UNIVERSITY OF LONDON
INTERNATIONAL PROGRAMMES

Fast forward into the future – an increasingly international and online education sector

The communications challenge

Tim Gore OBE

EUPRIO September 2014

Worldwide Access | Opportunity | International Reputation

A risky world

The retreat from globalisation

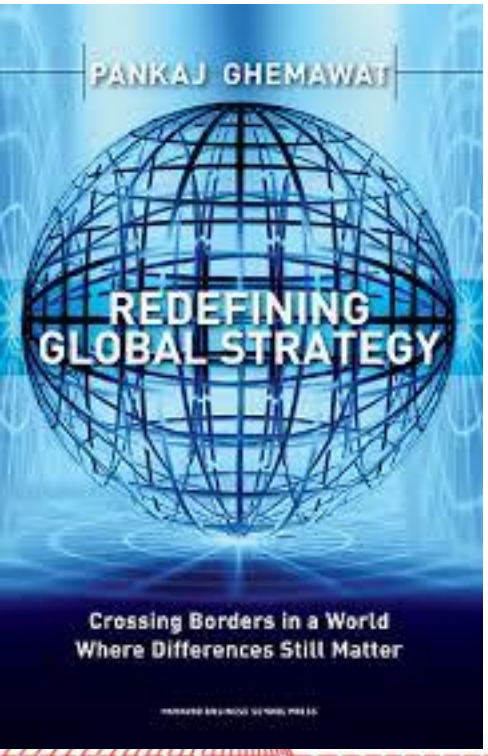
By Satyajit Das

Updated Tue 1 Oct 2013, 8:48am AEST

ASSOCIATION OF SOUTHEAST ASIAN NATIONS

Regionalisation and Globalisation, conflicting or linked processes?

April 29, 2012



In their broadest level, culture and identity are civilizations. “In the post-Cold War world, states increasingly define their interests in civilizational terms”. Huntington identifies nine major civilizations; ***Western, Latin American, African, Islamic, Sinic, Hindu, Orthodox, Buddhist and Japanese.***

http://europeanista.wordpress.com/2012/04/29/regionalisation-and-globalisation-conflicting-or-linked-processes/

The shape of things to come

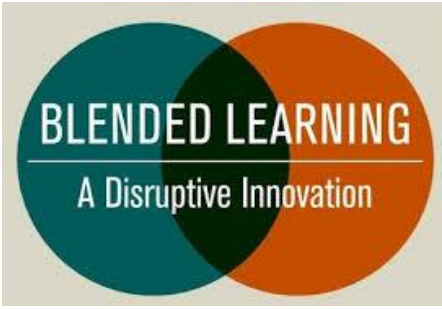
The evolution of transnational education: data, definitions, opportunities and impacts analysis

Going Global 2013

Regionalism and southerly winds

The future is blended

Mobility
Vs Transnational



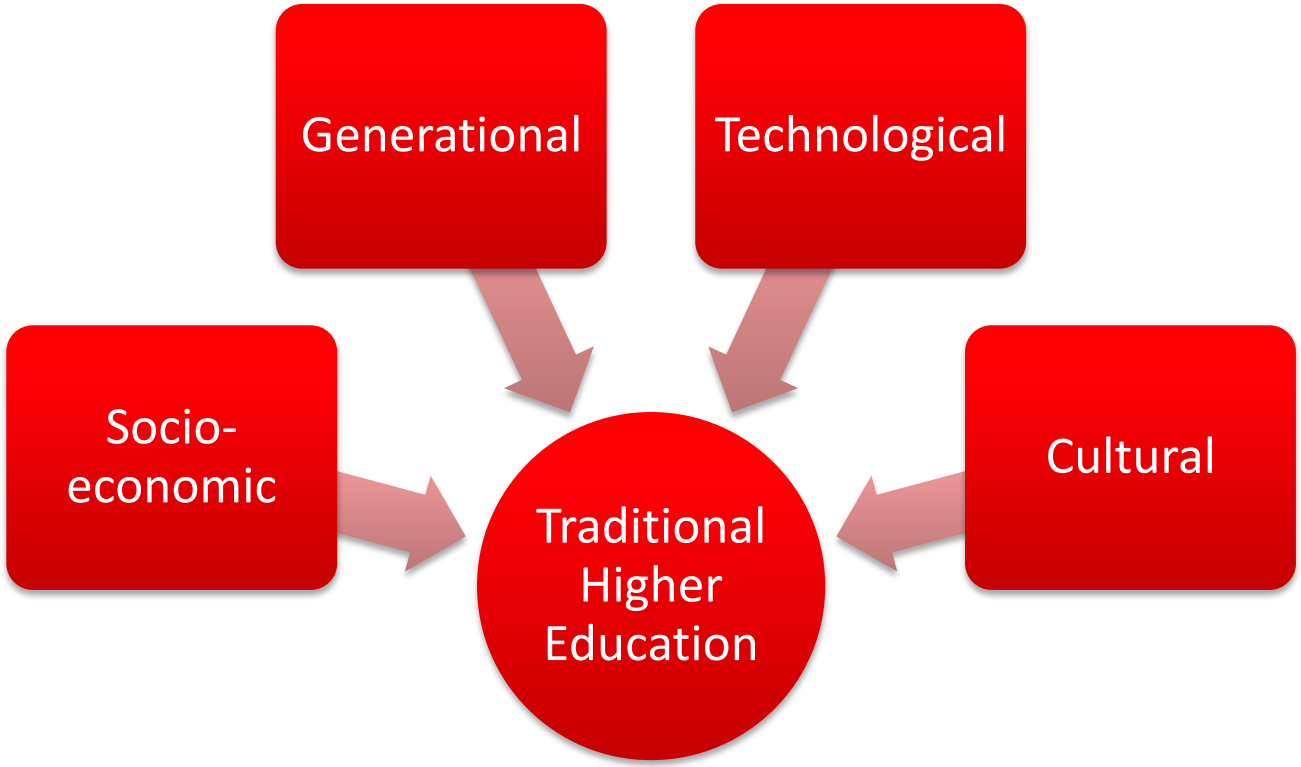
TNE analytical frameworks

The future is unbundled

Chinese university in talks to open UK campus at former BBC site

One of China's top universities is in talks to open a campus at the former site of the BBC in London in the latest push to extend Chinese influence across the globe.

