



# iu/iSC 2004 Conference

Supporting Diversity

*"A Future Prospective"*

**Professor John S. Ratcliffe**

**Director : Dublin Institute of Technology**

**Chairman: The Futures Academy**

A decorative graphic on the left side of the slide consists of a series of vertical bars of varying heights and colors. The bars transition from dark blue on the left to light blue and then to light grey on the right, creating a sense of depth and movement.

## The Future, A Mosaic Society

- **An age of anxiety and period of transition.**
- **Complexity, uncertainty and change.**
- **Anticipatory yet systematic planning.**
- **Think, talk, plan and act differently and creatively.**
- **Futures studies, the prospective process and scenarios.**

***“To shape the future you must first imagine it”.***

---

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, while those on the right are light blue and grey. The bars decrease in height from left to right.

# The Context

## The Drivers of Change [Societal]

- **Cultural**
- **Demographic**
- **Economic**
- **Environmental**
- **Governance**
- **Technological**

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## The Drivers of Change [Academe]

- **Globalisation**
- **Internationalism**
- **Multi-culturalism**
- **Virtualisation**
- **Politicisation**
- **Affordability**
- **Economic Rationality**
- **Privatisation**
- **Demographic Change**
- **Role of Internet**

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars transition from dark blue on the left to light blue, and finally to light grey on the right. They are arranged in a slightly descending staircase pattern from left to right.

## Issues and Trends (1)

- **Neglected perspective of the student.**
- **Development of the whole person.**
- **Putting responsibility back to Faculty.**
- **Computer mediated technology [organised rejection  
→ passionate conversion]**
- **Loss of academic freedom.**

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they transition to lighter blue and then to light grey on the right. The bars are arranged in a descending staircase pattern from left to right.

## Issues and Trends (2)

- **Autonomy of university institutions.**
  - **Short half-life of knowledge.**
  - **Commodification of education.**
  - **Listening to the voices from the margins of society.**
  - **Universities as centres of dissent.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, transitioning to lighter blue, and finally to light grey on the right. They are arranged in a descending staircase pattern from left to right.

## Issues and Trends (3)

- **Need for cultural awareness.**
  - **University as a Corporation [DIT + Intel + KPMG].**
  - **Community based University.**
  - **Faculty concerned with keeping their jobs.**
  - **Reaction to global capitalist system.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they gradually transition to lighter shades of blue and finally to light grey on the right. The bars are arranged in a descending staircase pattern from left to right.

## Issues and Trends (4)

- **Loss of moral authority.**
  - **New kid of intellectualism.**
  - **Concept of ‘wholeness’**
  - **New interest in ‘complexity’ and ‘connectivity’.**
  - **Developing knowledge capable of addressing the ‘Global Problematique’.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they gradually transition to lighter shades of blue and finally to light grey on the right. The bars are arranged in a descending staircase pattern from left to right.

## Issues and Trends (5)

- **Need to think creatively.**
  - **Teaching : connections/horizon/systems/integration.**
  - **Sustainability as a central theme.**
  - **Attitudes, values and quality of thought and people critical.**
  - **More interdisciplinary thinking required.**
-

A decorative graphic on the left side of the slide consists of a series of vertical bars of varying heights and colors. The bars transition from dark blue on the left to light blue and then to light grey on the right, creating a sense of depth and movement.

## Issues and Trends (6)

- **Education producing functional specialists not society leaders.**
  - **Inward-oriented disciplinary excellence predominates.**
  - **Status of academics largely determined by research and publication.**
  - **Teaching excellence neglected – also broader ‘moulding of character’.**
  - **Communication between disciplines poor and unrewarded.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they transition to lighter blue and then grey towards the right. The bars are arranged in a descending staircase pattern from left to right.

