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The University of the future. That's of course a difficult question. And I don't think as today that we are facing just one type of university. If you look at the landscape for higher education in any country today, it is highly diverse. So you have more elitist institutions and you have more vocational institutions. And there is this theory that globalization will make every university more similar. So far, we haven't seen much evidence of that. Actually, we have seen evidence of more diversity in higher education. So if I look 20 years into the horizon, I think that you will see even more differences between institutions than we have today. And meaning that some universities will perhaps go for this high cost model that you see is prevailing in places like Cambridge and Oxford and Harvard, where the students that can pay for it, they can receive more face-to-face type of education in small groups with direct contact with academics.

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While for other students, you see a very different type of university with perhaps much more related to technology assisted learning, the use of massive online open courses and what have you. So as a consequence of that, I think teaching and assessment will not be standardized either. is this technology optimism today that there are some technologies that will transform every aspect in every corner and every institution of higher education. So far we have little evidence of that and I don't think that we will see is, and what we do see today in a much more mass higher education system, is that the market will play a more important role, meaning that perhaps the teaching and learning methodology will be more tailored to the specific needs of the individual student. So that you have, let's say, a study program that where you could take it as a full-time student, where you could take it as a part-time student, or you could take it in some kind of a digital or flexible form. So I think that for students the choice will be much greater in some universities. And as a consequence of that, again, I don't think that there will be any any specific learning technologies that will prevail. Right now everyone is talking about artificial intelligence and, you know, I mean, if you remember 12 years back when when MOOCs arrived on the scene. I think there was this professor, I can't remember where he is, at MIT or Harvard, Clayton Christensen, who proclaimed that in five years there will only be a handful of universities left in the world. It's been very silent from that guy ever since. So I think that there is some persistence also when it comes to learning technologies.

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And what we know from studies of student learning is of course that yes, you can reach a high number of students when you use advanced technologies, but you're not quite sure that you end up with a higher level of learning outcomes using technology? You might, because if you go for good pedagogical designs, you could really end up with fantastic learning results also in digital formats. Unfortunately, what we see today is that a lot of the digital formats we are using and applying and are offered in the market aren't really that sophisticated and they are not really linked to the students and learning needs and the learning objectives of the specific study program.

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So I think that, yes, what we have today is it will be more technology for sure. What I hope is that the technology is more integrated into the pedagogical design of the educational offering. And what I see today is a decoupling between you have all these technological possibilities on the one hand, and then you have some kind of educational program on the other with some specific learning objectives related to it. And there is a poor link between the technology available and the academic ambitions of the educational offerings that you have.