NELSON MANDELA
UNIVERSITY

Envisioning pathways to Vision 2030: Global megatrends shaping the future of higher education

Compiled by the Office for Institutional Strategy
September 2020

TOWARDS VISION 2030: CONTEXT AND BACKGROUND

Overview of strategic planning context

Vision 2020 to 2030

- Launch of new name and brand - 2017
- Vision 2020 review – 2017/18
- VC's inaugural address - 2018
- VC's listening campaign - 2018
- Revised Vision 2020 approved by Council - 2018
- Organisational redesign process – 2018/19
- COVID-19 response plans - 2020

Future global megatrends

- Towards Vision 2030:
  - How will we ensure readiness for the future?
  - How will global mega-trends impact our strategic positioning and priorities?
  - Futures thinking
  - V2030 stakeholder engagement and strategy development

NELSON MANDELA
UNIVERSITY

Our vision

OUR VISION
is to be a
**dynamic African
university,**
recognised for its
leadership in
generating
**cutting-edge
knowledge**
for a
**sustainable
future.**

NELSON MANDELA
UNIVERSITY

OUR VALUES

- DIVERSITY
- EXCELLENCE
- UBUNTU
- SOCIAL JUSTICE AND EQUALITY
- ENVIRON-MENTAL STEWARDSHIP
- INTEGRITY

"We must be truthful and rigorous in the pursuit of a more equal and just society. We must have the courage to call it right in the most difficult circumstances."

- DIKGANG MOSENEKE
Former Deputy Chief Justice,
Constitutional Court of South Africa

Strategic opportunities

- University in the service of society

- Repositioning engagement and responsiveness – how does our knowledge contribute to addressing grand societal challenges?

- Transformative, social justice orientation

- African-centred identity and ethos

- Student-centric ecosystem of support

- Employer of first choice for talented staff

- Strategic growth areas:

  o Ocean sciences

  o Medical school

  o Transdisciplinarity, including revitalising the humanities and critical Mandela studies

  o Sustainability science

NELSON MANDELA
UNIVERSITY
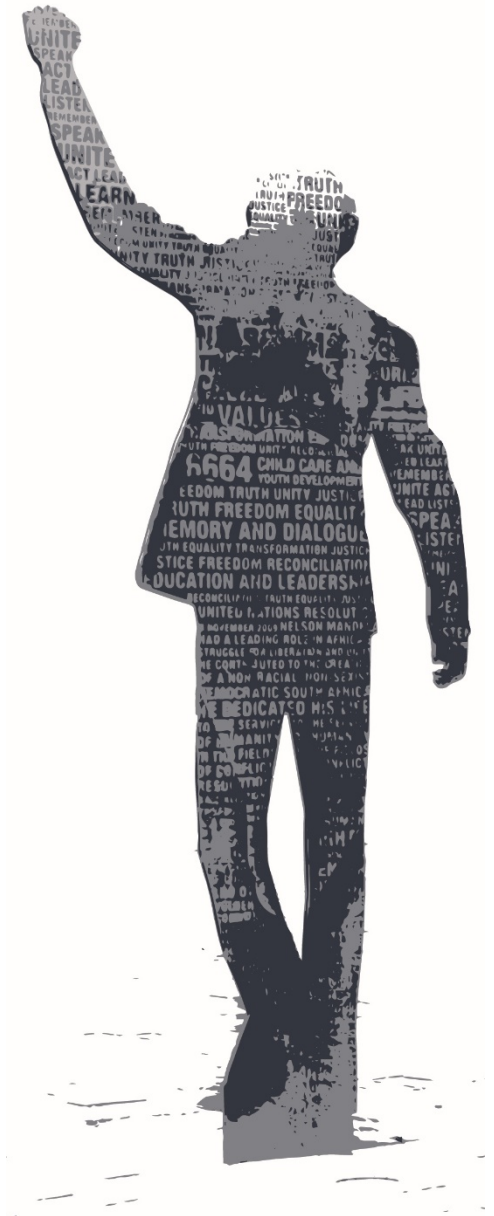
GLOBAL MEGA-TRENDS IMPACTING ON OUR FUTURE

Defining megatrends

The Oxford English Dictionary defines a megatrend as an important shift in the progress of a society or of any other particular field or activity.

Megatrends are large, transformative global forces that define the future by having a farreaching impact on business, economies, industries, societies and individuals.
Source: https://www.ey.com/Publication/vwLUAssets/ey-megatrends-report-2015/$FILE/ey-megatrends-report-2015.pdf

Megatrends are the driving forces that define the world today and that of tomorrow. In other words, they are what we know about a likely future. Megatrends are characterised by being far-reaching, global patterns related to behaviour, mobility and environment.
Source: https://innovationenglish.sites.ku.dk/metode/megatrends/
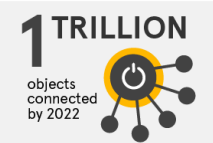
Global megatrends are macroeconomic and geostrategic forces that are shaping our world, and our collective futures in profound ways. The implications of these forces are broad and varied, and they will present us with both opportunities to seize and risks to mitigate.
Source: https://www.pwc.com/gx/en/government-public-services/assets/five-megatrends-implications.pdf
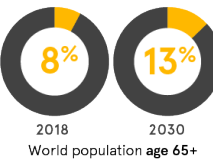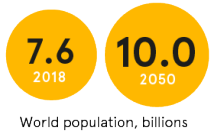
NELSON MANDELA
UNIVERSITY

