free cooking classes
- On-site haircuts
- Massage credits giftable to colleagues
- Laundromats and dry cleaners at the office
- Nap pods – –



"[The perks] save me time and money, and help me build relationships with my colleagues."

-Google Employee

**Seamless Experience** and Personalized Care Make a Difference in Student Success

62% Of Gen 2 will not use apps Of Gen Z will or websites that are difficult to navigate

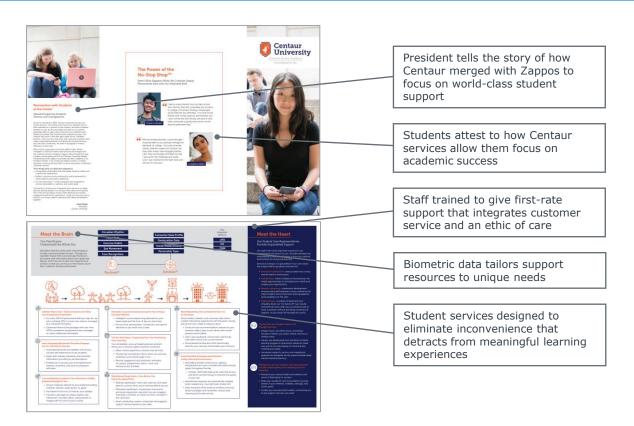
Mental health concern is the second most common reason that students drop out

-0.4

Average **drop** in GPA for students with anxiety and depression

Sources: Jillian D'Onfro et al, "An Inside Look at Google's Best Employee Perks: Current and Former Employees Sound Off the Most Attractive Benefits the Tech Giant Has to Offer," Inc. com. 2015: "Generation Z: The Coming of (Shopping) Age." Content Square, July 2017; "Stretched to Capacity," The Chronicle, 6 Nov 2016.

### **Orientation to Materials**



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