

SCUP NORTH CENTRAL REGIONAL CONFERENCE
OCTOBER 29, 2019

Planning with Purpose:

Reflecting the Communities we Serve and the Society we Aspire to Build

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Learning Outcomes

- ❑ Consider broad purposes of higher education in social progress
- ❑ Identify dimensions of social evolution and imagine short- and long-range implications for higher education
- ❑ Develop “futuring” questions for consideration in long-range planning

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Higher Education's Quest for Purpose in a Doubting World

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Higher Education's Arm Wrestle Between Past and Future

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There are many futures, not just one.

M. Figueroa, ALA Center for the Future of Libraries

What is the future higher education will create?

How will we contribute to the success of next generations?

Education is the most important catalyst of social evolution.



Martin Luther King Jr. delivers a speech to a crowd of approximately 7,000 people on May 17, 1967, at UC Berkeley's Sproul Plaza in Berkeley, California

Photo: Michael Ochs Archives/Getty Images

Higher Education's Arm Wrestle Between Past and Future

Throughout history, education has gradually and incrementally evolved in response to changing social needs, more commonly to conserve past achievements than to pioneer the future.

deSouza et al, 2013



Planning in the Face of Higher Education Paralysis

- Public opinion of the value of higher education.
- Alternate education offerings and pathways – disruptions.
- Conflicting (e.g., generational, disciplinary) views of the role and purpose(s) of higher education.

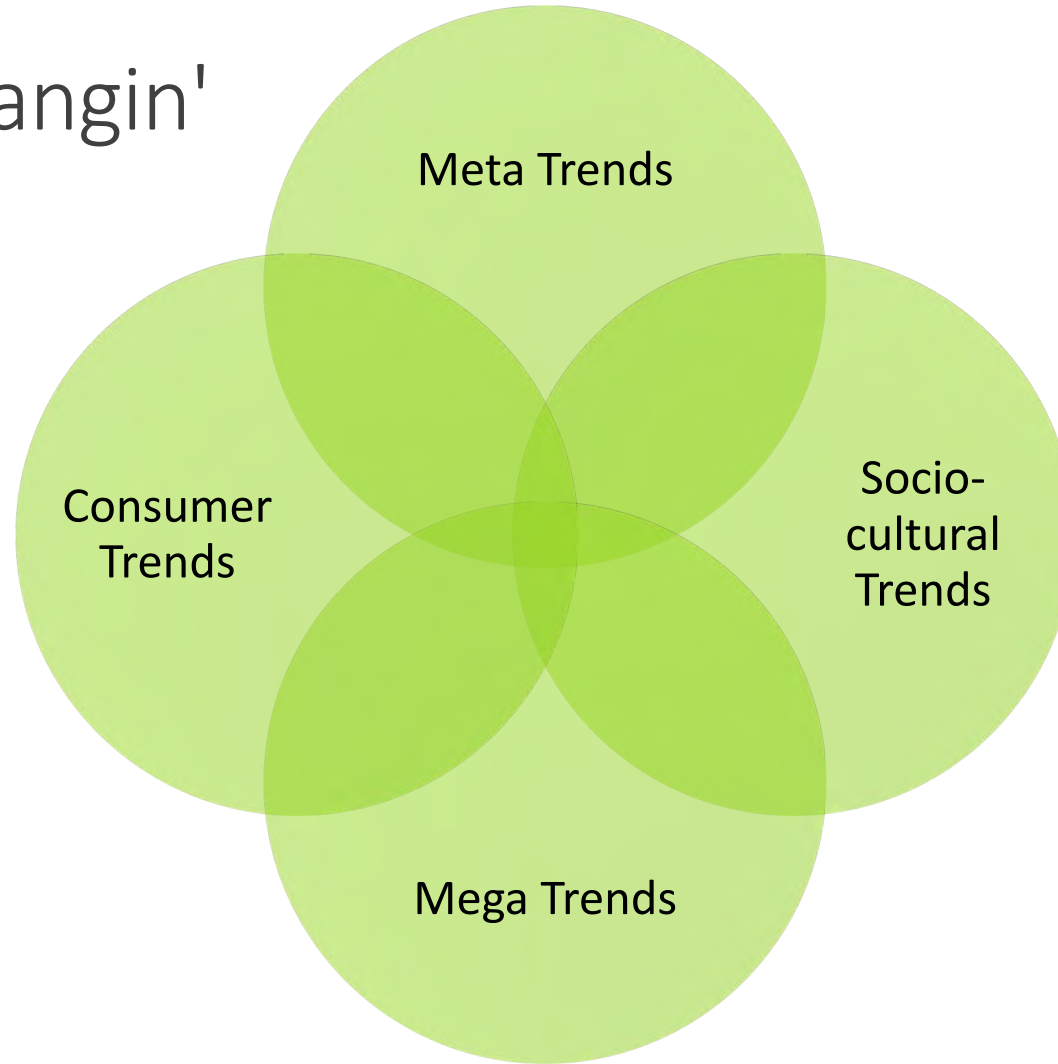
Planning in the Face of Higher Education Paralysis

