University of the Future
Higher Education Industry Drivers

**Access to knowledge and content**
- Ubiquitous content
- Emerging markets involvement
- Broader access to higher education

**Global Mobility**
- Emerging market becoming global-scale competitors in the international student markets
- Academic talent increasingly sourced from emerging markets

**Increasing competition**
- Domestic & international markets
- Funding – government & new sources
- Demand-driven funding models

**Education Industry Transformation**
- New & leaner business models
- More ‘corporate’-like public institutions
- Exploit profitable markets & create new markets
- Regulatory changes (e.g. TEQSA)

**Digital Technologies**
- Mobile devices used both remotely and in campus-based learning
- Massive Open Online Courses (MOOCs) & learning

**Industry integration**
- Industry and practice-based learning
- Partnerships and commercialisation (e.g. research)
- Competition from industry (e.g. certification and content delivery)

Forcing Universities to adapt

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Products &amp; Services</th>
<th>Delivery</th>
<th>Student Services</th>
<th>Marketing</th>
<th>Back Office</th>
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</thead>
<tbody>
<tr>
<td>Students</td>
<td>Competitive offerings</td>
<td>On campus</td>
<td>Student life-cycle &amp; experience</td>
<td>Recruitment</td>
<td>Finance &amp; HR</td>
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<td>Professionals</td>
<td>Foundation Education</td>
<td>Digital</td>
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<td>Retention</td>
<td>ICT</td>
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<td>Industry</td>
<td>Vocational Education</td>
<td>Partnerships</td>
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<td>Partnerships</td>
<td>Facilities</td>
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<tr>
<td>Government</td>
<td>Higher Education</td>
<td>Other</td>
<td></td>
<td>Learning &amp; teaching</td>
<td>Management</td>
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<td>Community</td>
<td>Research</td>
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<td>Learning support</td>
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Industry trends to consider when deciding on future University Business Model

- Focused areas of distinct specialisation strength and credibility.
- Discontinues low demand offerings and rationalise range of education disciplines.
- Moving towards Industry and practice-based learning, career placement, embedded research programs.
- Choosing particular student segments to focus on.
- Extending the definition of ‘customer’ to include e.g. employers, parents, consumers, content consumers.
- Increased investment in digital marketing channels.
- New marketing partnerships with public and private higher education providers, TAFEs, secondary schools, industry partners and other institutions.
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Current State

- Increased investment in delivery channels (e.g. digital channels).
- New delivery partnerships with public and private higher education providers, TAFEs, secondary schools, industry partners and other institutions, which may lead to new market opening up.

Future State

- Increasingly outsourcing of back office functions (partial/full).
- Reducing cost by driving efficiencies through Shared Services with other institutions or within organisation.
- Likely outsourcing of student services, whilst retaining ownership of student relationships.
- Cloud-based Customer Relationship Management tools.
**Strategies for the future**

In response to the changing education environment, Universities needs to consider business and ICT strategies in order to respond to the increasing competition, growing and enhancing its reputation in the marketplace.

<table>
<thead>
<tr>
<th>Customer Engagement</th>
<th>Platforms</th>
<th>Service Provider Engagement</th>
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<tbody>
<tr>
<td>• Moving to a customer service culture</td>
<td>• Integrate multiple components rather than build single systems</td>
<td>• Program design – smaller projects and specialist providers</td>
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<td>• Processes and roles for engaging with customers</td>
<td>• Shift from Application / Function to Service / Role view of design</td>
<td>• Increased attention to sourcing options for all key investments</td>
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<td>• Lifecycle view – plan, design, deliver, operate and improve the service</td>
<td>• Access services rather than own University assets</td>
<td>• Outsourcing of non-core, commodity services</td>
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<td>• Managing to agreed (business) service levels</td>
<td>• Virtual rather than physical access</td>
<td>• Managing service providers rather than building internal capability (service integration)</td>
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<td>• Providing customer self-service where it makes sense</td>
<td>• Mobile devices rather than servers and PCs</td>
<td>• Outcomes rather than roles (contractors)</td>
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<tr>
<td>• Work with rather than against (they will go around you)</td>
<td>• Cloud services rather than custom applications</td>
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