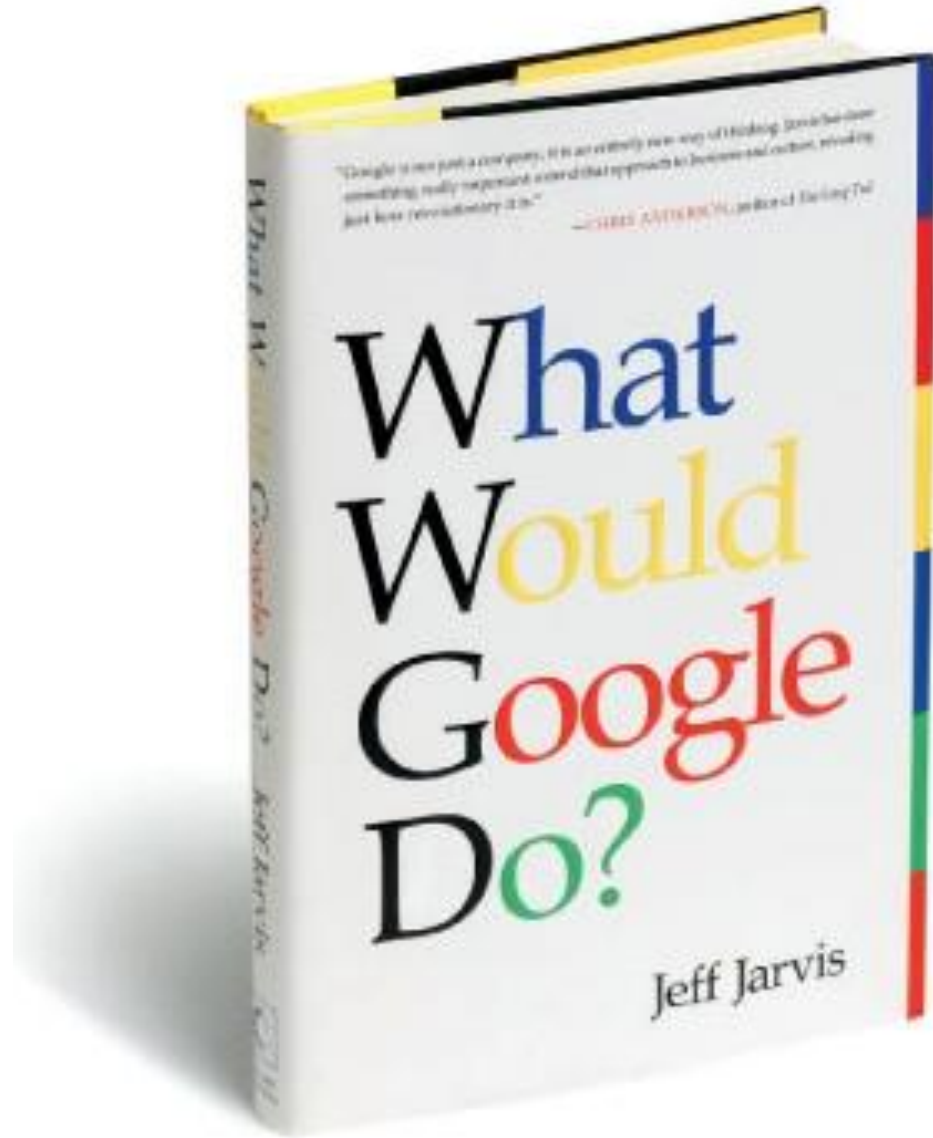


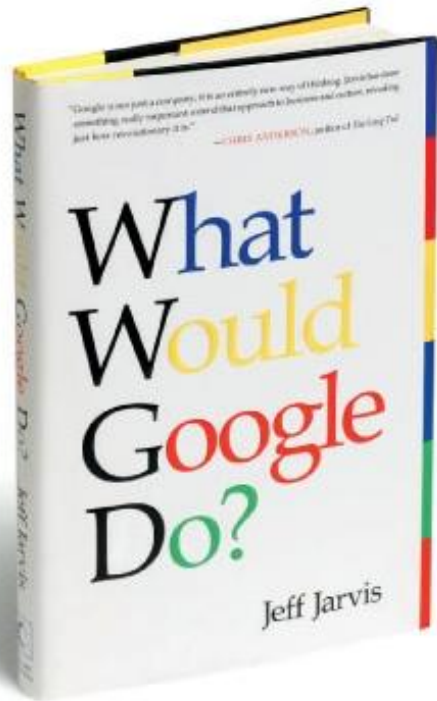
# A digital agenda for higher education – what would Google do?

