Pushing the financial frontier and the project economy...

... to do more with less in higher education
We…

- …provide foresight for Deutsche Bank and its clients’ strategy development and decision-making
- …analyze the economic, social, political & technological environments
  - … with a long-term, “glocal” perspective
  - … in an interdisciplinary manner
  - … using a broad spectrum of concepts and tools
- …especially covering knowledge-based and intellectual value-creation activities – education & training as emerging sectors of value creation

### Directed Prognoses

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### Quantitative analyses

- Regression based forecasts
- GDP risk models
Relevant dynamics in structural change for Higher Education Institutions (HEIs)

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| 1. Institutional and regulatory settings | ▪ Global reach and local requirements – Integration of research activities and education of HEIs required  
▪ More autonomy for higher education institutions  
▪ More private institutions & universities of applied sciences  
▪ More structured governance parameters and institutions  
▪ Races to excellence on a regional, national and international basis – other degree structures emerging  
▪ More diversified sources of income – third-party funds more important |
| 2. Faculty                   | ▪ More faculty and administrative personnel to cope with the expansion in higher education                                               |
| 3. Learners/Students         | ▪ More and other (adult) students                                                                                                        |
| 4. “Educational products”    | ▪ Curricular changes – convergence and integration of more specialized bodies of knowledge  
▪ Other, new forms of learning being developed – education technology & software as an innovation field |
Pushing financial frontiers & project economy-practices

These dynamics and financial constraints pose challenges for HEIs to do more with less — to improve their access to people, networks, knowledge & money…

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<th>Field</th>
<th>Projects and partnering…</th>
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| **1. Institutional and regulatory settings** | ▪ …for global academic excellence  
▪ …for more excellence  
▪ …for using synergies (research organizations & HEIs)  
▪ …with peers for professionalization, consistent profiling and more adequate performance parameters  
▪ … beyond public and private  
▪ …on the basis of new financial solutions (patent-based) |
| **2. Faculty/Teachers**                   | ▪ …for more perspectives for faculty & administrative personnel: New forms of employment & pension plans |
| **3. Learners/Students**                  | ▪ …for more personalization – improving access, equity and quality for more and other (adult) prospective students  
▪ …to finance student demand and enable collaborative recruitment practices, improving students´ perspectives |
| **4. “Educational products“**             | ▪ …to enhance the potential of educational processes: Integrated library-, database-, facility-, campus & student-life-cycle-management; mobile, pervasive & distance learning solutions |
Partnering and projects can help HEIs to do more with less. Successful higher education institutions have been…

- …providing compelling, tailor-made educational modules and products based on consistent profiling of each HEI.
- …establishing standard-breeding forums and communities for continuously improving the quality of modules and certificates.
- …granting more access on the basis of models of demand-side education finance combining donations, institutional & knowledge-based project funding.
- …managing long-term costs efficiently on the basis of new forms of contracts and partnerships beyond public and private.
- …safeguarding efficiency on the basis of modified reporting systems incorporating intellectual property rights.
Partnering and projects can help HEIs to do more with less. Successful higher education institutions have been also…

- …designing and shaping contracting and governance schemes together with regulators and stakeholders
- …taking people and individuals as promoters into focus
- …managing actively collaborative processes: Planning and acting with a long-term orientation with a focus on purposes and profitability; starting small and scaling big, while monitoring relevant environments and partners on the basis of adequate parameters.
Outlook

More subtle project-economy approaches needed for HEIs consisting of…

- ...an increase in partnering activities for more prospective qualification-building and more perspectives for students
- ...more sophistication of project-, collaboration- & partnering-management
- ...more support for promoters/charismatic persons
- ...purpose-oriented project and partnering activities (more service learning)

...to do more with less in higher education,
...to increase access, equity, quality and (business) ethics,
...to position HEIs as “the” centers, forums and platforms for many and more heterogeneous players from business, science and society,
...to nurture regional knowledge-intensive growth and societal progress via a combination of high-quality research and education activities.
Thank you for your attention!

Looking forward to your remarks and questions!

Further questions:
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References


References


References


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