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I think higher education will be absolutely different in the future. It's difficult to forecast what the future will be, especially because we are involved in a complete and absolute technological and geopolitical change. It will affect everything, everywhere. So market trends will change, society needs to change. There are different technologies that will also change and affect everything. But if I had to select some specific points, maybe I would say that, I think education will be blended and flexible, basically.

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I think there will be much more digital integration. We're going to evolve probably towards more hybrid models with online education that probably will become more prevalent than now. Taking that on as part of this location had to be in case, is to face, because the personal contact will always probably will be very, very important and determined in specific fields of knowledge. Also more personalized, and I would say much more modular.

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Students probably will choose, pick up specific fields that they're interested in to create a particular path for each one of them. And they will have to say always, lifelong learning will be a must for everyone in the next future. We have an experience here at the San Diego School. We've developed a new undergraduate degree that is called Bachelor in Transformational Leadership and Social Impact. It's focused on developing, in our opinion, the leaders of the future.

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Not only managers, not only people that goes to the business world, but people that is very sensible with the three Ps. Not only profit, at the end of the day, this is a degree on management for a business, but not only profit, but also people and planet. So we want to develop this new kind of leader that is sensible with social problems, that is sensible with the climate change, and that is sensible with all kinds of challenges that the humans are facing today.

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Climate change, for sure, but geopolitical change, demographic change, technological change. And we want to create the kind of people able to thrive in this world of continuous change. And we have organized this degree basically in projects. So since the moment the students arrived here, they are superimposing one project after another during four years. For instance, the first thing that they do during one month, the challenge is to develop a personal website.

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So in one month, they have to present us a qualitative correct website of personal presentation. And during this month, we deliver some builds on personal branding, on web edition, so builds on a kind of piece of management, but also pieces of technology in order to give them the capacities to develop this challenge. Then the second challenge is a digital product. They have to ideate a product to solve a social challenge that we propose and they

have to look for the users to be able to make the drafts, to do the prototypes and finally to produce this product in a hard lab. So in three months they have produced a product, a real product, a physical product to solve many.

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The third challenge is about creating a new business model to solve, again, not to disrupt an industry, but to give a new perspective to an existing industry, trying to get more social value to this industry. For instance, to create a kind of e-commerce platform, a kind of, I don't know, Airbnb, for instance, to disrupt the hospitality industry. So this is all during four years. And the contents are not only on management, but also, we say about one third is about management, one third is about technology.

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And we teach them Fab Labs, digital fabrication, artificial intelligence, business analytics, and so on. And one third is about philosophy. So to make reflections about what they have done. And we use the Socratic method to question everything. Not to understand, to question everything to arrive to the final reason of the acts during four years. It was an international degree. And we're looking for people that has a clear entrepreneurial spirit. Without a specific vocation, they do not know whether they want to be lawyers or whether they want to be, I don't know, doctors or businessmen.

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They do not know. They want to change the world. We launched this new degree and it was a success. We didn't know whether we could have a market, but in fact there is an international market for that. The first year we get about 60 students coming from 29 countries. So people that in fact want to change the world. From the first day, they are not only participating in the studies, but also trying to launch their own startups, participating in the clubs, introducing in the social life of Barcelona and so on.

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So higher education can be challenged, can be changed, and we can innovate in higher education. Maybe one of the main, I would say, brokages of that is that processes are very inflexible, especially bureaucratic processes that are related to administration, the public administration. But in any case, I think that in the future, probably there will appear more studies like that outside the official degrees. Because this is what in fact I think people are looking for, they are demanding.

Transcribed with Cockatoo