## Issues and Trends (7)

- **Vested interests entrenched.**
  - **Dogmatic fervour of academic ‘priesthood’ within disciplines.**
  - **It is the age of specialists.**
  - **Graduates cannot see the wood for the trees.**
  - **Graduates becoming ‘cogs’ in capitalist wheel – not understanding the nature of the machine – or where going.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they gradually transition to lighter shades of blue and finally to light grey on the right. The bars are arranged in a descending staircase pattern from left to right.

## Issues and Trends (8)

- **Traditional University is highly labour intensive (costly!).**
  - **New technologies have been an add-on - not a replacement (costly!!)**
  - **Faculty obsessed with preserving old jobs rather than re-securing control over education and student experience.**
  - **Best uses of IT likely to be neglected.**
  - **Faculty could miss opportunity of re-gaining ascendancy.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## Issues and Trends (9)

### ▪ Immediate Pressures

- budgetary reductions in public higher education.
  - related pressure to raise fees.
  - increased employment of contract staff not tenured.
  - changes in instructional delivery from new technologies.
  - transformations in undergraduate bodies of students to older, multiple entry students.
  - increased emphasis on life-long learning.
  - demand from business for more relevance.
- 
- demands on universities to be more research focused.
  - demands to be more entrepreneurial.

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

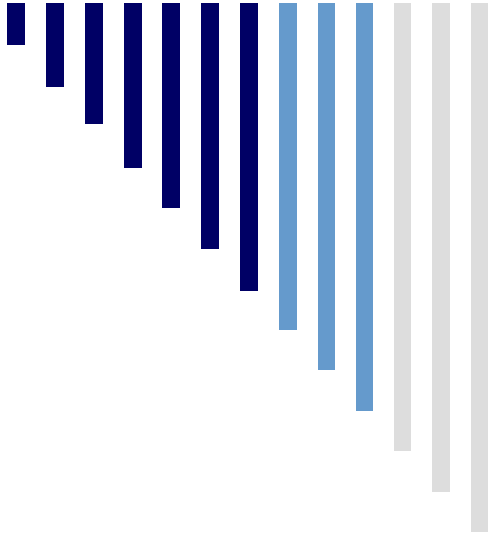
## Issues and Trends (10)

- **New actors in the higher education equation.**
    - distance-based virtual universities (California VU),
    - convenience-based ‘target’ universities (PhoenixU),
    - corporate universities (The Appolo Group),
    - UK Open University.
  - **Joint ventures, mergers and networks between institutions.**
  - **What is a University? What is the purpose of Faculty?**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, while those on the right are light blue and grey. They are arranged in a descending staircase pattern from left to right.

## Future Thoughts for Present Thinking

- **Search for ‘best practice’.**
  - **Senior administrator recruitment.**
  - **Creative developments from outside education.**
  - **The forces against change.**
  - **Education attractive to big business.**
-



- **Emerging educational models will favour multiplicity.**
- **Constraints of the academic year will be liberated.**
- **Advanced technology will facilitate operations.**
- **Elimination of the educational administrator.**
- **Academic community more responsibility.**



- **Academics manage own budgets.**
- **Specialist expertise support.**
- **Students more responsible for own learning.**
- **Learning process different.**
- **A new campus architecture and space plan.**

*“The future is purchased by the present”*

**[Samuel Johnson]**

---

A decorative graphic on the left side of the slide consists of a series of vertical bars of varying heights and colors. The bars transition from dark blue on the left to light blue and then to light grey on the right.

# University Traditions and Transformations

## Five Traditions of Universities

- **Search for Welfare [professions and development].**
  - **Search for Truth [inquiry and research].**
  - **Search for Order and Freedom [leadership].**
  - **Search for What is Good [ethics, moral imperative].**
  - **Search for Beauty [aesthetics].**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## Three Roles for Faculty

- **Broker/Mentor/Meaning Maker.**
- **Superstar/Programme Manager/Councillor.**

**“The future belongs to the unreasonable ones, the ones who look forward not backward, who are certain only of uncertainty, and who have the ability and the confidence to think completely differently”**

---

**[George Bernard Shaw]**

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## New Roles and Responsibilities (1)

