



President as Visionary

October 23, 2023

EAB Future Presidents Intensive
Session VI

Future Presidents Intensive 2023 Overview

I: Welcome and Introductions

Tuesday, September 19, 2023 (virtual)

II: President as Leader and Coach

Tuesday, September 26, 2023 (virtual)

Lori Gonzalez | Ohio University gonzalezl@ohio.edu

Christopher Roellke | Stetson University croellke@stetson.edu

III: President as Student Advocate

Tuesday, October 3, 2023 (virtual)

Houston Davis | University of Central Arkansas hdavis@uca.edu

Song Richardson | Colorado College srichardson@coloradocollege.edu

IV: President as Enrollment Strategist

Tuesday, October 10, 2023 (virtual)

Jonathan Alger | James Madison University algerjr@jmu.edu

Kevin Ross | Lynn University kross@lynn.edu

V: President as Institutional Storyteller

Tuesday, October 17, 2023 (virtual)

Keith Whitfield | University of Nevada Las Vegas keith.whitfield@unlv.edu

VI: President as Visionary

Tuesday, October 23-24, 2023, in Washington, DC

Michael Davis | Fairmont State University michael.davis@fairmontstate.edu

Richard Muma | Wichita State University richard.muma@wichita.edu

Michael Shannon | University of North Georgia michael.shannon@ung.edu

VII: Search Firm Panel (Optional)

Tuesday, October 30, 2023 (virtual)



- 1** Opening Remarks & Welcome
- 2** Futures Thinking Workshop
- 3** AI, Higher Ed and the Future of Work
- 4** Presidents Panel Q&A
- 5** Leading with Resilience and Compassion



Futures Thinking Workshop

Future Presidents Intensive

Planning on Multiple Horizons: The Impossible Charge⁵

Running a Multi-Million Dollar Enterprise

“How do we meet our goals (e.g., financial, student success, enrollment, service quality) in the year ahead?”

Advancing Current Objectives

“How do I build and sustain institutional momentum to inflect near-term priorities?”

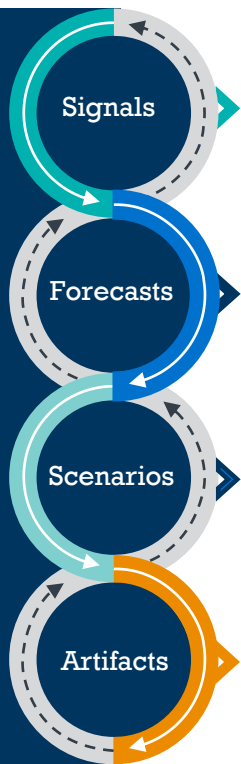
Long-Range Vision for the Future University

“How do we ensure our institution’s relevance, sustainability, and position 5-10 years from now?”

“It’s taking all of our institutional capacity for change to run the organization today, not to mention make progress on current strategic goals...”

...we know that’s not enough, but we haven’t had the bandwidth—and don’t have enough information and data—for a longer-range vision.”

The Skills of “Strategic Foresight”



Identify and Interpret **Signals** of the Future

A signal is a **specific example of future happening in the present**—a clue of what the future might look like.

Gather Signals Together into **Forecasts** about the Future

Forecasts are quick statements of what you might observe if you suddenly woke up in the future, based on signals you see in the present. They are provocatively stated like certainties—but they are not.

Develop Provocative **Scenarios** of Plausible Futures

Scenarios combine forecasts into full explorations of a future environment, using storytelling to help immerse us in potential futures.

Prototype **Artifacts** from the Future to Provoke Discussion

Futurists make their forecasts and scenarios concrete by creating “artifacts” from the future—advertisements, comic strips, tech prototypes, etc. The purpose of the artifact is to help someone else engage with your story of the future through discussion and further enquiry.

The Power of Possible Futures to Drive Innovation



7

Design Fiction

A practice that **envisions future innovations** by telling the story of a possible future, filling it in with details from your organizational context, and creating an artifact to help you engage with that future.

Core Design Fiction Elements...