The traditional model under pressure



Porter's 5 Forces in our world

LAUREATE INTERNATIONAL UNIVERSITIES

MACAT

New Entrants

coursera

TATA

Reopending to Student Expectations

Supplier Power

University Competitive Positioning

Buyer power

KHAN ACADEMY

Montagu private equity

Substitute products

Sun badges are epic.

1 Select Your School & Your Degree

2 Complete Your Courses With StraighterLine

3 Complete Your Degree At One Of Our Partner Colleges

POLITICS AND GOVERNMENT
PHILOSOPHY
HISTORY
ANTHROPOLOGY
GEOGRAPHY
ARCHAEOLOGY
BUSINESS
ECONOMICS
LAW
HISTORY OF ART
LITERATURE AND CLASSICS
SOCIOLOGY
PSYCHOLOGY
THEOLOGY
0:21 / 2:01

MACAT

TATA

Artificial Leaf Technology

CISCO

TATA

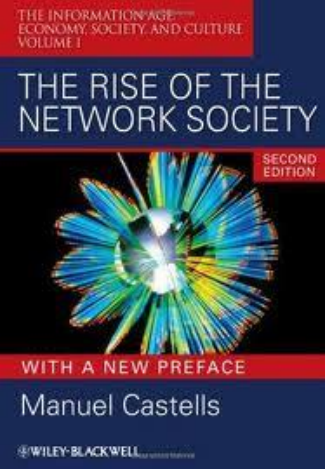
But

INNOVATIVE

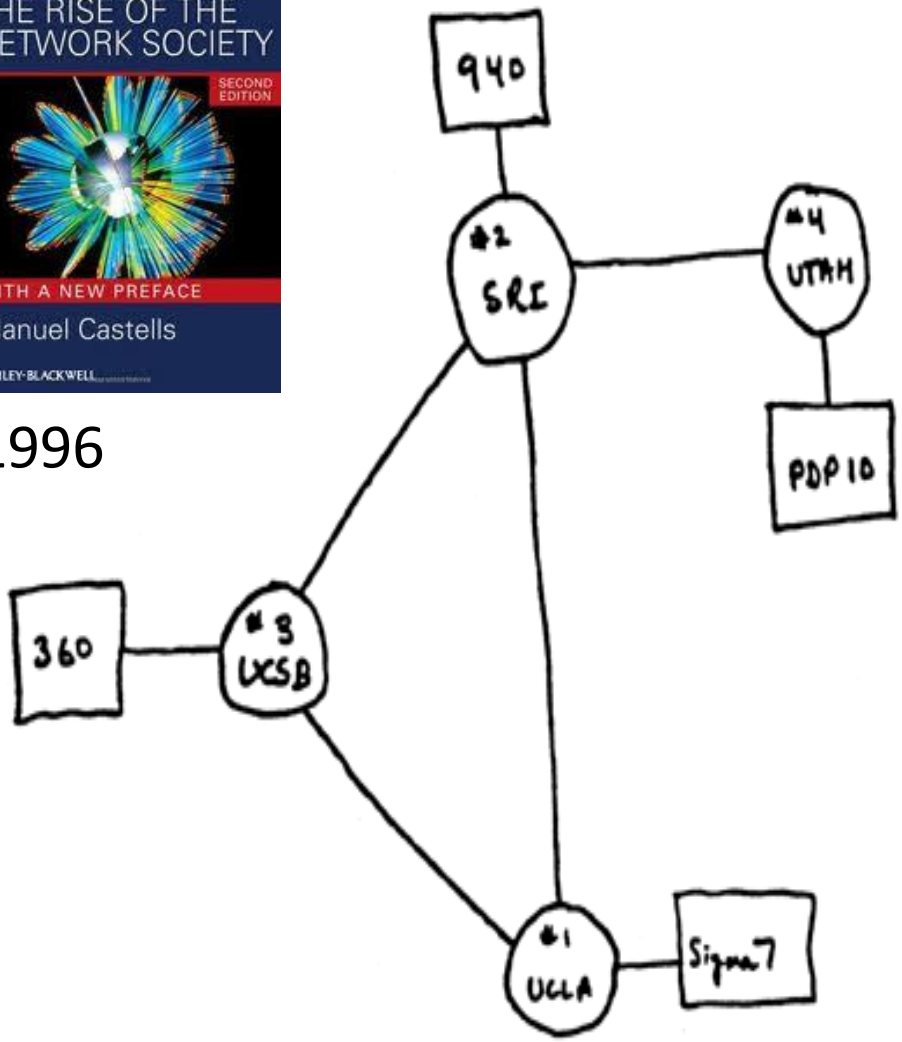
Tata has mainstreamed CSR – its story around nation-building, modernisation, and community development is compelling

Corporate Social Responsibility	Corporate Reputation
Institutionalization of CSR	History/ Heritage
Mainstreaming of CSR	Technological Advancement
Community Development	Global Footprint
Modernization Paradigm	Responsibility
Nation-Building	Nation-Building