- **Be holistic**  
(maths & myths, data and dreams, dissection and dance).
  - **Be transdisciplinary**  
(include gnosis & relatio as well as techne, scientia & praxis)
  - **Develop ways of brokering learning.**
  - **Articulate to a post-job economy and social systems.**
  - **Become action-learning institutions.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## New Roles and Responsibilities (2)

- **Help learners learn the ability to think and act creatively.**
  - **Develop foresight capability in universities and for communities.**
  - **Incorporate indigenous and multi-cultural perspectives.**
  - **Give voice to future generations.**
  - **Incorporate an esoteric component in learning.**
-

A decorative graphic on the left side of the slide consists of a series of vertical bars of varying heights and colors. The bars transition from dark blue on the left to light blue and then to light grey on the right, creating a sense of depth and movement.

## Leadership

### Insight and Understanding

- **General condition of society : circumstances of individual.**
  - **Personal ambition : collective aspiration.**
  - **Real value of new knowledge.**
  - **Greek academic tradition.**
  - **Discrete and disjointed discipline studies.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they transition to lighter blue and then to light grey towards the right. The bars are arranged in a descending staircase pattern from left to right.

## Complexity and Multi-Disciplinarity

- **Ungovernable complexity.**
- **Solutions lie outside disciplines.**
- **Consequences of manifold focused actions.**
- **Quality of thought not quantity of information.**
- **Towards transdisciplinarity.**

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they gradually transition to lighter shades of blue and then to light grey on the right. The bars are arranged in a descending staircase pattern from left to right.

## Decision Making

- **Inter-institutional decision-making.**
  - **Spread of democracy and growth of involvement.**
  - **Ethical issues and moral responsibility.**
  - **Decision-making training programmes.**
  - **Increased accountability, transparency and participation.**
-

A decorative graphic consisting of a series of vertical bars of varying heights and colors, ranging from dark blue to light grey, arranged in a descending staircase pattern from left to right.

## Leaders and Leadership

- Declining ability to have central control over information and its distribution.
- Leaders now more ‘stewards’, ‘guiders’, ‘helpers’ (coercion to persuasion)
- Increasingly demanding accountability of leaders (when a man assumes leadership he forfeits the right to mercy).
- More middle-class – difficult to lead.
- Increasing role of business leaders in government.