Context

Focus on elements outside of current time and place

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



Narrative

Focus on real people's experiences

Storytelling elements engage reader: characters, conflict, and resolution



Prototype

Focus on possibilities, not technicalities

A future artifact that narrows the focus to a tangible object, setting, or experience

...Empower Us to Play an Active Role in Building the Future



"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*



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

Why Three?



Scenario-planners believe it's important to prepare for range of plausible futures rather than placing one big bet on predictions that may or may not come true.

Placing Investment Bets



Thinking about multiple future possibilities allows us to see what is similar across a range of scenarios – this allows us to predict what is most likely to come true, and to plan investment accordingly.

Bringing the Lessons Home



For each of your campuses, one of the three scenarios is likely to be most aligned with your market/mission and be worthy of adapting – this exercise can help diverse stakeholders come together around a common vision and reach consensus about how to prioritize investment.

Our Scenarios: Alternative Futures for Higher Ed



Drawing on our research and observation of signals of the future, we have created **three scenarios of different plausible futures** for higher education

Goals for This Session:

- **Provoke thinking** about the future of higher ed and your specific institution
- **Provide you with tools and strategies** for becoming bold, regular, and productive **future thinkers**

DESTINATION #2

Tychaeon University

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

DESTINATION #1

Atlas Society

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

DESTINATION #3

Centaur University

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



How to Think with Scenarios



- These scenarios are not predictions. They are designed to provoke conversation
- These scenarios are not recommendations. The question is not, “Do you like this or not?” but rather, “Is this a future that might be helpful to think about?”
- These scenarios don't try to cover every aspect of higher education. We focused on changing student needs and preferences
- We've created the scenarios to be realistic and plausible, but like all fiction these stories require a "willing suspension of disbelief". Don't worry about too much about the timeline or business model limitations



Atlas Society

SCENARIO

1



The Inspiration Behind the Atlas Society



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

Distinct Features:

- Easy to stop-out and re-start academics
- Lifelong personal advisor and career coach
- Bespoke pathways & credentials
- Radical network curation
- Off-campus learn/work spaces around the globe
- Retirement campus

Challenges Making Change Imperative



Stop-Outs Rarely Return

Multiple barriers to re-enrollment for millions of students



Nonlinear Career Pathways

Bachelor's + master's no longer the typical combination



Inequality Persists Post-Grad

Limited access to networks for underrepresented students



Intrusive Advising Required

Personalized, frequent support for academic and non-academic challenges

How We Arrived Here: Detailed Executive Briefings



Review of Evolving Institutional Trends

Ex: Stackable credentials at Brigham Young University



Best-in-Class Case Profiles

Ex: Alumni education programs at Duke University



Cross-Disciplinary Data Review

Ex: Professional skill longevity data from World Economic Forum



Insights on Future Innovations

Ex: Self-paced modules at Georgia State University

Getting Beyond “Non-Traditional Students”



A Wide Range of Motivations in Addition to Career Switching, Advancement



Upskilling In Place

"I need new skills to keep up with job expectations."

- Affordable
- Flexible scheduling



Seeking Promotion

"I need to build new skills for my next step."

- Assumes field knowledge
- Accessible



Facing Replacement

"My career doesn't exist anymore."

- Accelerated format
- Focuses on retooling for new field



Returning to Work

"I haven't worked in a long time."

- Helps refresh a network
- Updates tech skills



Preparing for a Switch

"I want to find a better job to improve my life."