- Resistance to and pain of choosing what we can and should change about the present. I know what I know. I like what I like. I don't want to let go. And anyway, education is timeless.
- Short-term and/or inward thinking.
- Fear of change – What about me?

Planning in the Face of Higher Education Paralysis

- Deficit thinking (and deficit reality – broken, no longer effective business model).
- Learned hopelessness, fatalism.
- Failure of Nerve – reaching in new directions, moving from planning to action – requires commitment, action, risk.

The Times They Are A-Changin'

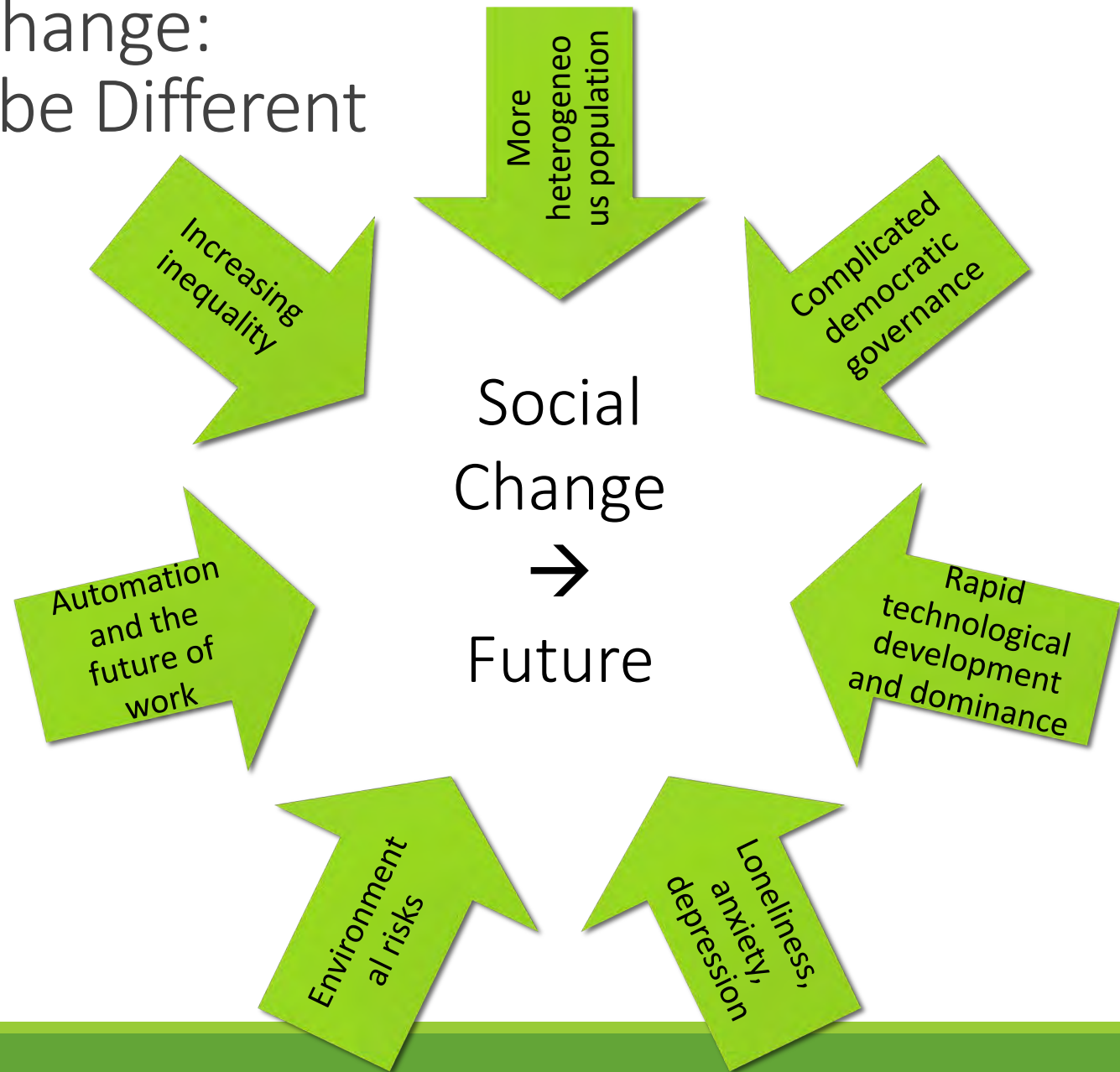


Moller, 2012

A Time of Accelerated Change: The Future Promises to be Different

Big Questions

- Technology over self →
How will we anchor humanity?
- Continuing (and perhaps intensifying) human needs →
Will we need different mechanisms for satisfying human needs?



OH NO... NO!



