

# **The University of the Future.**

*Universities Engagement in and with Society.*

*The ULL contribution*

*43rd EUCEN Conference, Graz, Austria,*

*9-11 May, 2012.*

***Maria Helena Nazaré***

***Former Rector Universidade de Aveiro,  
Portugal. President of EUA***



- **Demographics (and other challenging) Issues**
  - Workforce (re)qualification
  - Integration of immigrants
  
- **Revisit University Mission**
  - *Think Globally and act Locally (???)*
  - From Ivory Tower, trough Oil Well into Watch Tower to become a Light House; Universities **CANNOT** stay aloof of societal challenges?!

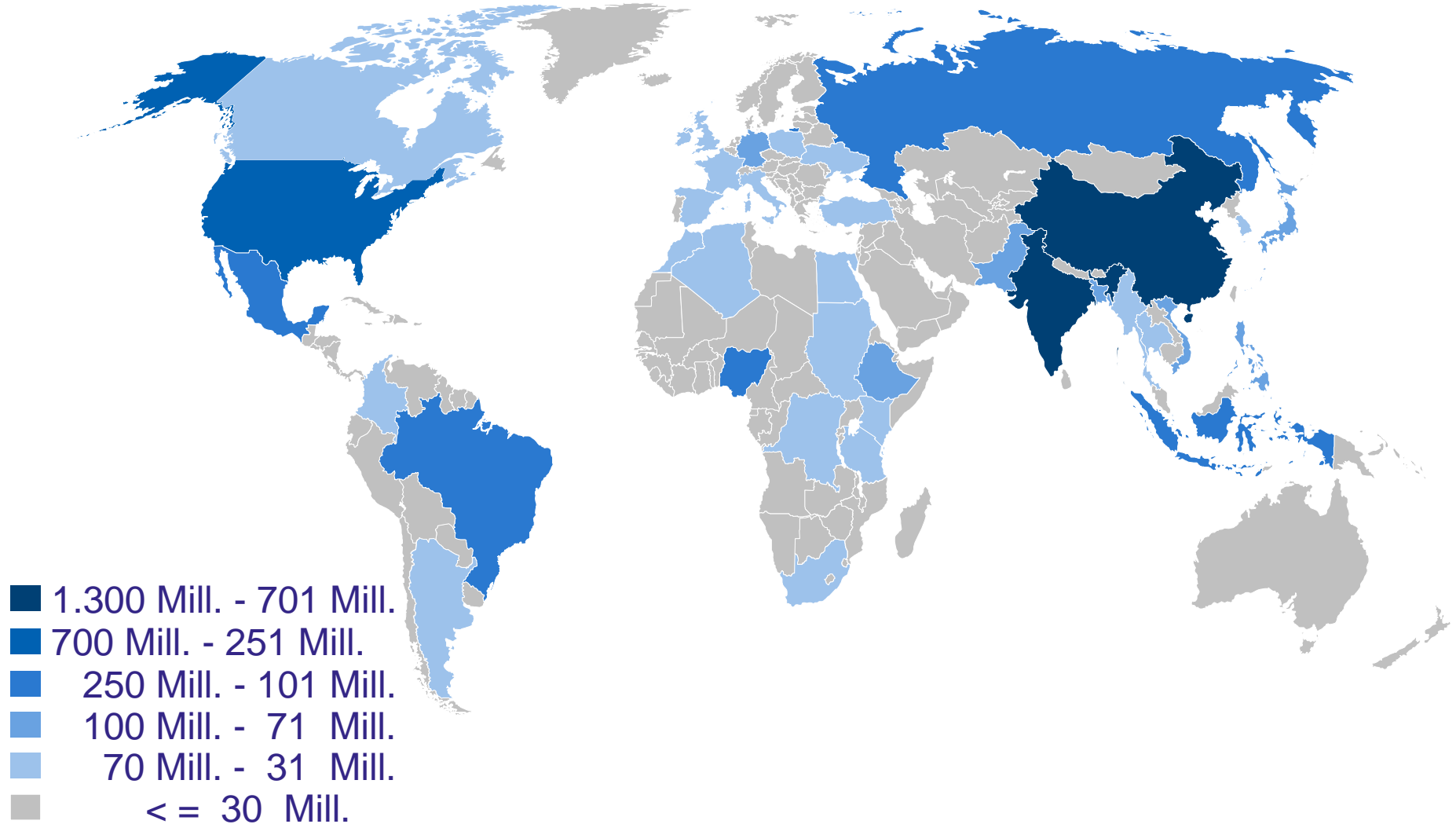
## **Global Challenges:**

First decade in the XXI century brought an increase of World population accompanied by a decrease in the food per capita, depletion of natural resources (Food, Water, Clean Energy..), increase in dislocated populations and refugees. Climate change and its consequences: mass migration, contamination of soil etc. Ageing.