---

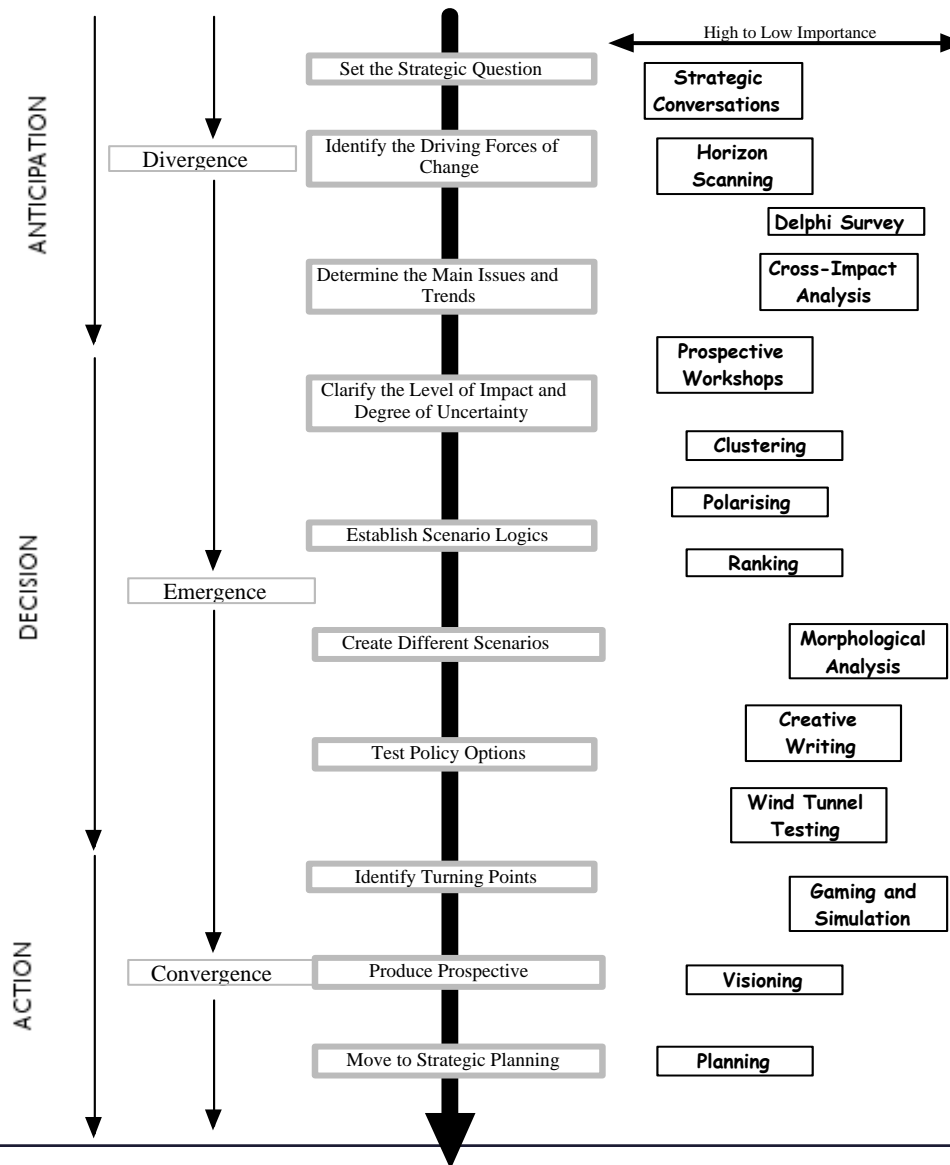
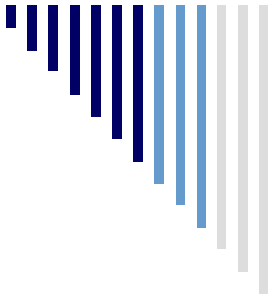
*“A leader is one capable of defining the present and the future for others so that they perceive no longer with their eyes but his”*

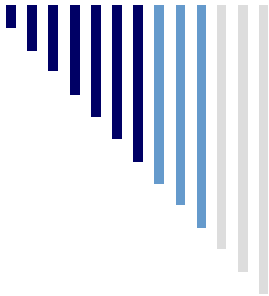
[Acerbiades 8<sup>th</sup> century BC].

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they transition to lighter blue and then to light grey towards the right. The bars are arranged in a descending staircase pattern from left to right.