Breaking through the Panic and Paralysis: How do we activate more AGENCY for CREATING a better future?

1. Getting out of our own way: Stretching the horizon and defining our preferred future.
2. (Re)activating our WHY?: Planning with Purpose
3. Future Scenario Sketching: Focusing on our Students
4. Making place matter

1.

Forecasting: Getting Out of Our Own Way

TRADITIONAL ASSUMPTION:

The future world will be much like today's.

NEEDED ASSUMPTION:

How will we define the future world given major shifts underway?

Evolution of Time Horizons in Planning



Higher education as social change agent

Traditional decade planning

Dynamism shortened planning horizon to a few years

Stretching the Horizon: UAE Centennial 2071



- Future-focused government
- Excellent education
- A diversified knowledge economy
- A happy and cohesive society

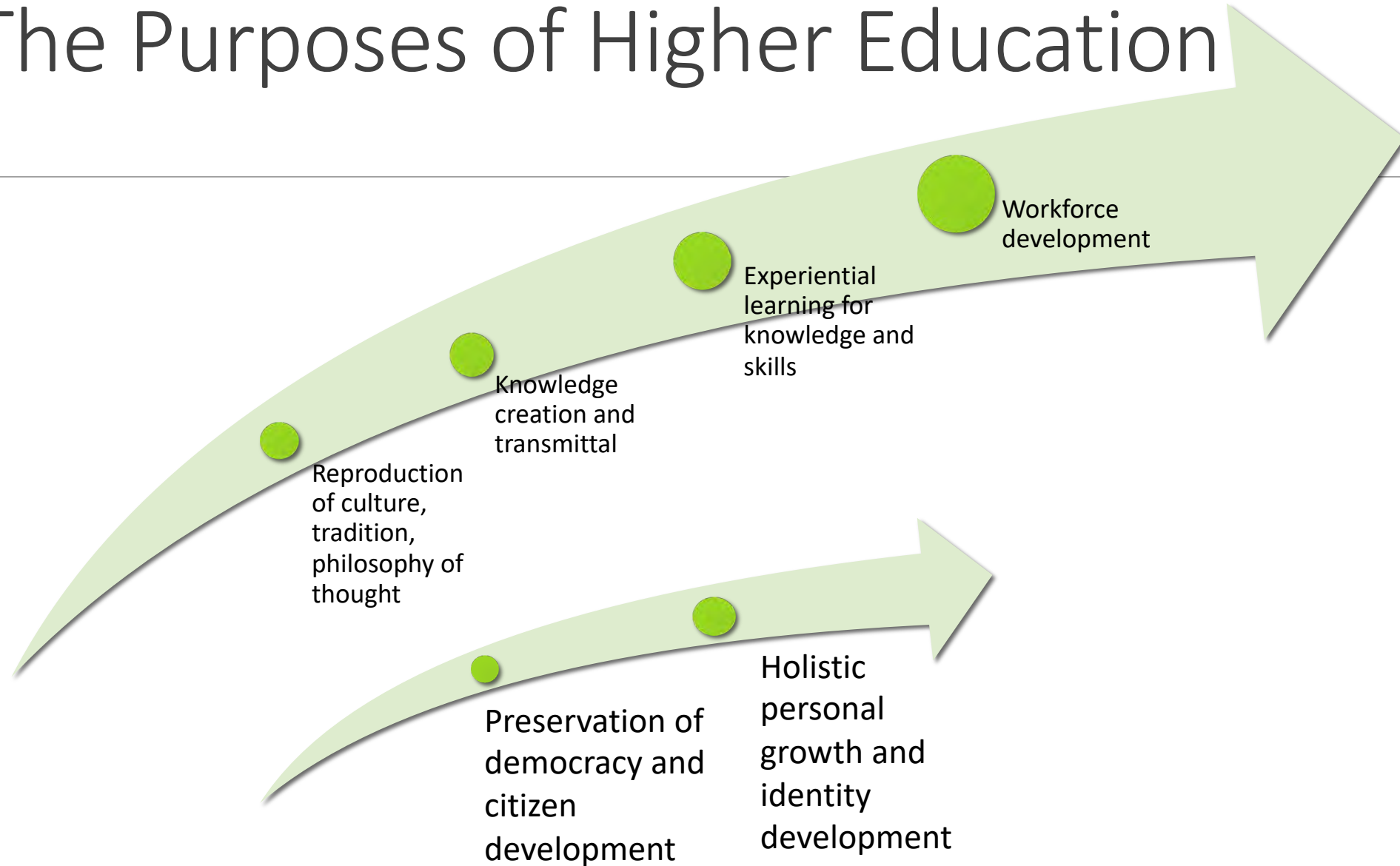
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(Re)activating our WHY?: Planning with Purpose