**We need educated  
people!**

**Demographics:  
(is the time bomb!)**

## World Population 2012 > 7,000 billion



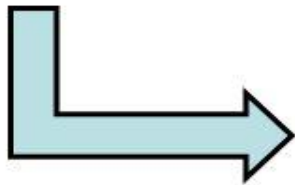
**2010**



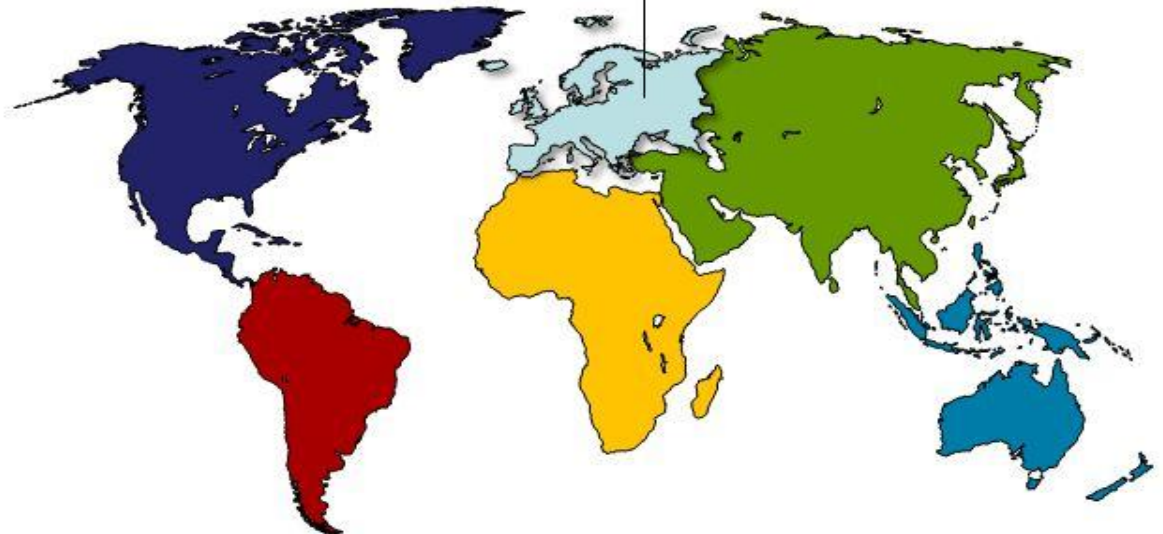
**Europe's population**

(- 42 million)