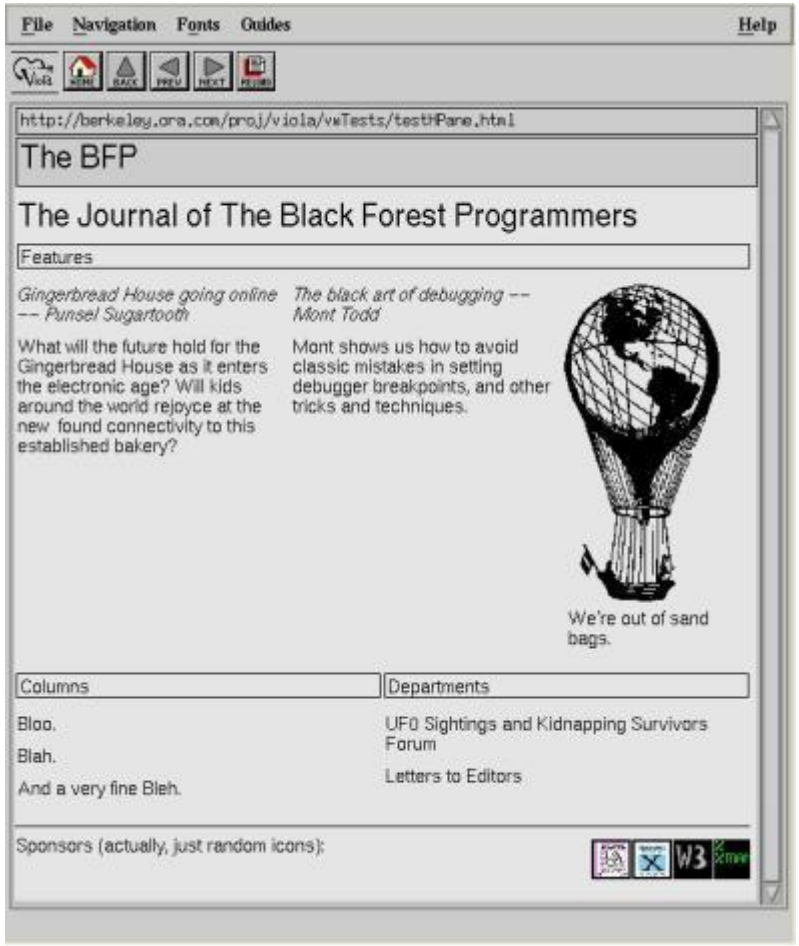
After Rahul Mitra 2011



1996



1962 The Arpanet



1992 Viola W

Pei Yuan Wei

DigitalNatives

http://www.computerhistory.org/internet_history/

tripadvisor
UNITED KINGDOM

Hotels Flights Holiday Rentals Restaurants Best of 2014

"It's a luxurious ocean paradise."

Review of Bora Bora, French Polynesia
By GoldyLox8, Edmonton, Alberta, Canada

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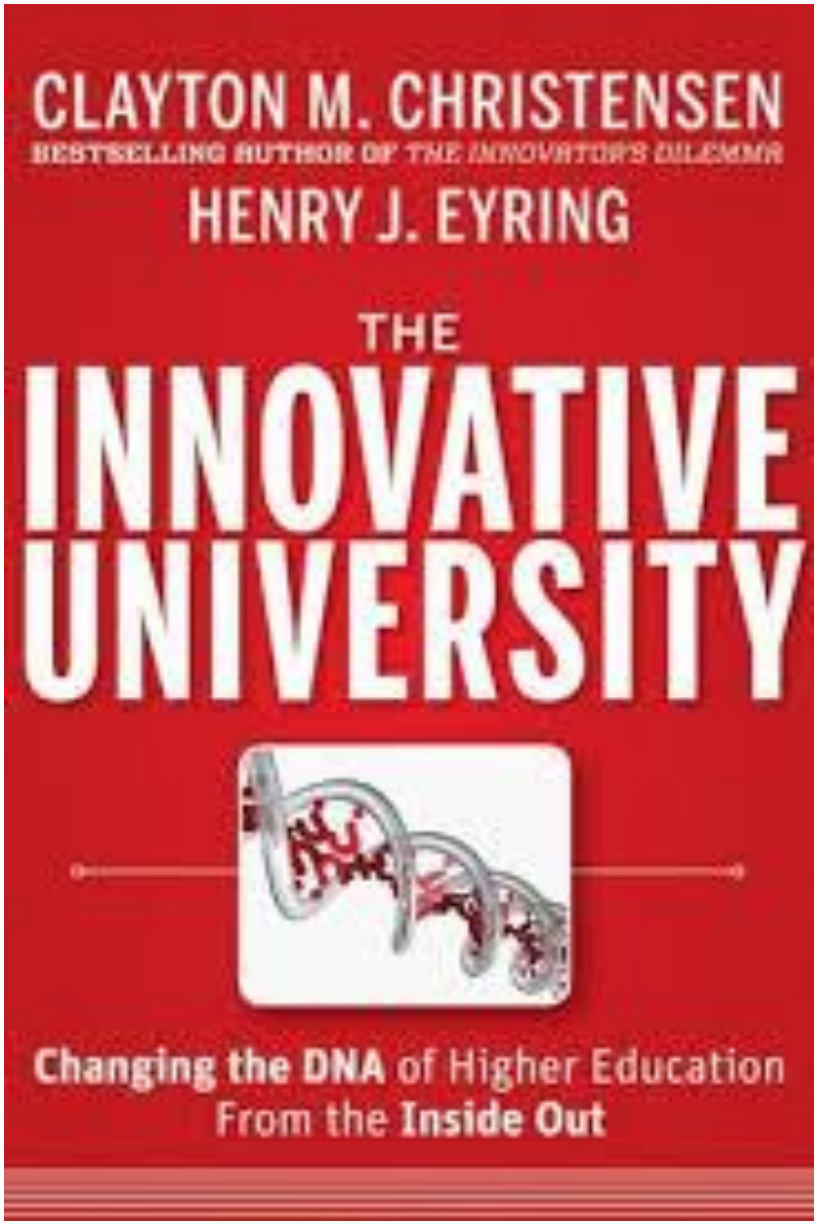
From the January/February 2013 issue:

The End of the University as We Know It

NATHAN HARDEN

What disruption?