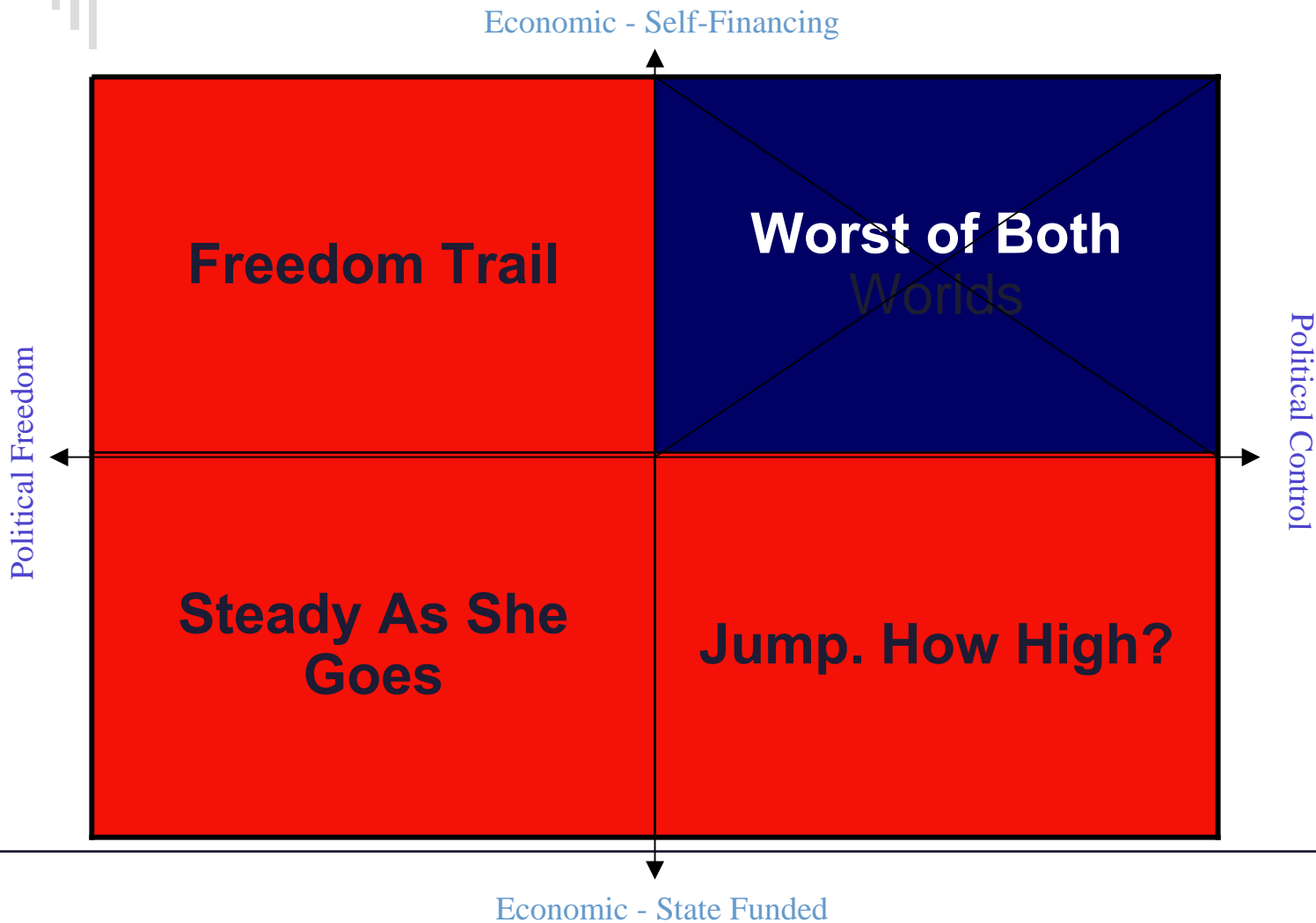
## Futures, Prospective and Scenarios

- **Futures concepts, methods and techniques.**
  - **Possible, plausible, probable and preferable futures.**
  - **Field of futures, foresight and prospective.**
  - **The scope for foresight.**
  - **Universities should develop futures, foresighting and prospective capacity.**
-





