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I think everything will be very, very different from today. Much more different than what and most of them seem to be preparing their business plans or their development plans as if business as usual were to continue, which is not going to be the case. So obviously most of this will be technology driven in every respect of university life, not only in teaching learning. It will affect campus life, it will affect the management of students' learning, it will affect tutoring, it will affect their whole life on campus. It is not enough to know that it's going to be technology driven. In effect, if one takes a closer look, I think mainly two factors will affect universities' development in 20 years' time. The most important one, the most powerful one, is that students will have tremendous more power than they have currently in choosing what they want to learn, how they want to learn, and this is going to change not only the life of students on the campus, but it is, ah, here is Anna, it's going to change the whole way the university is going to handle its relationship between students and students learners, not necessarily only young students.

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The other main factor is that there will be many more institutions offering higher education. Many companies will, in the 20 years to which we refer, many companies will create their own centers for education and training. So there is going to be much, much more competition. What I see in the future is that real research universities will probably remain the stronghold of the whole system. But with stronger competition, the average university, say the average public regional university, are not really well prepared to this competition. I believe that there will be a hard time for slow changing inflexible institutions offering traditional long silo type specialized programs except maybe in the regulated professions.

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Because this is a fact not often taken into account, that regulated profession, the higher education leading to regulated professions is likely to change at a different pace and in a different way. Because behind are professional bodies and regulation which are likely to shape the transformation of universities and the pace of this transformation. What it also means is that universities in the future, in 20 years time, will need more strategic management based on a better knowledge of their students, of their students' demand and of the demand of the economy. By and large, you could sum this up saying that we see a move from inside-driven strategies to outside-driven development strategies and development. This means more oriented towards what students and society demand, provided universities know what students want and what society demands, and less to what faculty thinks they should teach.

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This also means, what I see in 20 years time, there is a whole series of new functions inside the universities. For example, student recruitment will change tremendously because of the competition, because of the much greater freedom and volatility of students. So we will probably see real marketing based on customer behavior, on students behavior, even at public universities, not just communication. By and large currently what we have is

programs are defined and then universities try to sell them. That's not going to be enough in the future. I see also a much stronger role for student advisors, those helping students to find their way, counseling students much beyond academic tutoring. Because with much more flexibility and much more possibility to choose, students will nonetheless need to some guidance.

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The guidance will be more oriented towards what students need and want than what universities want to offer, but students will need guidance. What I see ahead is also a development of a whole new function of universities related to the prevention and the management of fraud. There is much more fraud around and there will be much more fraud around in the years ahead. And maybe the last thing I would like to mention is that we will also see a different type of internationalization. International cooperation and mobility will need to demonstrate that it is useful to the local community. And for many years internationalization has been sort of a given. You have to internationalize. World War, that was not so much a question. international cooperation will continue, mobility as well, but it will need to demonstrate that it is beneficial to local and regional communities. So by and large a completely different picture for universities and universities staff are not very well prepared for this.

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