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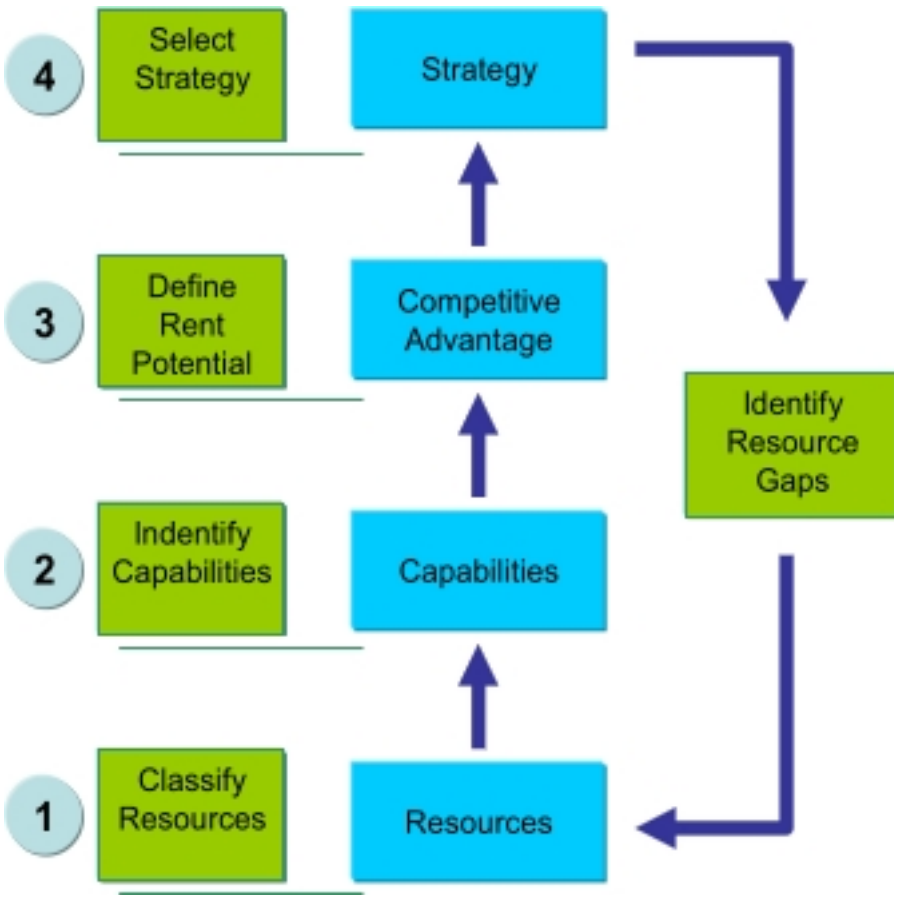


CAPABILITIES SYSTEM	
Can we articulate the three to six capabilities that describe what we do uniquely better than anyone else? Have we defined how they work together in a system?	Do all our businesses draw on this superior capabilities system? Do our organizational structure and operating model support and exploit it? Does our performance management system reinforce it?

Leinwand and Mainardi HBR 2010

http://www.roymogg.com/roywiki/index.php/Resource_Based_Theory

Resource Based View

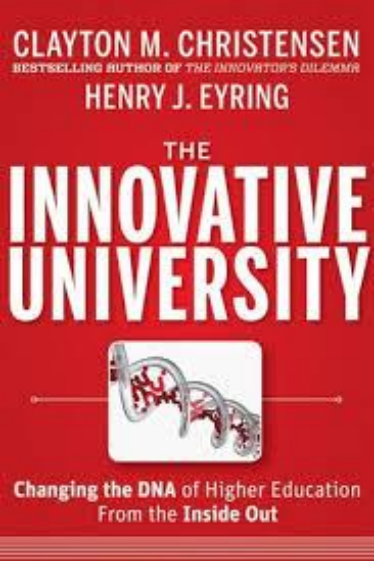
Industry organisation

Strengths	**Opportunities**
Weaknesses	Threats

Journal of Higher Education Policy and Management
Publication details, including instructions for authors and subscription information: http://www.tandfonline.com/loi/cjhe20

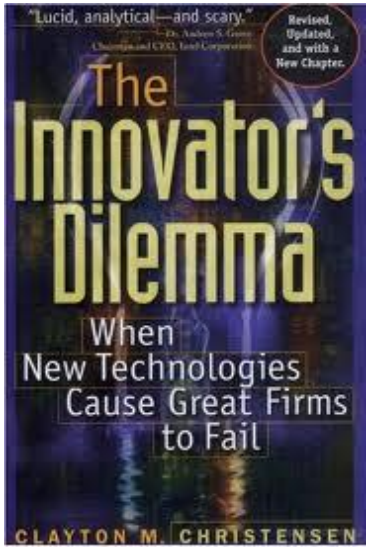
Strategic management for competitive advantage: a case study of higher technical and vocational education in Taiwan

Hsun-I Huang a & Cheng-Fei Lee b



2011

To avoid disruption, institutions of higher education must develop strategies that transcend imitation.
They must also master the disruptive technology of online learning and make other innovations.



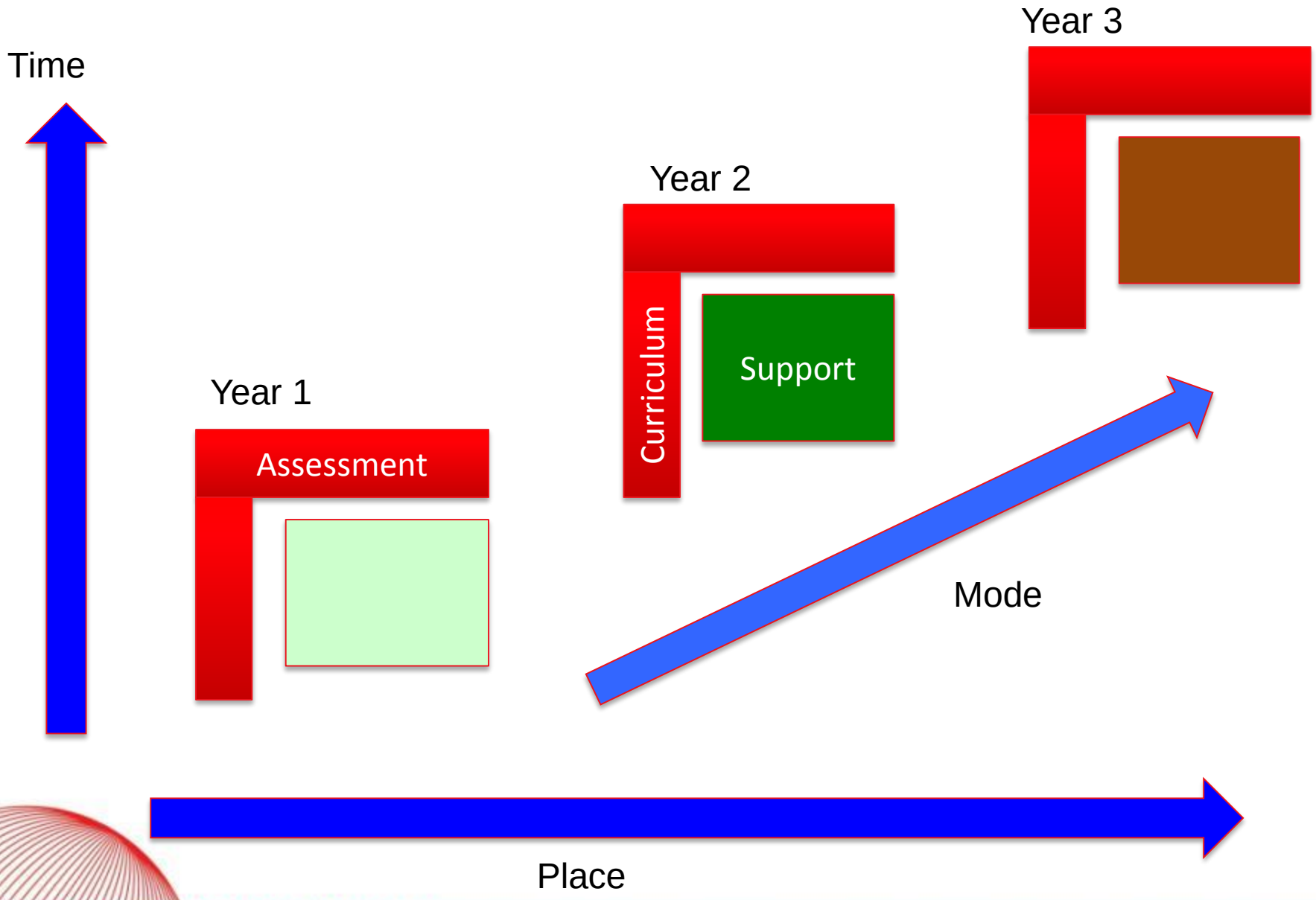
The Innovative University, Christensen and Eyring 2011