- Introduces unfamiliar fields
- Builds a new network



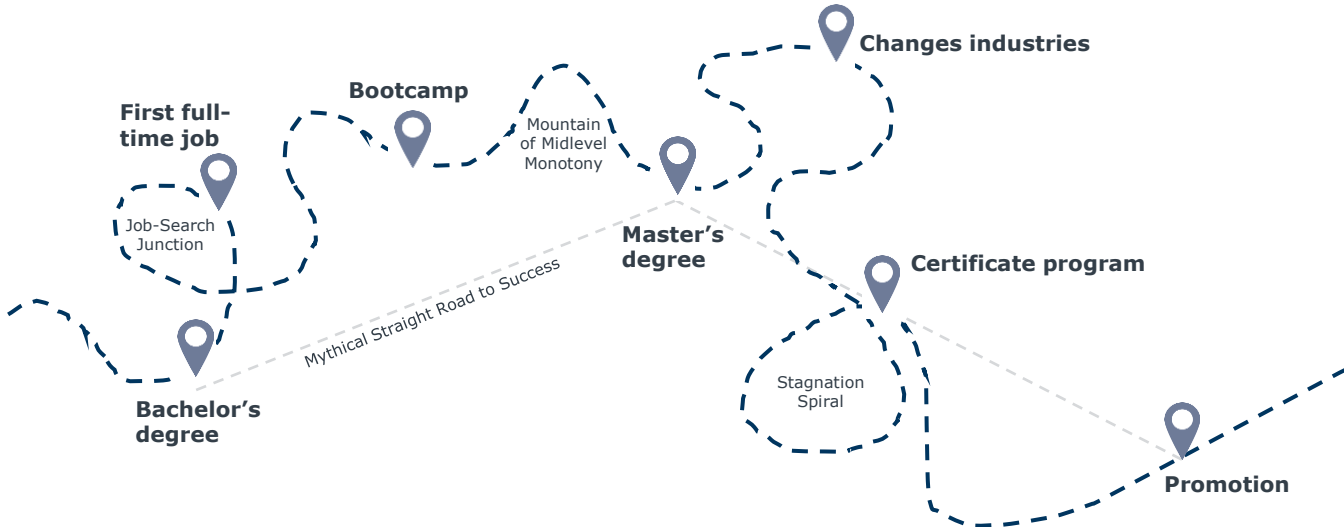
Pursuing a Passion

"I'm looking to build a career with meaning."

- Opportunities to test new skills
- Prepares entrepreneurs

...That Map Onto Unique Needs and Expectations of Higher Ed

From Career Path to Career Odyssey



More Opportunities for Repeat Enrollments, But...

! Hard to Propose Right Step at Right Time

Schools lack data, and student career paths lack predictability

! Challenge to Stay "Top of Mind" for Occasional Buyer

Loyalty easiest when a recurring part of daily life; switching costs are high

! Need to Develop the Right Mix of Offerings

Sustained market viability of emerging credentials still unclear

Sources: James Manyika et al, "Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation," McKinsey Global Institute, 2017; Stephane Kasriel, "Skill, Re-Skill and Re-Skill Again. How to Keep Up with the Future of Work," World Economic Forum, 2017; EAB research and analysis.

Navigating Without a Map

How Inequality Persists After Graduation

Non-Existent Network

Majority of new jobs (estimated 70-80%) not posted online

Experience Required

Employers request industry relevant experience for entry-level jobs

Lack of Employer Training

Economic change requires intentional reskilling by employers and workers

Unpaid Internships a Privilege

Low SES students unable to work for no pay.

“For most people who want to change fields, **a credential of some kind is necessary, but insufficient. Not everyone has well-connected parents or friends.** Underrepresented students especially need help finding in-roads, mentors, and advice to switch careers.”

Dean of Continuing and Professional Education



The Rise of Success Coaching

What Would the World Be Like in 10 Years if This Signal Gets Amplified?

Success Coaches Provide Continuous Support



Rapid Responses to All Questions

- What forms to fill out
- Where to get more math help



Personalized Advising

- Mapping academics to needs
- Coaching on time management, organization, and self-awareness



Curated Access to Resources

- What student groups to join
- Where to find info on housing



Consistent Face Time

- Regular check-ins on pacing throughout the term
- Available in-person and virtually

Measurable and Lasting Impact on Student Success

68%
Of WGU
students



22%
Of students
nationally

Share of students who said “yes” in a Gallup study asking if students had a mentor guiding their hopes and dreams

