

# **2010 CAIE CONFERENCE**

## **Future Trends in International Education**

- **This presentation was delivered at the CAIE Conference in Calgary, Canada, on 22 October 2010**
- **The presentation shall be considered incomplete without oral explanation**
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- **Map out trajectories of already evident trends into the near and medium-term future**
- **Stimulate discussion through pointed observations and forward looking scenario analysis**

- **Rationalization, reform, and risk**
  - **Fragmentation and globalization**
  - **A real war for talent**
  - **Hyper competition**
- and**
- **Implications for national competitiveness**

- **Many functions, structures, and governance paradigms in higher education are not conducive to modern, rational management styles - and an international component tends to amplify these issues**
- **As a response, governments are increasingly forcing accountability onto higher education institutions (not always in an optimal manner)**
- **Some institutions have begun the long change management process towards a more rational administrative and governance approach**
- **At the same time, strategic and sometimes operational risk patterns have increased for all higher education institutions**
- **This trend is still ill understood and few institutions have an answer to the question where they want to be positioned 10 or 20 years out**

**Long drawn out, reluctant, but inevitable trend**

- **(Higher) education used to be a clearly structured, essentially public, and effectively localized**
- **The on-going internationalization process has begun to challenge these notions. Education is becoming fragmented, more private/commercial, and less embedded in local context**
- **Fragmentation is taking place along multiple dimensions:**
  - **Student expectations**
  - **Degree/study trajectories**
  - **Delivery models and modes (online to off-shore)**
  - **Institutional structures**
  - **Systems and governance**
- **Internationalization has already attained a new quality by becoming globalized, i.e. broader/deeper/more consequential**

**The structural landscape of international education will be irreversibly altered**

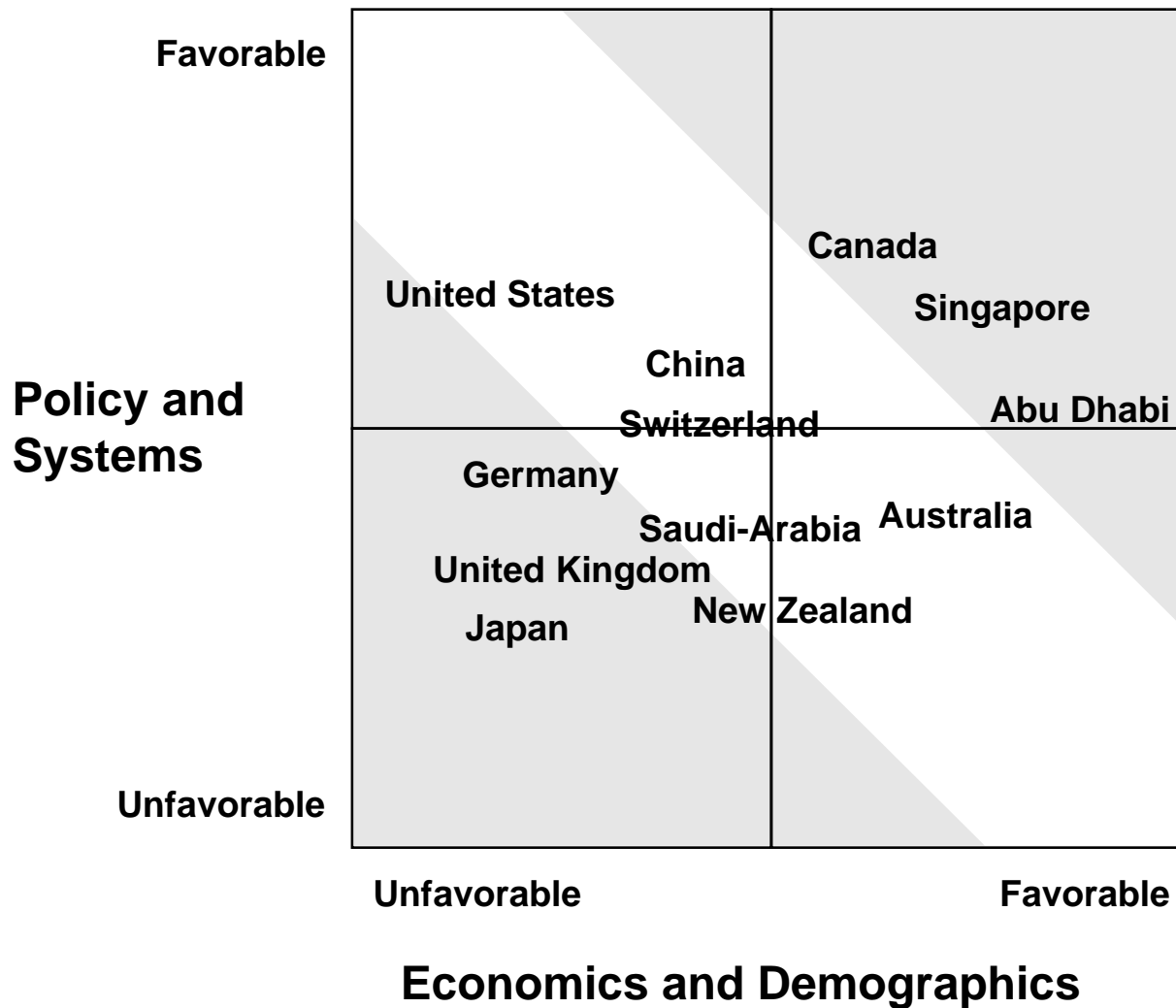
- **Competition for talent used to be a narrow concept, confined to student recruiting by elite institutions in a few countries**
- **The growth of (international) education has resulted in a drastic broadening of this concept**
  - **Talent stretches across a wide range of aptitude. It is now talent-to-work force requirement**
  - **The competed for pool has grown to encompass academics (much more broadly) and even administrators**
  - **The pool of competitors includes many more institutions – and also the commercial sector as well as governments**
  - **Competition has become truly global**
- **With the transition to a knowledge economy, talent will be competed for in much larger, deeper, and more heated ways**

**Already a reality, but a sharp acceleration is on its way**

- **The mild mannered and collegial nature of international education is bound to undergo an accelerated culture change (and in many ways already has done so over the last five years)**
- **The rapid growth of international education participants has begun to amplify competition dynamics (exponential rather than linear)**
- **A key driver is competition for scarce resources – free funding and academic talent**
- **Growth dynamics indicate a growing supply/demand mismatch for years to come**
- **As a result, institutions will face a hyper competition situation**

**Who is really prepared for this impending reality?**





## Notes

- The two axes denote internal/education factors (policy and systems), and external/societal factors (economics and demographics)
- The ranking scale from unfavorable to favorable denotes general conditions
- The intention is to categorize relative national competitiveness but not to make any specific forecast

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