The traditional university is still indispensable

Value chain components
Summative assessment
Formative assessment
Teaching
Pastoral care
Library access
Core study materials
Supplementary study materials
Curriculum
Admissions
Marketing
Employability / next steps

Staff recruitment and management

Administration


Time
Year 1
Assessment
Year 2
Curriculum
Support
Year 3
Mode
Place

Transcending imitation

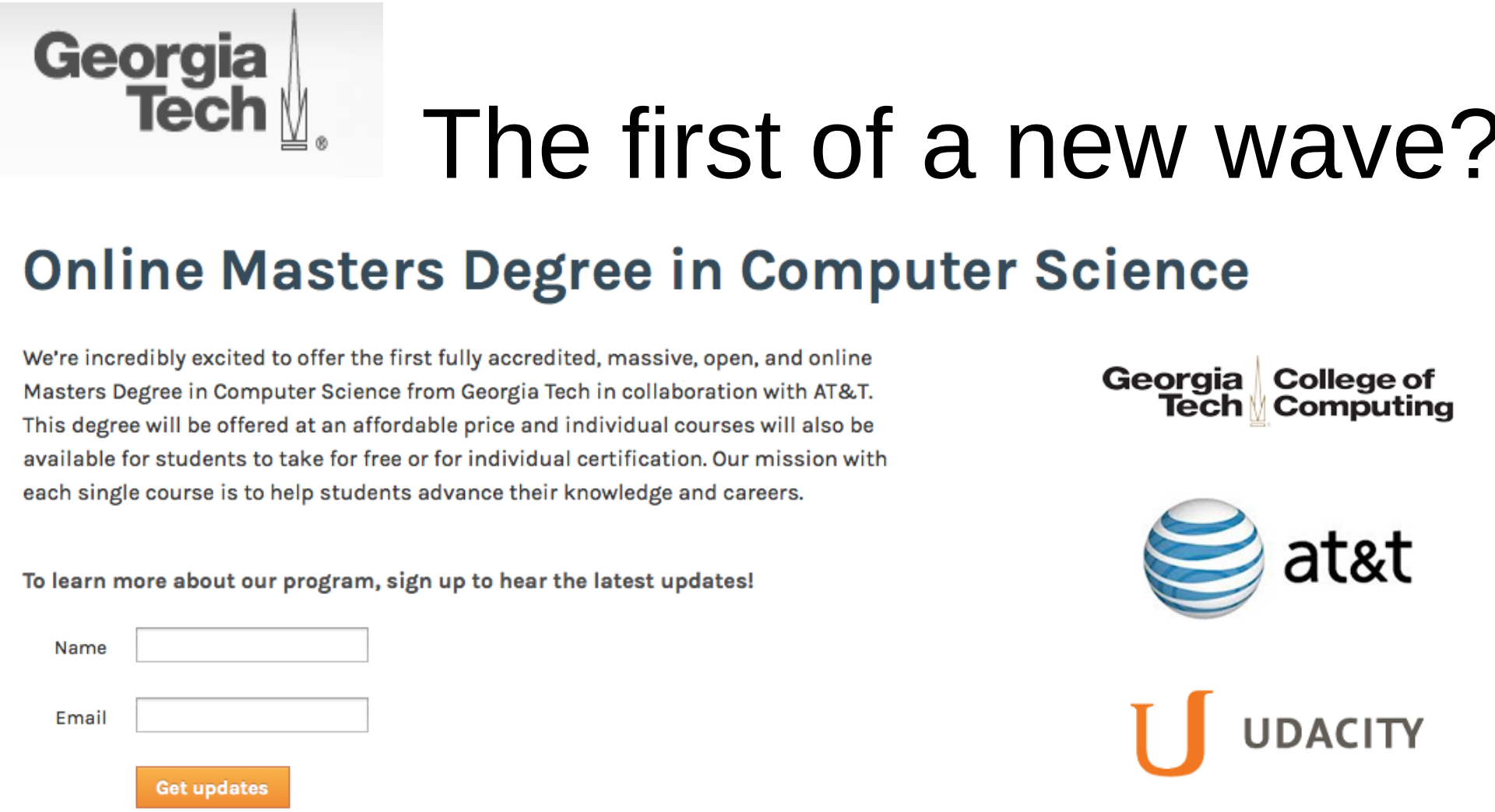
Success in an increasingly competitive higher education environment requires Each institution to identify and those things it can do uniquely well.

Christensen and Eyring

Positioning ourselves as a
global university

Internationalisation

The first of a new wave?