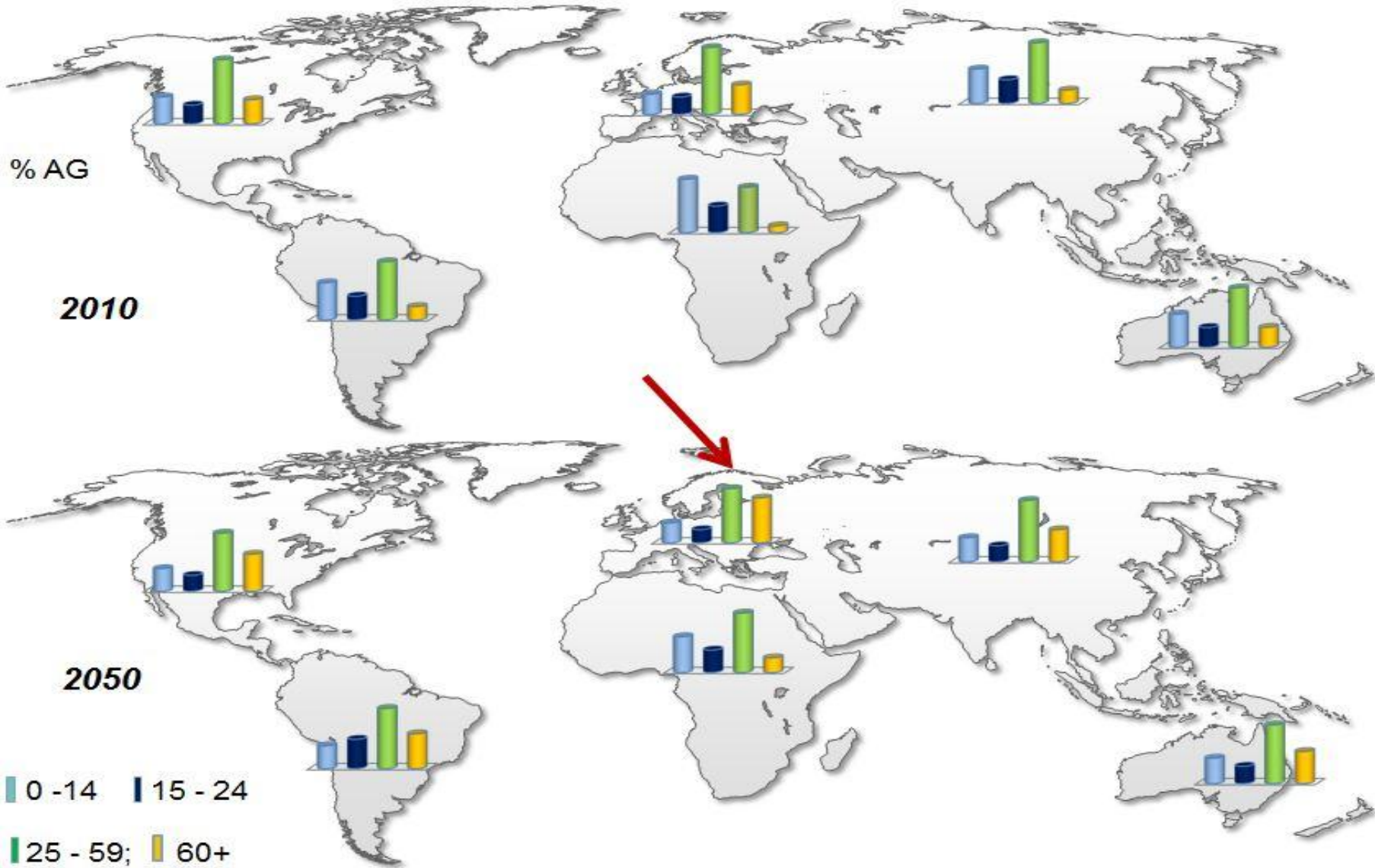
**2050**



**+ 2.2 billion**



...U...



Over the next decade the percentage of the population over the age of 60 will grow to over 30% to 40% in the U.S., Europe, and parts of Asia. This presents workforce challenges (Qualification) and need higher support from the public purse (health and pensions).

Global disparities in wealth and economic opportunity are driving population migration, resulting in growing immigrant and minority populations that both diversify and challenge existing cultures, economies, and politics. (Education)

The gap between the *very rich and the very poor* is widening. Better and stronger policies for improvement of social inclusion and cohesion are needed.



## **Further challenges at European Level**

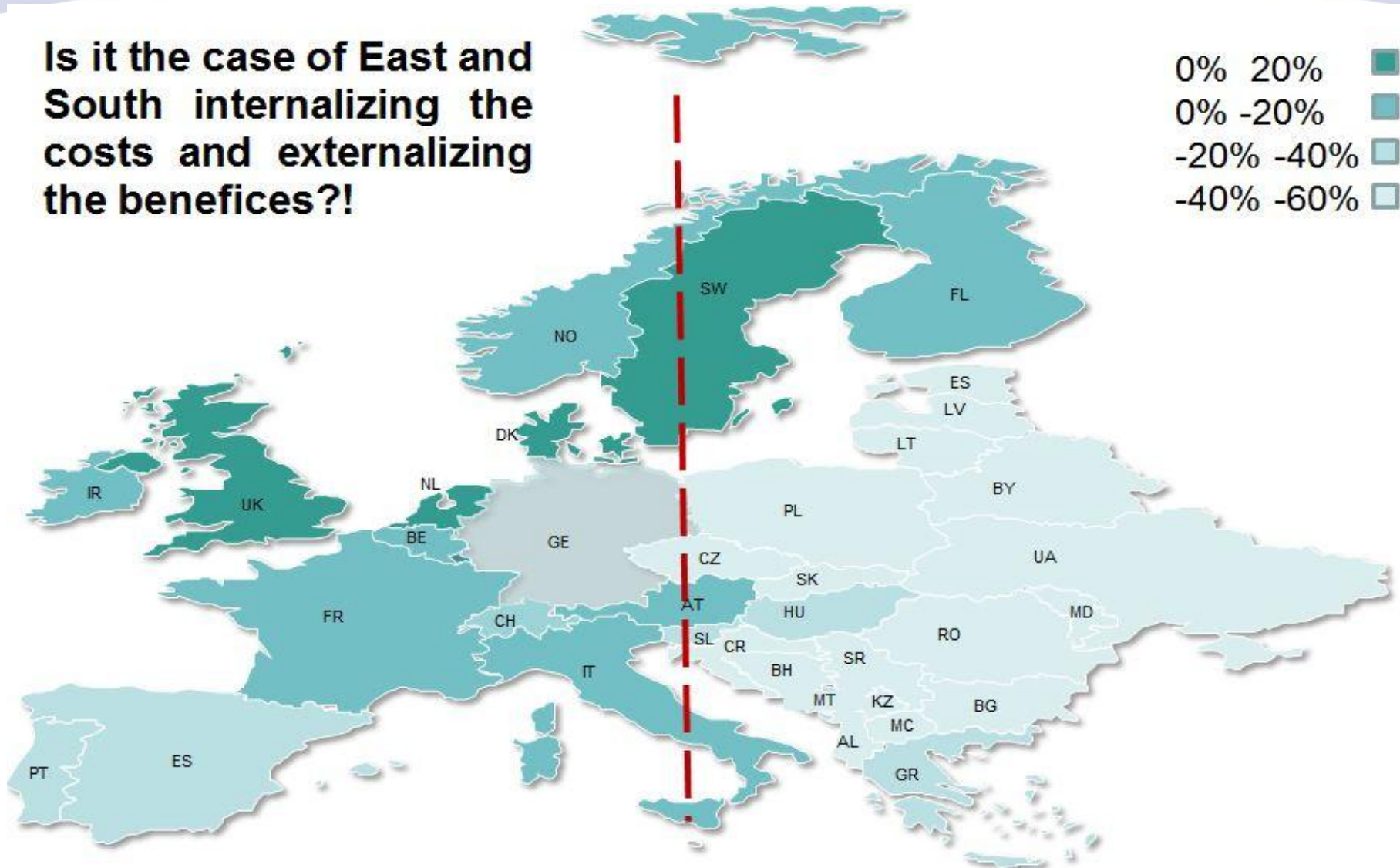
**Europe is a very diverse region, including in demographic terms**