Not Just WGU Anymore



Brandman University



Stevenson University



College for America



University of New Mexico



University of Wisconsin-Flex

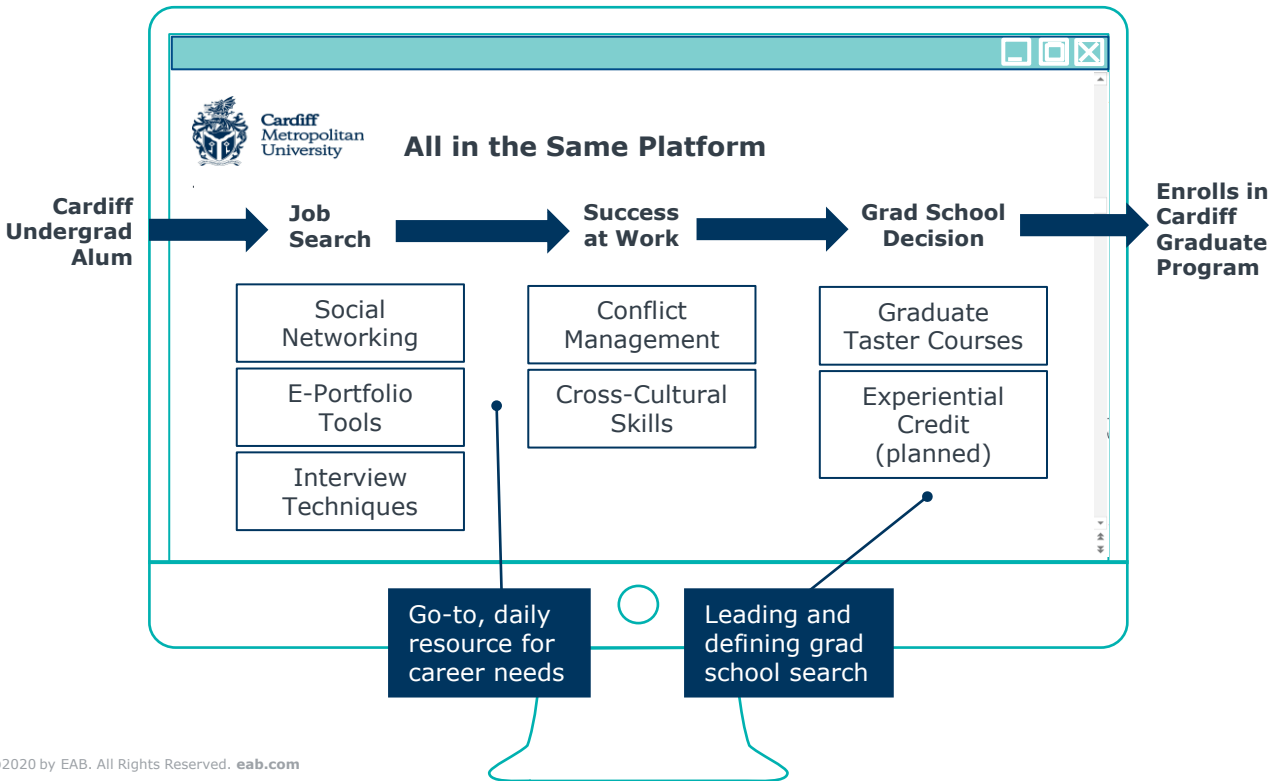


Northern Arizona University



Staying “Top of Mind” Among Alumni

What Would the World Be Like in 10 Years if This Signal Gets Amplified?





The Ultimate in Lifelong Learning?

What Would the World Be Like in 10 Years if This Signal Gets Amplified?

ASU's Mirabella Project Creates an On-Campus Retirement Community with a Twist

1 Seniors Audit Classes

Few senior citizens complete degrees but can have wide interest in one-off courses and topics

2 Receive University ID for "Student" Activities

Residency provides access to university events, library, and even on-campus dining options

3 Health Services and Amenities for a Spectrum of Needs

- Apartments range from independent living to round-the-clock care
- Complex will include fine dining, a cocktail lounge, fitness center, and art gallery



Discussion Outline

Process

1. Review artifact
(10 min)
2. Small group
discussion
(20 min)
3. Share back to
large group
(10 min)

Suggested Questions

- What signals do you see today that could lead to a scenario like this?
- What critical questions would need to be answered in this scenario?
- What would you have to do differently if you lived in this scenario?
- How might this scenario cut across current political divisions?