New educator roles – course and teaching assistants

Institute-wide Task Force on the

Future of MIT Education

Log in Go

Massachusetts Institute of Technology

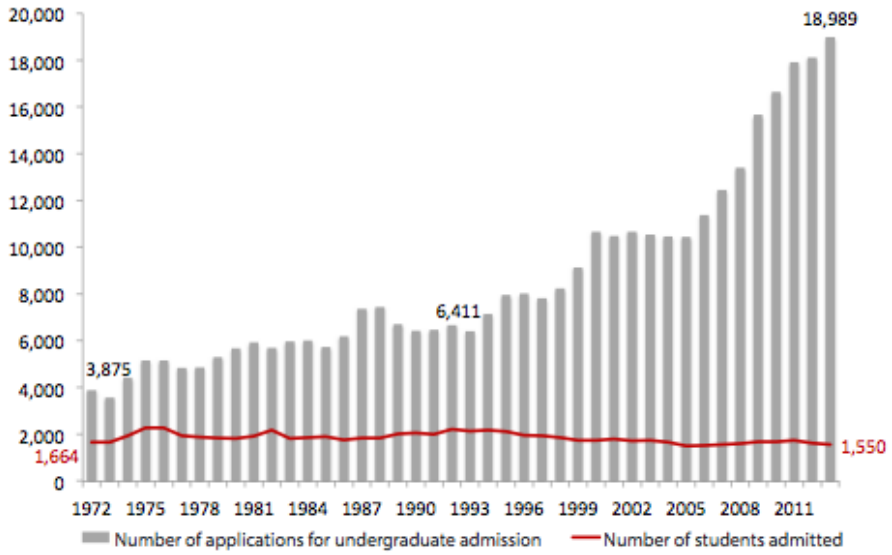
What We've Heard

- Preliminary Report
- Trending Data
- Idea Bank
- The Charge
- Membership
- News
- About
- Summer Experiments

Reinventing MIT Education together.

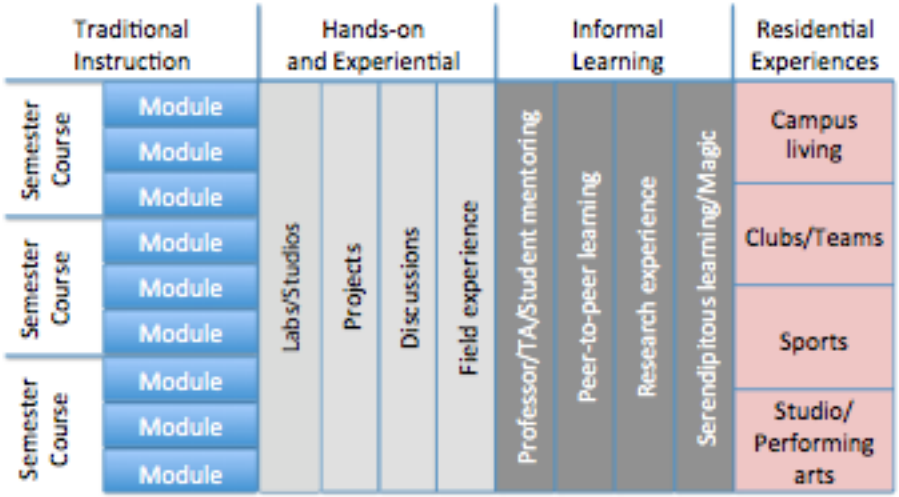
The Institute-wide Task Fo ing
evolving themes and desc on.
The task force has sought
through group discussions
from the 180 ideas MIT co
announcement and downl

Figure 2. Undergraduate applications and admissions, AY1972–AY2013

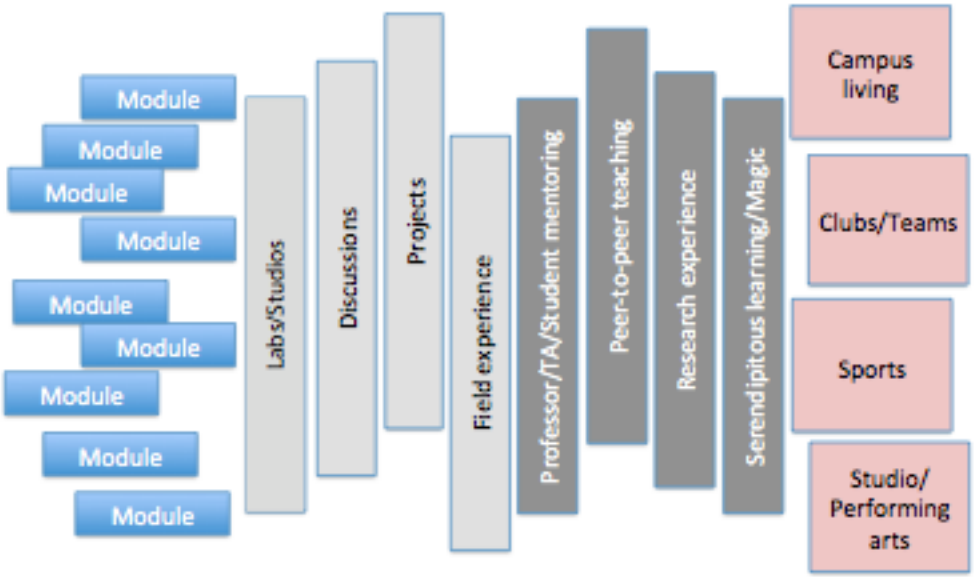


Source: MIT Admissions

Figure 1. Unbundling of education

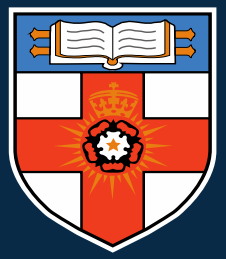


https://future.mit.edu/



Our history
Victoria by the Grace o
1836
1858
1865
1873
1885
1899
1929
1942
1963
1983
1987
1992
2007
2008
2010

A partnership of 12 colleges



UNIVERSITY OF LONDON
INTERNATIONAL PROGRAMMES

Massive Open Online Course (MOOC) Report

2013

What future for education?
September 2014

Supporting children with difficulties in reading and writing
Oct 1st 2014

Malicious Software and its Underground Economy: Two Sides to ...
Apr 28th 2014

ICT in Primary Education: Transforming children's learning across the curriculu...
May 26th 2014