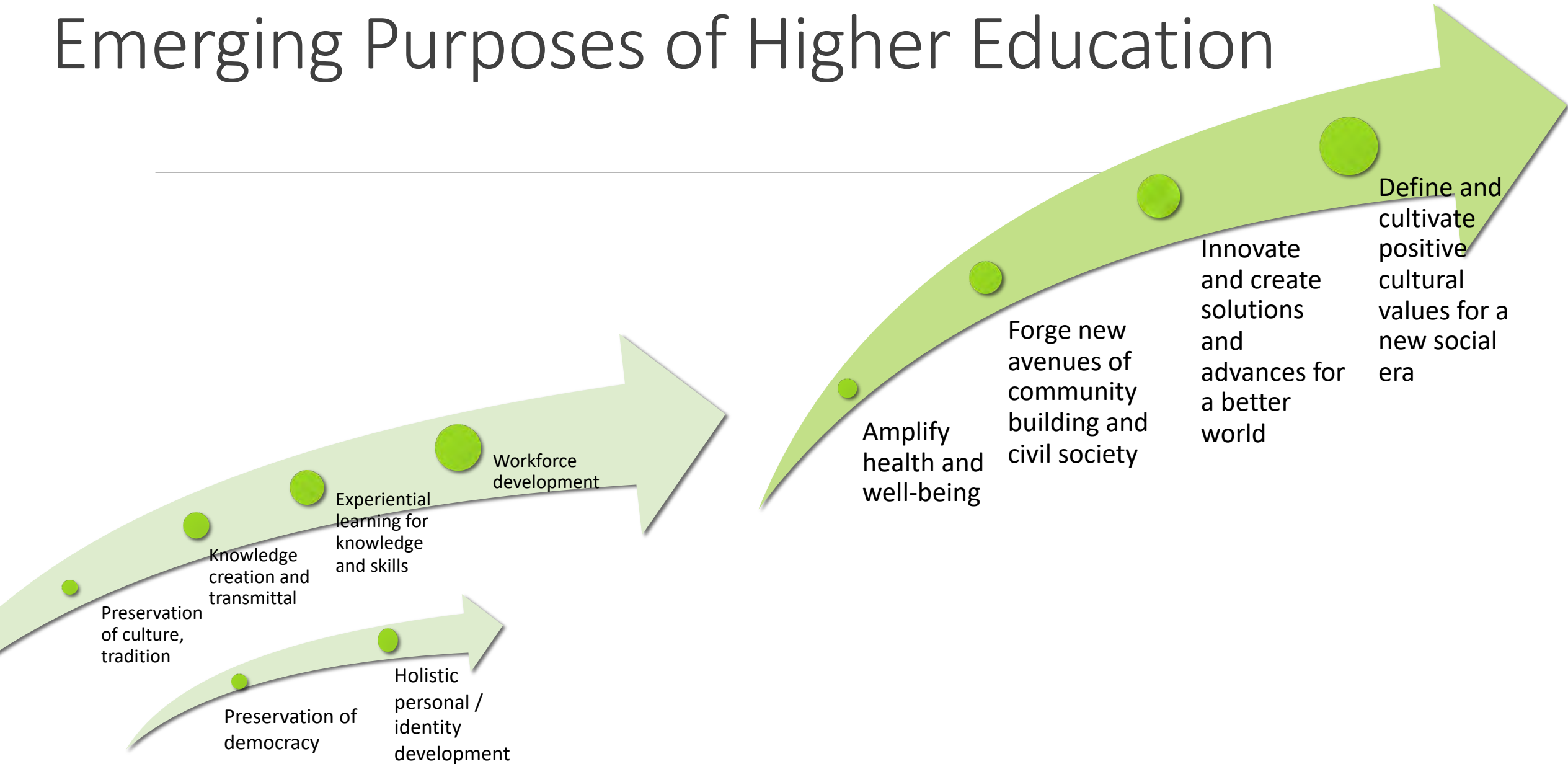
- What are the purposes of higher education?
 - From general to local
 - From now to the future
- How do universities live their purpose(s)?
- How are / aren't we living our current and emerging purpose(s)?
- What opportunities emerge for better living our current and emerging purpose(s)?


