

Well, thank you for inviting me to answer this important and crucial question for the future of universities and higher education. I have to say that I didn't take my crystal ball here to identify what is going to be happening in the next 20 years. In fact, if you are asking this question to me last year, I probably will answer something different as I'm going to answer today, especially because of, you know, that during this last month, the capacity of disruption of generative artificial intelligence has challenged all of us in that sense. So a lot of people currently think that probably the next, the very next future of higher education will be completely different because of the challenge of generative AI. However, I'm not very sure about that. I'm not very sure that this is going to be a disruption or probably this is going to be a kind of involution on the way we are teaching and people are learning, especially because most of the situations we are living are corresponding to an attempt to come back to the way we were teaching in the past. So during the pandemic period, we identify a lot of opportunities for online learning or online teaching too. And people would say, okay, so this will be the future. But we have checked that this is not that way because in particular, most of the universities that experience this kind of so-called online learning, they are trying to come back to the past, to come back to what they say the basics, the way they teach usually also they taught in the past. I'm sure this is not to be the general performance of people at that point and a lot of institutions will try to go forward in that sense. One of the things I think is that universities will keep existing and particularly because other people say, well, universities are going to die. I don't think so, but probably they will be in a different form as we know them currently. So the universities will keep existing because we need some place in which the knowledge is going to be shared, is going to be trusted and checked. And this is one of the most important things. We can share knowledge, we can share ideas, but someone has to check them in order to know if we are in front of true things or in front of fake news. So we need this kind of spaces, they can be physical or they can be virtual, but we need some kind of spaces in which people devoted to knowledge can share this truth and also the lies in that sense. Then I probably couldn't stand that in the future the way people will learn will not probably be in the same way that grades are given out or even degrees are provided today and we probably will learn from different places, from different opportunities for learning and we will include all them in our particular Let's Share portfolio, probably the name of that will be one completely different in 20 years, but in some extent, our passport of learning, how we are learning and how we are integrating the knowledge that we are taking from different situations and different places and people too. I used to talk about the concept of learning ecologies as a concept for the future too, but it's a present concept that could be even more important in the future. And it means that you probably are learning from different places, from different people, at different moments, no matter if there is physical, face-to-face, blended or online, and no matter if it is formal, informal or non-formal, but you choose where you learn, when you learn, and from whom you are learning too. So this idea of making a kind of puzzle of learning will be probably the future of our personal learning. The problem will be who are going to make any kind of orientation to people from the truth to help them to be sure that these puzzles make sense. And this is what I think that we can use any kind of technology. I wouldn't dare to say what are the technologies that will be existing in 20 years because they

were different six months ago. Okay, so but any kind of technology, any kind of blended online or physical learning setting, and especially having any kind of guide in order to know if I'm learning correctly for the purposes and especially having any kind of guide in order to know if I'm learning correctly for the purposes that I have.