Digitalization and the Transformative Effects on Higher Education.

How Strategies Reach Beyond Borders
Mission

Only when we know who we are as an institution will we find an adequate approach to digitalization.

Strategy

Develop a comprehensive digitalization strategy on the basis of partial strategies – teaching/research, service/management.
Changes to the “Business Model”

**Research**
- Algorithmicity
- Open Access

**Teaching**
- Visibility
- Didactics
- Tension in the unity of research and teaching
- Educational mission – competencies for a digital world?
- Site of discourse
New Types of “Customer Relationships”

Students
• Co-Producers
• More confident consumers
• Changed learning and reception habits
• Control the learning process with (a lot of) guidance

Teachers
• Differentiation of roles through formats
• Scholarship is also manifest in the design of learning arrangements
Role of Politics

Higher education institutions are not businesses. Cooperation between political and institutional levels is crucial.

Educational Policy
Equality of opportunity, accessibility of knowledge, cultural diversity, competitiveness

Empowering Institutions
Legal/financial/organizational frameworks
Role of Higher Education Institutions

Quality Assurance
Carefully designed permeability between educational sectors

Lifelong Orientation
Higher education institutions as partners in lifelong learning
Institutional External Relations

- Social positioning as a site of reflection
- Partner network

Operative Excellence

- Digitization
- Competence
Summary

Let us use the transformative energy of digitalization as a driving force to improve higher education and let us talk about good learning instead of new technologies.
Thank you for your attention