The Inspiration Behind 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

Distinct Features:

- Thinktank devoted to driving regional strategy
- Innovation Partners fully integrated into academic and social community
- Blended spaces that foster collaboration
- Experiential learning for every undergrad

Challenges Making Change Imperative



Strategic Leadership in Region

Higher ed should not only lead talent pipeline but also define mission for region



Mutually Beneficial Co-location

Solving wicked problems requires collaboration—and spaces that promote it



Expanding Experiential Opportunities

Experiential education is vital to student engagement but difficult to provide at scale



Avoiding Post-Grad Brain Drain

Meaningful work experiences during college motivate students to stay in area

How We Arrived Here: Detailed Executive Briefings



Review of Evolving Institutional Trends

Ex: Industry co-location at George Mason University



Best-in-Class Case Profiles

Ex: School-to-employer pipeline at Wichita State University



Cross-Disciplinary Data Review

Ex: Workforce forecasting from McKinsey Global Institute



Insights on Future Innovations

Ex: Employer OPM partnerships through Guild Education Management

The “Brainbelt”



What Would the World Be Like in 10 Years if This Signal Gets Amplified?

The “Polymer Valley”:¹ Higher Ed Research Drives Growth in Akron, OH Region

\$2.7B

Estimated economic impact to NE Ohio region in 2017

Inter-University Collaboration

Kent State, Ohio State, University of Akron share faculty, resources, and knowledge on research initiatives

Proactive Partner Management

University of Akron Research Foundation established to manage financial contracts between faculty and companies

Pivot Existing Talent Base

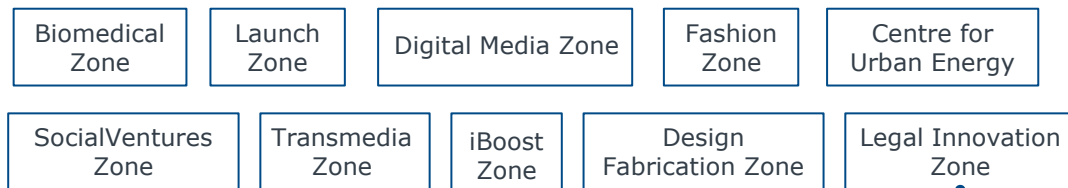
Existing talent base in polymer science from tire industry transitions into biomedical sciences manufacturing

New Industry Revitalizes Old

Polymers invented in Akron are now used to make steel parts—Akron’s original industry—more resilient

Toronto Metropolitan University's Zone Learning

What Would the World Be Like in 10 Years if This Signal Gets Amplified?



Ensuring Multidisciplinary, Support, and Quality



Discipline-agnostic

- 10 zones covering numerous industries, applications open to all students



Faculty and industry expert guides

- One-on-one "idea consultation" mentoring sessions provided by on- and off-campus experts



Optional Zone Learning specialization

- Students must complete 4 semesters in a learning zone, as well as one learning zone course
- Specialization is noted on transcripts

A Glimpse at Impact
Partnership agreements

 LexisNexis™



19 active start-ups

35+ entrepreneurs

The University as Staffing Agency

What Would the World Be Like in 10 Years if This Signal Gets Amplified?

On-Campus Jobs Keep Outsourcing Local and Save Employers HR Hassles



Meanwhile Students Incentivized to Stay in the Region after Graduation

THE UNIVERSITY OF
MEMPHIS + **FedEx** = **UMRF**
VENTURES INC

WSU | WICHITA STATE UNIVERSITY + **Beechcraft** + **AIRBUS**



UMRF Ventures operates outsourced, on-campus Fedex call centers staffed by students



WSU contracts out students for engineering projects to local aeronautics companies



Takes charge of students' professional development and ability to graduate



Manages hiring, training, and firing of student employees



Students earn \$15-25/hour



Students earn \$25/hour, or \$10-15K/year

New revenue and job opportunities on campus

\$5.2M

In 2018 revenue

500

Student employees next year, 150 more than this year

Graduates Seek Out Local Employment

83%

Of WSU student employees at Beechcraft **employed in Wichita** after they graduate