Why?

The Purposes of Higher Education



Emerging Purposes of Higher Education





Amplify
health and
well-being

How colleges and universities can foster a culture of health (RWJF, 2018):


- Creating a healthy campus
- Fostering an engaged campus
- Launching a grand challenge
- Embracing the role as an anchor institution

Serena Seifer, Higher Education as Catalysts, July 2018, Robert Wood Johnson Foundation.





Forge new
avenues of
community
building and
civil society

- Systems learning – University as community nexus for social change
 - Universities as models for building diverse, equitable inclusive communities
 - Communication as basis of human civilization
- 



Innovate
and create
solutions /
advances
for a better
world

- Creative universities
- Open-innovation ecosystem i.e., participatory action paradigms
- Engage in co-creation, co-production, co-design, co-evaluation, collaboration, collective intelligence

Define /
cultivate
priority
cultural
values for a
new social
era

- Humanistic study and reflection on culture and social change
- Engage with the historical *and novel*
- Acquire, utilize, modify knowledge in a living social context
- Solve problems involving aspects that are uncertain or unknown
- Identity Sculpting = Cultural + social + personal
- Apply all these capacities to enhance human security, social welfare and psychological well-being.

Local Purpose Conversations

- What is(are) the purpose(s) of our University?
- What would our world miss if our University wasn't in it?
- What purpose(s) should our University serve in our world?

3.

Future Scenario Sketching: Focusing on our Students

FROM FUTURE TO NOW

What will our current students lives be like in 20, 30, 40 years?

Sketch a scenario that builds out likely impacts of emerging trends that can be observed now.

E.G.,

The changing nature of work

How needs for human connection will be met

Skills needed to keep up with a rapidly changing world (technological advancement)

FROM NOW TO FUTURE

What do higher education institutions need to do now to prepare our graduates for this future?

E.G.,

How can we achieve:

- Greater work fulfillment?
- More equitable social progress?
- Interpersonal connection and fulfillment?

Adapt the scenario to define a more desired future. Now what do we need to do now to prepare our graduates for this future?