Enhance Your Career and Employability Skills
May 27th 2014

Understanding Research Methods
Jun 2nd 2014

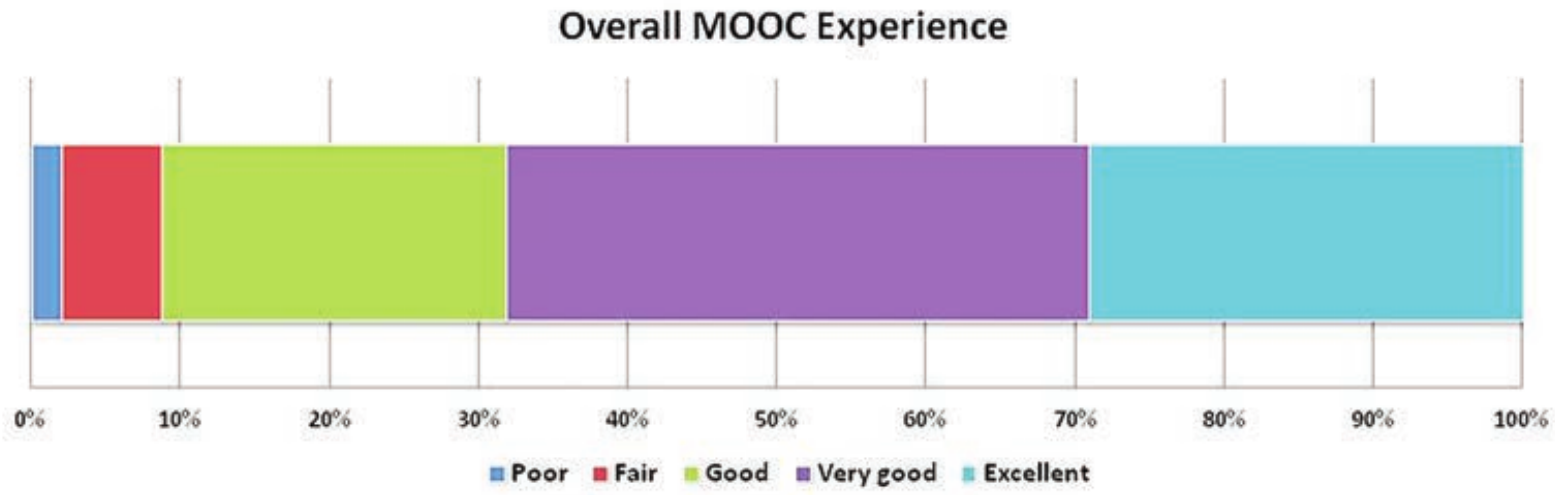


Figure 12. Combined responses to the survey question: rate your overall course experience

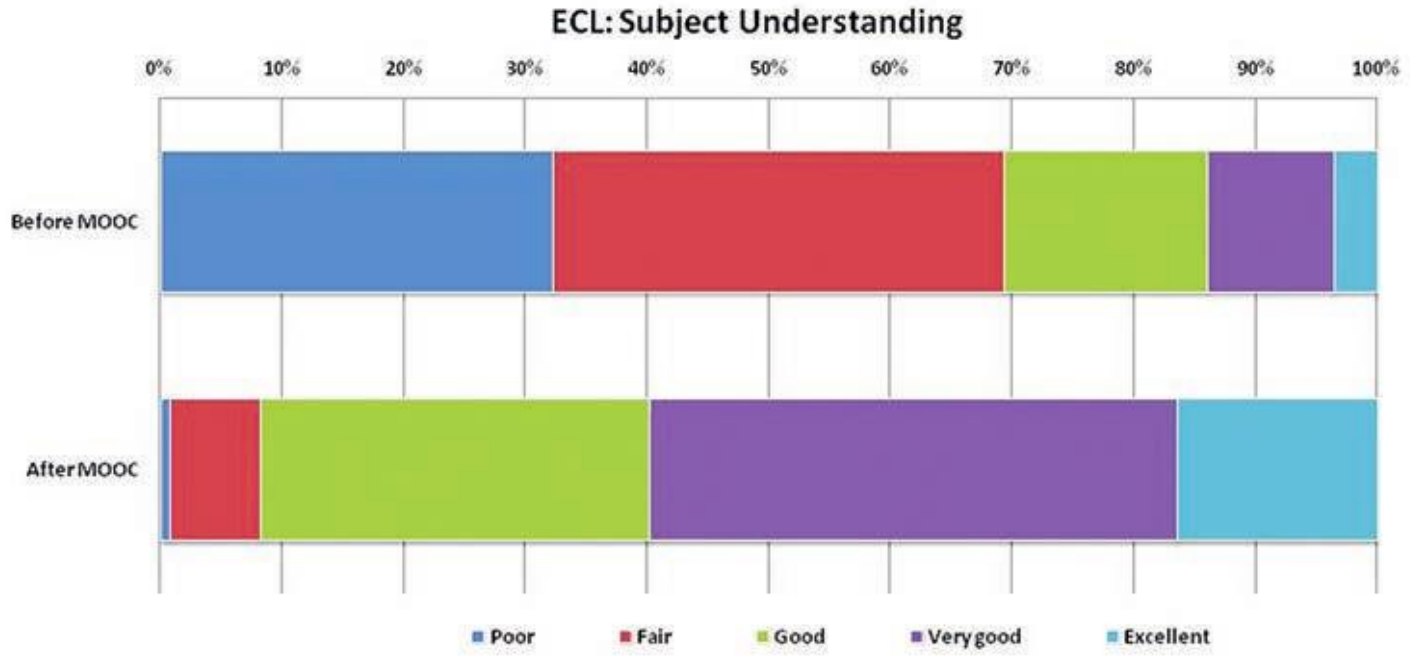


Figure 19. Responses to the *English Common Law* survey question: how would you rate your understanding of the subject matter before and after taking this course?