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*A thought experiment and a survival manual on how a new social and business environment can be built using new approaches, taking full advantage of the digital revolution.*



## Any implications for Higher Education?

## Mistake #1: Make a 2D-copy of the 3D class room.



- A less comprehensive "copy" of the original class room, with limited social interaction to support learning.
- Less commitment from students and a weak study culture.
- Less control of student learning, difficulties to control exam situations.

Any digital learning platform will be less efficient and less useful compared to the standard class room!

## Mistake #2: The standard student assumption



A student is

- age 19-22
- recent graduate from previous level
- study full time
- on campus
- strive to mix studies and a social life with fellow students

## Mistake #3: Learning methods based on students lack of experience



- Students do not have a relevant professional background for the area of study and no relevant experience that can be utilized to improve the learning experience
- Learning starts from zero
- Learning methods need to encourage the young and reluctant learner



# Google students...

...are diverse

...needs to be in  
control



...are part of  
networks/communities

# Google universities...

Universities as a

**PLAT  
FORM**

for learning

instead of an  
institution of learners



# Google business models...

## Unbundling

Students seek learning components ("courses") from several different providers, thus designing their own program and unique profile. Digital platforms to facilitate unbundling are provided either from universities or an innovative provider.



# Google business models...

## The multi-D model of learning

Student and instructors learn and teach as a joint effort, utilizing a multitude of resources, including student experiences as well as international experts, live case studies or student centered digital resources. The concept of the "course" is truly revitalized – taken from a university delivery to a community creation.



# Google business models...

## University alliances

Universities specialize in teaching and research and create alliances to make a more competitive offer to prospective students.



# Google business models...

## The corporate university

On the job-training or educational  
internships or tuition-education in a  
global company, with a strong focus on  
international excellence, replaces  
traditional university programs.



# Google business models...

## Recognition and validation

Research based organizations provide validation of competence gained through formal training, work experience or traditional courses and can issue degree diplomas.