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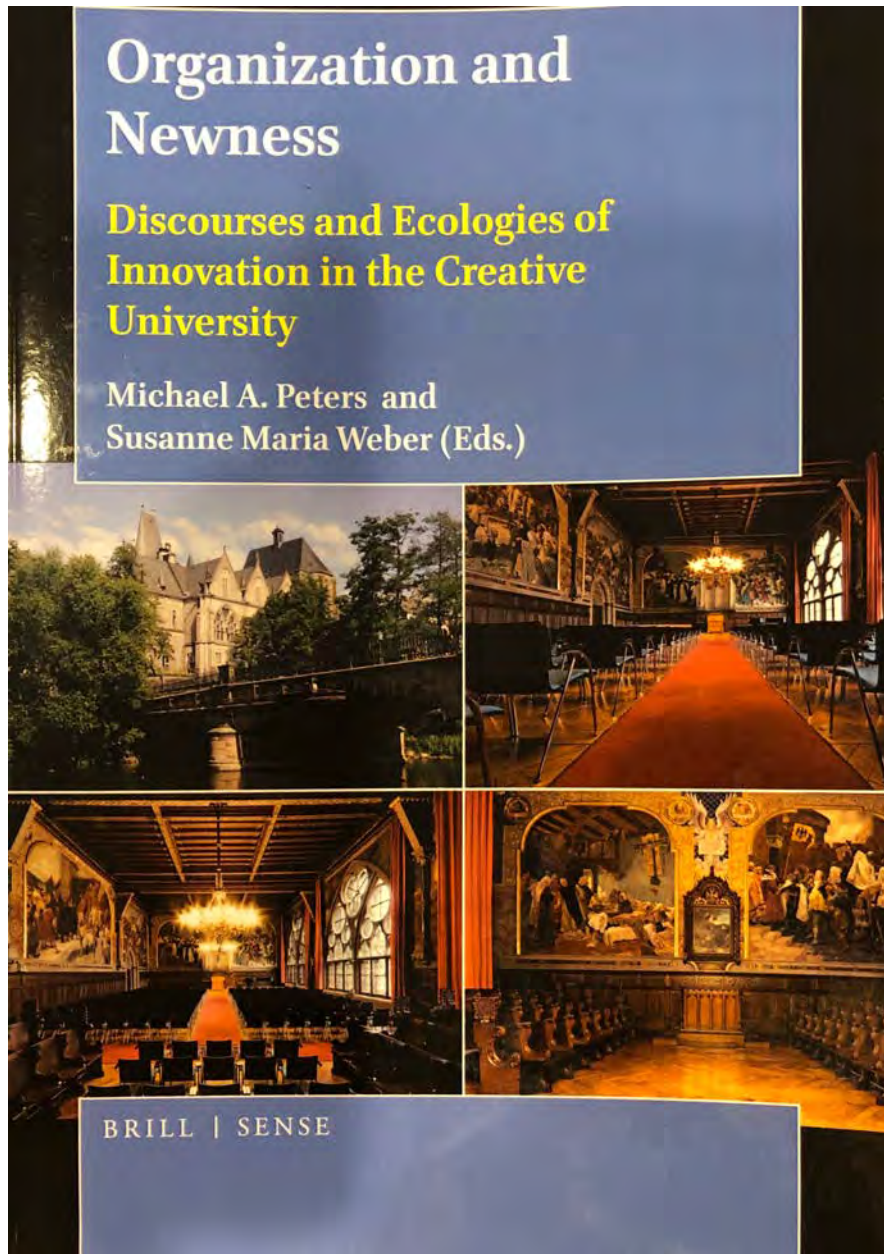
Welcome to the Future! 2035

Meet **Jasmine**, 34, BA Integrated Design, 2022



4.

Making
place
matter





Studio Gang: Memphis River Concept



Tom Lee Park, January 2017
How can the use of this large public park, so active during May, expand year-round?

Cobblestone Landing, January 2017
How can this historic hardscape become a more comfortable and inviting place that brings people to the river's edge?



Story Stones

“Carrying new meaning and awareness, and with new civic potential unlocked, they will be ready to help Memphians craft the next phase in the life of their city.”



Analog and digital techniques were used to transfigure nine Memphis cobblestones into striking objects that reveal the stones' previously hidden properties. These "story stones" simultaneously express the unique qualities of individual conversations and ideas while providing a range of material techniques that could be used to mark cobblestones at Memphis Landing. Photo: Tom Harris Photography.

<https://studiogang.com/project/stone-stories>

There are many futures, not just one.

M. Figueroa, ALA Center for the Future of Libraries

The future is in our hands.