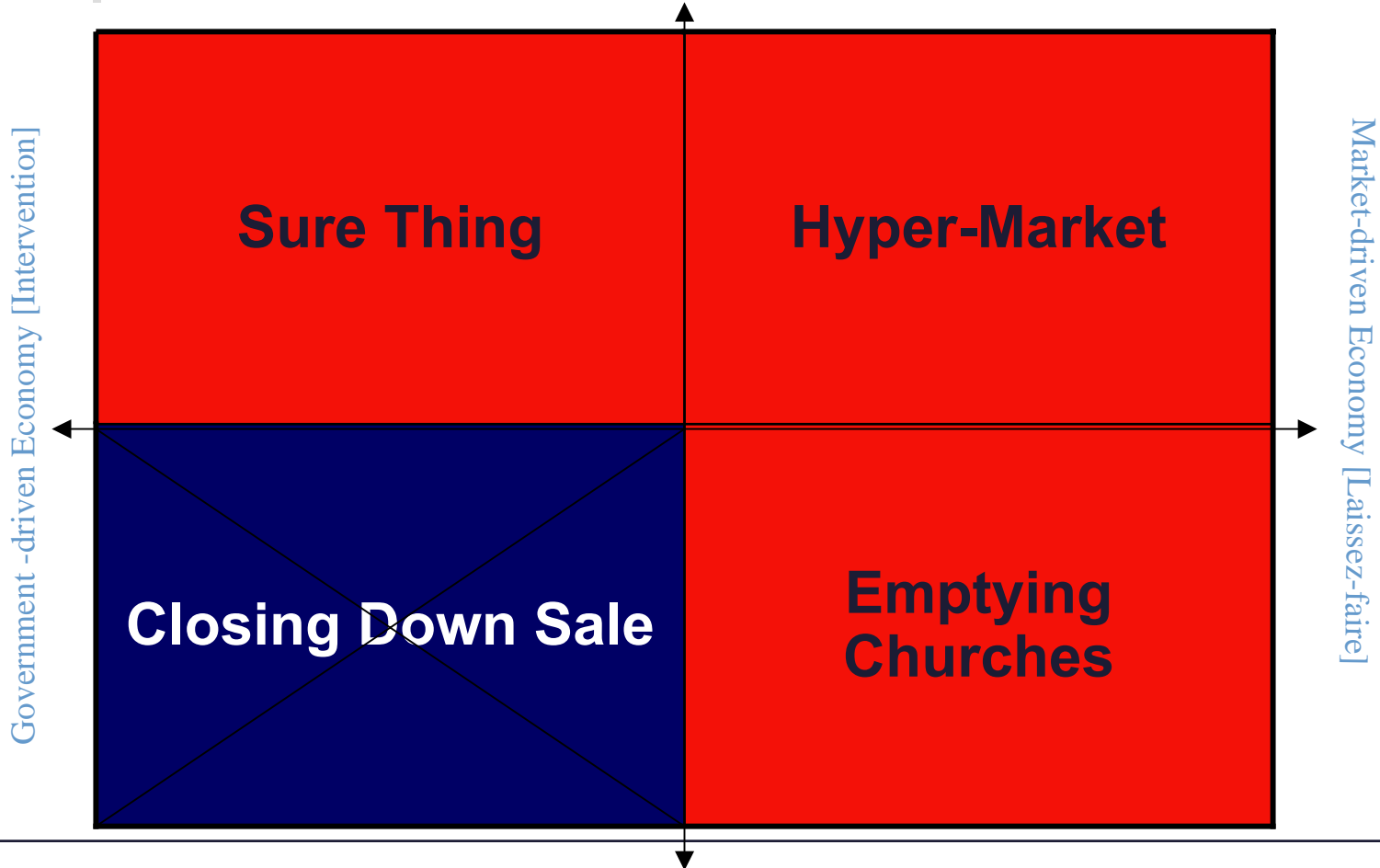
# DIT Future Scenarios [2000]



# Future Scenarios for the Built Environment



Science & Technology - Long Term High Demand for Education



Science & Technology - Slowdown in Demand for Education

A decorative graphic consisting of a series of vertical bars of varying heights and colors. The bars on the left are dark blue, and they gradually transition to lighter blue and then to light grey towards the right. The bars are arranged in a descending staircase pattern from left to right.

## The Challenge

- **Leaders not functionaries.**
- **Solutions for complex issues.**
- **Task or problem centred learning.**
- **Holism, integration, multi-disciplinary task-based organisations.**
- **Innovative problem solving and pioneering decision-making.**



*“The main responsibility of a University is to pluralise the future by pluralising the present. To produce a better, more honest, and wider range of options – material, ideational and normative – for humans and society”*

[Ashis Nandy, 2000  
Centre for the Study of  
Developing Societies, Delhi].

*“Imagine ahead - plan backwards”*

[John Ratcliffe, 2004]