Centaur University

SCENARIO

3

The Inspiration Behind Centaur University



Centaur University

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

Distinct Features:

- Personal success coach and proactive faculty advising
- Integrated campus technology system powering hyper-curated experience
- No-stop shop: fully automated services
- Holistic learning environment focused completely on student needs

Challenges that Make Change Imperative



Hurdles to Holistic Support

Admin structures keep faculty and staff from being student-centered



1st-Gen Barriers

First-gen students more likely to face cultural and admin obstacles



Rising Mental Health Risks

Demand for support services outpaces capacity



Gen Z Expectations

Mobile-first consumers expect integration and personalization

How We Arrived Here: Detailed Executive Briefings



Review of Evolving Institutional Trends

Ex: AI query support at Georgia State University



Best-in-Class Case Profiles

Ex: Faculty financial aid training at Robert Morris U



Cross-Disciplinary Data Review

Ex: Adolescent depression data from the National Institute of Mental Health

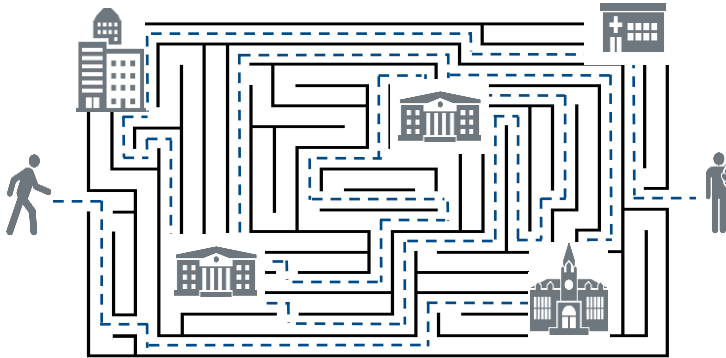


Insights on Future Innovations

Ex: Holistic biometric tracking at Colorado State University

Navigating Without a Map

“Business As Usual” Perpetuates Inequality



Confusing Higher Ed Jargon

- “This course has a pre-requisite.”
- “The post is on Blackboard.”

Unclear Student Experience

- What to pack
- How much to study
- Where to find a mentor

Barrage of To-Dos

- Fill out the FAFSA
- Register for classes
- Complete housing questionnaire

“The challenge for our first-generation college students is distinguishing what information is essential and what information is simply nice to know or might be useful in a year.”

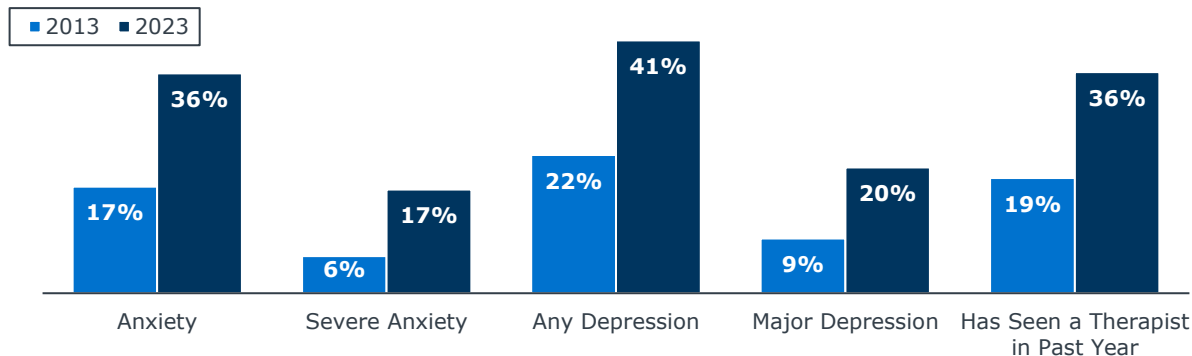
DEAN OF STUDENTS

Mental Health a Known and Growing Challenge



Anxiety and Depression Nearly Doubles Among Students Over Last Decade

Healthy Minds Study, 2013-2023



“

Three decades ago, the gravest public health threats to teenagers in the United States came from binge drinking, drunken driving, teenage pregnancy and smoking. These have since fallen sharply, replaced by **a new public health concern: soaring rates of mental health disorders.**

Matt Richtel


Author of *It's Life or Death: The Mental Health Crisis Among U.S. Teens*

”

1) College students.