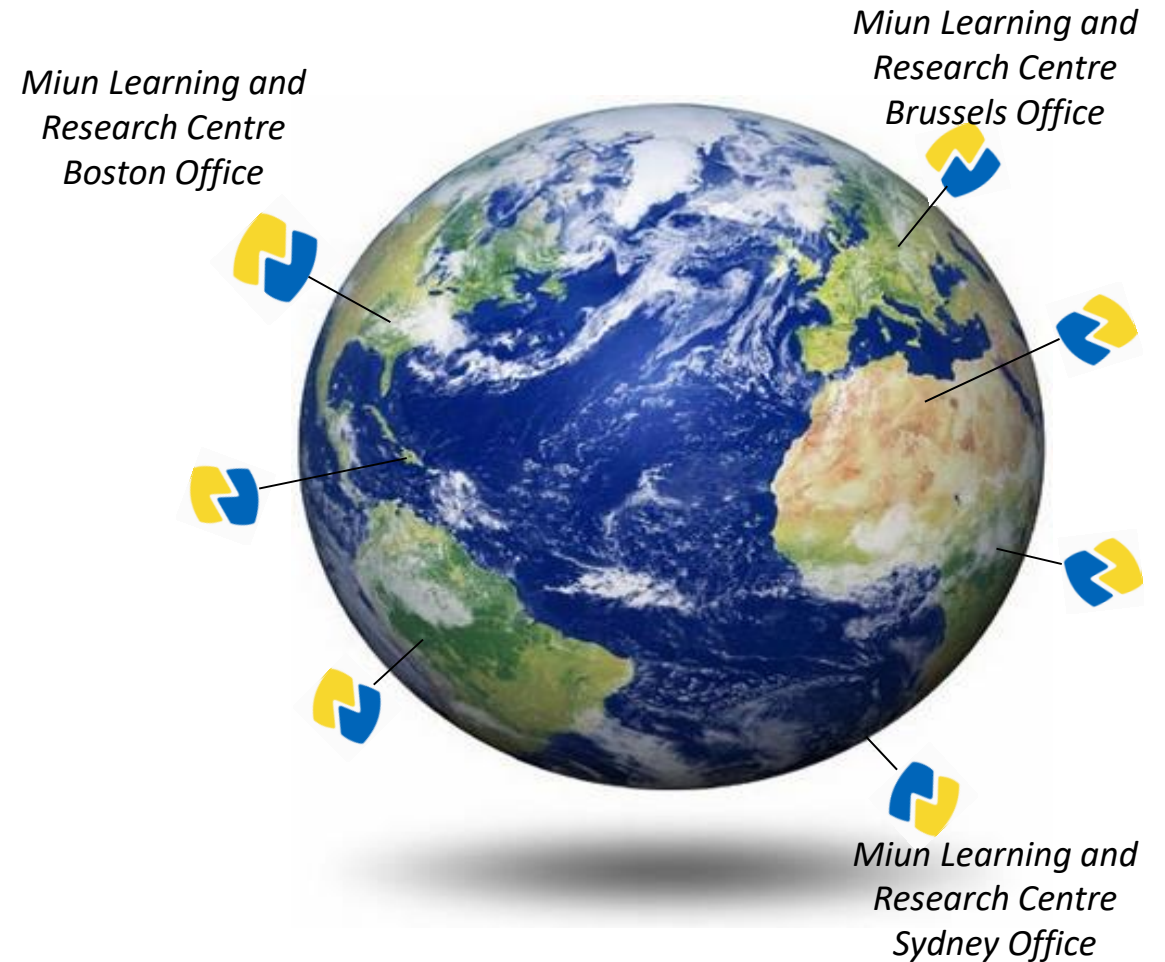


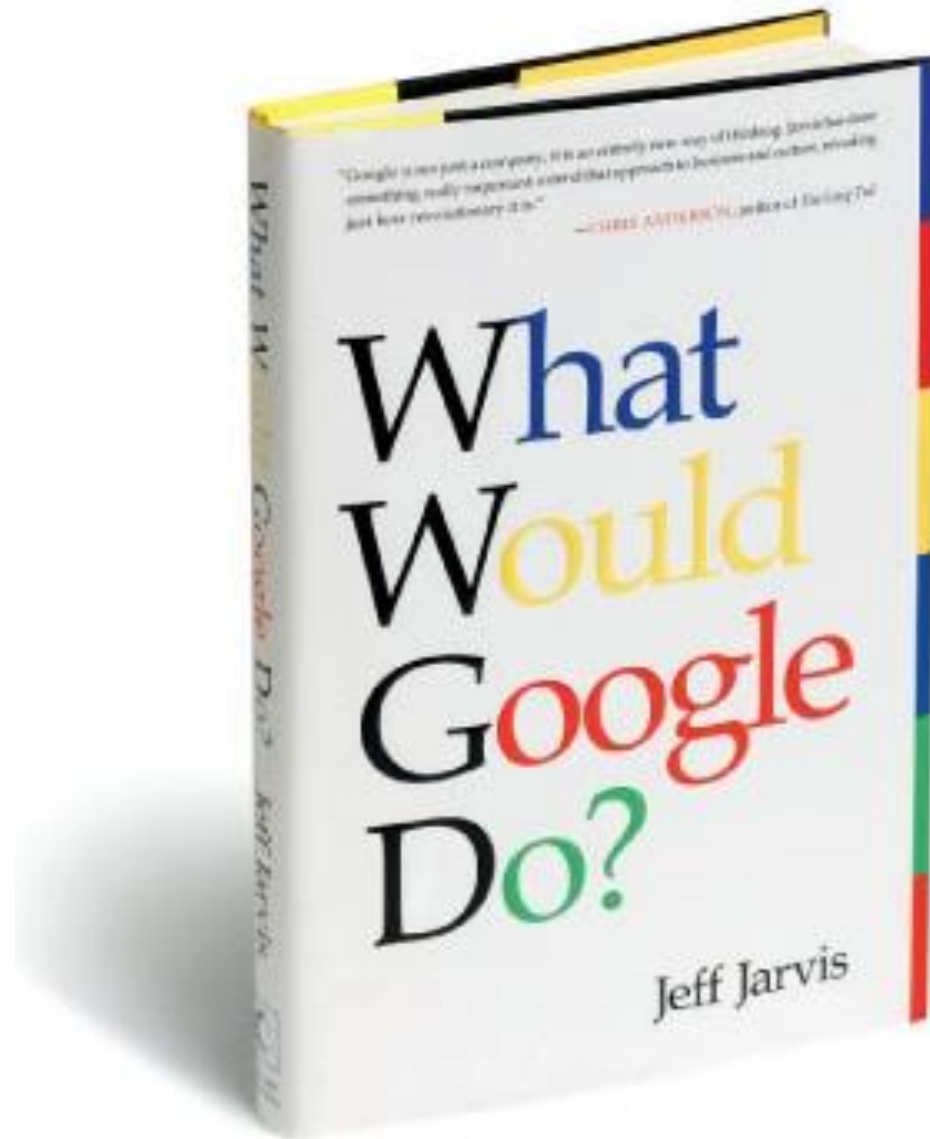


# Google business models...

## Internationalization of universities

A true international university system  
based on global expertise and network of  
competences, students and faculty



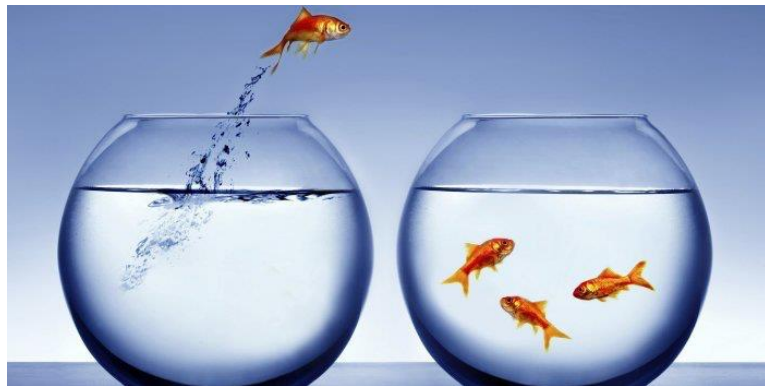
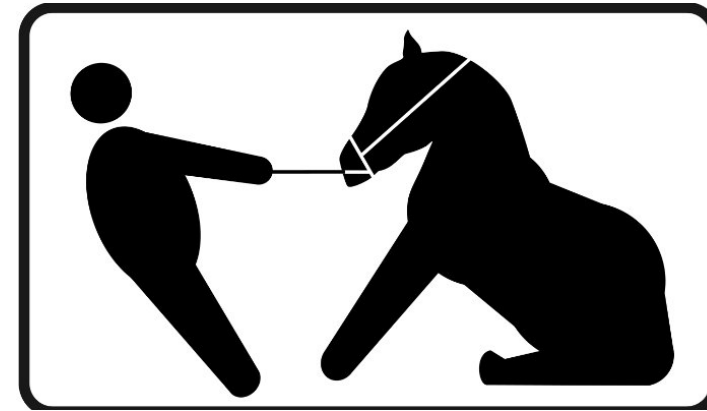


*Unbundling*  
*Multi-D learning*  
*Alliances*  
*Corporate universities*  
*Recognition and validation*  
*Internationalization*



## Why nothing will happen...

- Inappropriate organizations
- Lock-in-effects and path dependencies
- Barriers to entry
- Lack of motivation to change



## Why something may happen...

- We are perhaps open for the "spotify" effect
- A new generation will demand changes
- New providers may change the rules of the game
- Internationalization reduces barriers

Thank you!