The group of school leavers from which HE traditionally recruits is shrinking across Europe (In the EU 27, the 20-24 age group will decrease by 23.3% in 2050).

There is danger of increased mobility flows from East and South to West and North and to better performing economies, outside Europe.

This will aggravate the social and economic problems of the sending regions with increased internalisation of costs and externalisation of benefits.

**Is it the case of East and South internalizing the costs and externalizing the benefices?!**



## **Challenges to Systems and Institutions**

- Need to dramatically broaden participation in higher education to build a competitive workforce. Undergraduate and Post Graduate.
- Continuing and Life Long. Integrate minorities and build intergenerational bridges.
- It also requires world-class universities with the capacity to discover new knowledge and transfer it into the marketplace.
- Is this promoted by rankings and league tables? (NO)  
Does this prevent it? (NO)

# The idea of University needs Changing?!

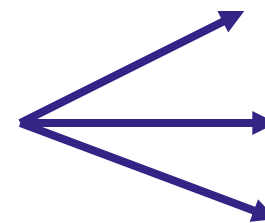
- Became, not only producers and imparters of knowledge but drivers of innovation and a part of the fabric of a knowledge based **inclusive** society at regional level. Make the research results relevant for our next door neighbour!
- Respond to the shifting needs of labour market. Network to fight unemployment and retrain actives . Use the University tool box.

**University must have a segmented mission and a clear vision**

Research.

Education.

Cooperation  
with society



Equity

Innovation

LLL

# **LLL : The Hurdles**

The struggle for excellence. A old fashioned idea of University.

Rankings. Conflict of interests?

Do Universities have the appropriate Instruments?

Who pays for it? Danger !!!!

Ensuring Quality.

## **Ideas to help the front runners:**

Plan but use flexibility. Leadership matters and ***Champions*** are needed

Emphasis on the public service side of LLL. Involve the region.

Not everybody can or should do it. Reward good performance. Parity of esteem – is it possible?

Look into the University tool box.

# **Main tools needed:**

Autonomy

Will to do it

Diversity within. Pride of being so

Cooperation with other actors at regional level

## **Concerns (Glion 2011)**

- Economic, geopolitical, and demographic forces could drive a massive restructuring of higher education enterprise, similar to what is experienced by other sectors (banking, communication, energy).
  
- Movement toward a revenue-driven, market-responsive higher education system since there is no way that our current tax systems can support both massification and quality in the face of other needs (e.g., of the elderly).
  
- Market forces are rapidly overwhelming public policy and public investment in determining the future course of higher education



All Universities share the responsibility to contribute to the process of dealing with the XXI Societal Challenges:

- Contribute to the public understanding of Science and inform public policies
- Educate sustainability-aware citizens and train ethically-bound professionals
- The region where the university is located should feel the benefice of that action, economically, socially and culturally. Is not incompatible with scoring high on the rankings and league tables.
- Not a single model of university. Segmented mission and clear vision are pillars for sustainability. Leadership matters.

**World Universities need to become Universities of the World addressing global concerns as long term solutions cannot be found without their contribution.**

# Light House