Gen Z Born into Accessible & Participatory Internet Era


Daily Lives Shaped by an Advanced Digital Landscape...

 **One-stop-shop information access**, whenever and wherever

 Information **filtered through algorithms**


 **Online experience personalized** through ad tracking


 **Media has always been social**, and platforms have distinct purposes

 Content has **8-seconds to capture attention**, and even less if difficult to navigate

 Instantaneous communication, with teens sending **3,000+ text messages** monthly


...Creates Expectation of Robust Digital Ecosystem on Campus...


 Students want more directive and personalized ways to navigate campus resources

 Students increasingly expect **24/7 service** and centralized information hubs

...Like What They Get out in the Rest of the World



 Call center employees empowered to tackle **any customer need**, even if not Zappos-related

 Contact info on all web pages **encourage customers to reach out**

 24/7 warehouse **processes customer orders in real time**



Zappos's Customer Service Approach

What Would the World Be Like in 10 Years if This Signal Gets Amplified?



90%

Of sales are online

8000

Phone calls annually

“ You have the customer’s undivided attention for five to ten minutes, and if you get the interaction right, what we’ve found is that **the customer remembers the experience for a very long time** and tells his or her friends about it.

- Tony Hsieh, *Delivering Happiness* ”

What does it take to run a “Customer Service Company”?



Phone number at the top of every webpage



No scripts, sales quotas, or call times



Empowered to take care of customer needs (even if not Zappos-related)



24/7 warehouse; no waiting for orders to pile up

Deakin Puts Campus Services at Students' Fingertips

What Would the World Be Like in 10 Years if This Signal Gets Amplified?

Portfolio of Smart Apps Leads Students Where They Want to Go

- Genie, Deakin's AI virtual assistant, interfaces with Scout, a personalised smart campus navigation and wayfinding app
- Genie uses Scout GeoSensor networks and students' personal information to provide location-based support

Genie by the Numbers



12K daily conversations facilitated by Genie



25K unique student users and app downloads in first five years

Sample Student-Centric Features



Popular Soundbites Distort the True Meaning of Grit



Heated Debate on “Grit” Often Taken Out of Context

2007

Angela Duckworth sets off modern discourse on grit by co-authoring paper on how to measure “grittiness”

2013

Duckworth’s TED Talk catapults “grit” into the national spotlight and layman conversation

Current

Grit romanticized as a quality prevented by privilege or else a reason not to eliminate hardship



“Grit is passion and perseverance for very long-term goals.”

“Grit is unrelated or even inversely related to measures of talent.”

“Grittier kids [are] significantly more likely to graduate.”

“

Resilience and deep thinking can be taught through coursework... We can take students to a homeless shelter... Grit is not about making it hard to find a book in a book store.”

*President
Large Private University*

Discussion Outline

Process

1. Review scenario
(10 min)
2. Small group
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(20 min)
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large group
(10 min)

Suggested Questions

- What signals do you see today that could lead to a scenario like this?
- What critical questions would need to be answered in this scenario?
- What would you have to do differently if you lived in this scenario?
- How might this scenario cut across current political divisions?

Develop a Daily Practice of Futurist Thinking



Look Back to Look Forward

- Futurists calibrate their expectation for future change by thinking back into the past twice as long ago
- Think about what the world was like 20 years ago: technology, politics, culture, etc.
- Try to “measure” the amount of change from then to now
- Project that amount of change forward to think about future 10 years from now.



100 Ways Things Could Be Different

- Pick a category (higher ed, your institution) and list as many true statements about that category in the present. Try to get to 100.
- Choose 1 or 2 of the statements and imagine a future in 10 years when that statement is *not* true.
- Ask yourself whether that’s a future you want to help bring about.