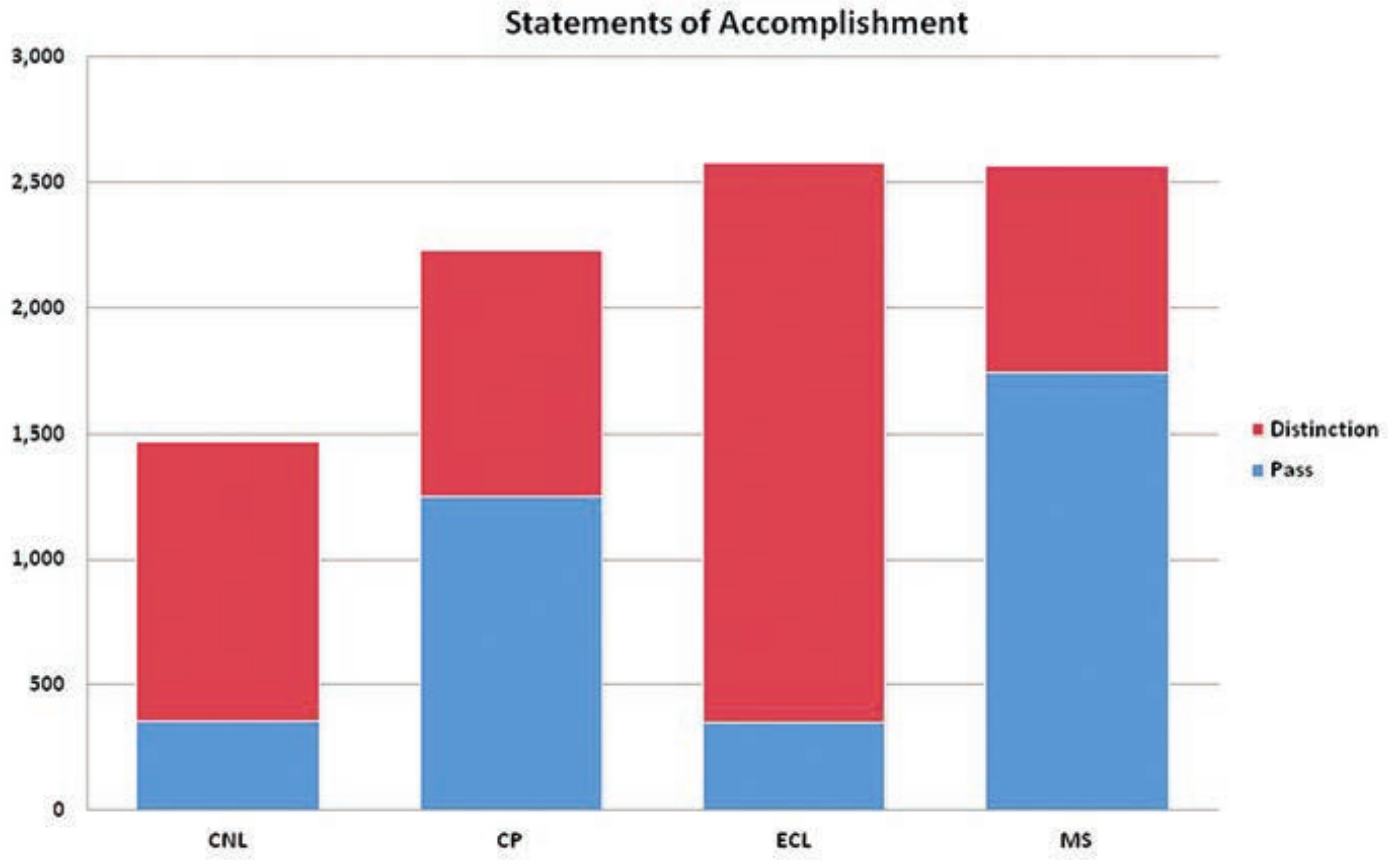


Figure 11. 'Pass' and 'Distinction' Statements of Accomplishment issued for the four International Programmes' MOOCs

Benefits

Students • ***just-in-time* learning vs *just-in-case*** • **Access - low cost – access anywhere** • **Professional updates** • **Broaden horizons**	**Universities** • **Brand and marketing** • **scalable pedagogic approaches** • **Pedagogic experimentation**
Society • Big data in education • interdisciplinarity	Sector • Teaching re-emphasised • Competitive readjustment

A diverse and rich
network of independent teaching institutions

*"**universities** can also be seen as as among the most **contemporary** organisations of our societies"*

Mintzberg 2007

Thank you

Tim.gore@london.ac.uk

Fit your studies around your lifestyle

Q

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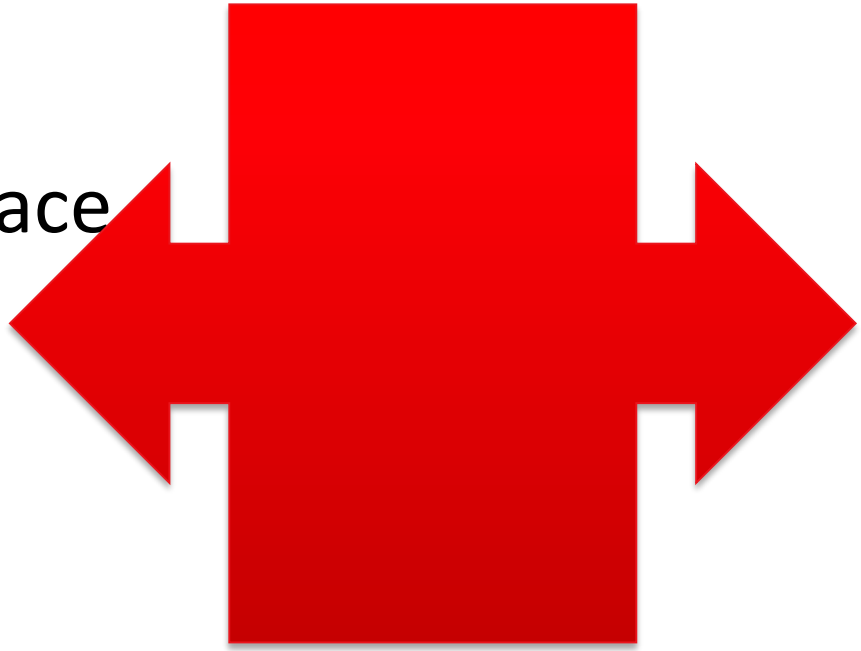
1:20 = human interface



1: N

Machine interface

Mixed undergraduate TNE model

Link	Home	Notes
Year 0		Link curriculum - validation
Year 1		Home curriculum - franchise
	Year 2	Home campus
	Year 3	Home campus

Perhaps this, then, is the most exciting vision for the future of ….the university—no longer constrained by space, time, monopoly, or archaic laws but rather responsive to the needs of a global knowledge society and unleashed by technology to empower and serve all of humankind.

And all of this is likely to happen during the lives of today's students.

James J Duderstadt, 2012