Build a Library of Signals

- Watch out for signals in your daily life: newspaper articles, stories you hear, objects in your daily life
- When you identify a signal, try to find out as much as you can about it. Ask yourself the key analysis questions
- Keep a library (notebook, blog, binder) of the signals you find for future use creating forecasts or scenarios

Dispelling Three Myths About AI

Myth: AI is All Hype

Reality: AI is Quickly Becoming a Staple in Everyday Life



Mainstay Vendors Integrate Generative AI Into Key Offerings

- Google launches generative AI-powered search experience
- Microsoft releases Copilot throughout Office 365 Suite
- Adobe launches Firefly, generative AI for creators, across products

More Vendors Plan to Launch AI Offerings



Myth: AI is Avoidable

Reality: Students, Staff (Even Presidents) Already Using AI tools



89%

Of students admitted to using ChatGPT in their coursework

67%

Of higher education staff reported using generative AI for their work in the 2022-23 academic year

Wells College president Jonathan Gibraltar is among several higher ed leaders who used ChatGPT to craft parts of their graduation speech

Myth: AI is Too Risky for Universities to Adopt

Reality: Licensed AI Tools Far Less Risky than Public Tools



More Options to Insert Safeguards on Licensed Tools

- Institutions can negotiate security agreements with vendors
- Data not used to train public models

AI Risk Frameworks Follow Tried-and-True Templates

- National Institute of Standards and Technology (NIST) released an [AI Risk Management Framework](#) in 2023, following template of cybersecurity framework
- Focus is similarly on educating users on safe data practices

AI and the Future of Higher Education: Five Transformative Opportunities



Prepare Your Students For the Future of Work by Infusing AI Across the Curriculum



Provide 24/7, Personalized Student Support With One-Stop Conversational AI



Supercharge Faculty and Staff Productivity With AI Efficiency Tools



Maximize Enrollment and Advancement Yield With Hyper Personalized Content Generation



Transcend Historical Bounds of Innovation in Research by Using AI to Expand Human Capabilities

Future of Work Demands AI Fluency For All Students

36

Demand For AI and Machine Learning Roles Surge...



Increase in demand for AI/machine learning engineers since 2020



Projected growth of AI/machine learning jobs from 2023-2027

...But Need For AI Skills Extend Beyond Tech Roles

2023 Job Descriptions on Indeed.com

Graphic Designer

Qualifications & Skills



- ▶ Familiarity with AI and ChatGPT technology, utilizing it to enhance multimedia projects

Protein Sciences Research Scientist

Qualifications & Skills

- ▶ Experience utilizing artificial intelligence protein design, SAR, or related biological applications

Content Writer, Editor, and Researcher

Qualifications & Skills

- ▶ Proficiency in prompting and navigating AI tools such as ChatGPT

UF Infuses AI Education Into All Disciplines

Preparing Students for the Future Requires AI Integration into Coursework

Key Elements of the University of Florida's AI Initiative



Top-Down Approach to AI

UF President and Provost strongly encouraged and incentivized incorporation of AI across all 16 colleges



AI-Specific Faculty Hired

UF hired 100 new faculty with AI backgrounds or experience across disciplines, with each college receiving at least one new hire



AI Courses Across All Disciplines

230 AI courses offered at undergraduate, graduate, and professional levels, and range from introductory to major-specific



AI Pathways Career Coach

Career center staff educate students on the use of AI in the job recruitment process



Course Offerings

- AI in Agriculture and Life Sciences
- Business Applications of Artificial Intelligence
- AI in Healthcare and Public Health

Research Applications



AI System Detects Bruised Strawberries Before Market



Building Equitable Workplaces with AI Technologies



AI Platform Predicts Surgical Complications



Looking Ahead

Dinner & Tomorrow's Agenda





VI: President as Visionary | Day 2

Tuesday, October 24 at 8:30 am
EAB Headquarters, Washington, DC

Susan Woda

EAB
Managing Principal
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Dr. Jennifer Latino

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Managing Director
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Fairmont State University
President
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President
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Dr. Michael Shannon

University of North Georgia
President
michael.shannon@ung.edu

Catch a Ride On Us!

Uber to Sequoia DC for Dinner





Washington DC | Richmond | Birmingham | Minneapolis | New York

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