Global megatrends shaping the future

IMPACTFUL TECHNOLOGY

90% world data created in the last 2 years

1 TRILLION objects connected by 2022

90% of stock trades now created by algorithms

In 2017 top ranked **GO** player was beaten by AI

100:0

EVOLVING COMMUNITIES

7.6 2018   **10.0** 2050

World population, billions

Africa & Asia will emerge as growth generation sources

MILLENNIALS the largest generation in history

8% 2018   **13%** 2030

World population age 65+

RAPID URBANISATION

61% global GDP created by 750 largest cities in 2015

1.5 MILLION PEOPLE join cities per week

% of world population living in cities

2	54	66
1800	2015	2030
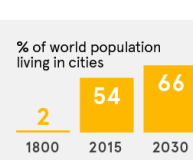
EMPOWERING INDIVIDUALS

$22 TRILLION Value of socially responsible investments made in 2016

- **Always ON**
- **Anywhere**
- **Predictive**
- **Personalised**

% of connected individuals

7% 2000   **66%** 2018

GROWTH in experiential consumption

ECONOMIC POWER SHIFT

80% global middle class will be in developing regions by 2030

By 2040 E7 economies will be **DOUBLE** the size of the G7

75% faster growth in emerging economies than developed

33% 2015   **50%** 2025

Emerging economies as % of total world economies
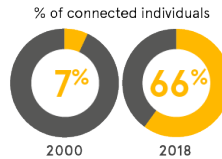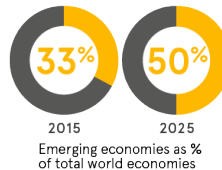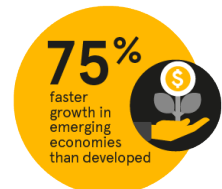
RESOURCE SECURITY

By 2050, seafood collapse

LIFE CRITICAL phosphorus will peak by 2050

Clean energy materials at **CRITICAL LEVELS**

59% increase in global food production needed by 2050
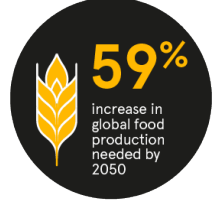
#1 RISK GLOBALLY identified by WEF is the water crisis

NELSON MANDELA UNIVERSITY

http://sbi.sydney.edu.au/megatrends/our-megatrends/

Global megatrends shaping the future

MEGATRENDS

The trends shaping work and working lives

Technology and globalisation

Volume of goods and services traded globally has increased more than fivefold since 1980

2012

1980

De-industrialisation

1961

2011

In 1961, 36% were employed in manufacturing, and 49% were employed in services

In 2011, 8% were employed in manufacturing, and 81% were employed in services
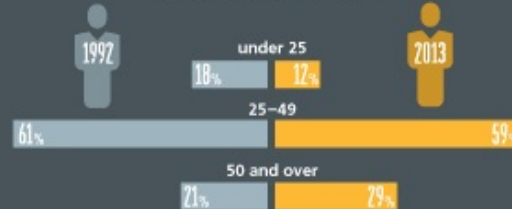
Demographic change
(by % of people in employment)

1992 — 2013

under 25: 18% / 12%

25–49: 61% / 59%

50 and over: 21% / 29%

Increased participation of women

1971 — 37% — 47% — 2013

In 1971, 37% of people in employment were women, in 2013 it was 47%

Decline of collective institutions

1979

2012

Union membership has halved from 13 million in 1979 to less than 6.5 million in 2012

Changing employment relationship

49% Employment in private sector firms with more than 250 employees

40%

1998 — 2010

11% Employment in private sector firms with 1–4 employees

22%

Increased educational attainment

1993 — 2011

11% — 26% — 24% — 11%

In 1993, 11% of the working-age population had a degree while 26% had no qualifications. By 2011 24% had a degree and 11% had no qualifications

Now read the full report and join in...

For in-depth analysis and commentary on the seven biggest changes of recent times, in work, the workplace and the workforce, access the full report by visiting: cipd.co.uk/megatrends

Tell us how these trends are affecting your world, and which other trends are on your radar. Join and follow the debate: #megatrends

cipd 100 YEARS OF LEADING HR INTO THE FUTURE

Global megatrends shaping the future

1 Demographic Shifts

2 Shift in Economic Power

3 Accelerating Urbanization

4 Climate Change Resource Scarcity

5 Technology Advancement

Global Megatrends

pwc

NELSON MANDELA UNIVERSITY

Global megatrends shaping the future

1.5 million people are added to the global urban population **every week**

Source: PwC analysis (United Nations Population Division (2014))

1 billion expected increase in the world's population by 2025

300 million of that increase is predicted to come from those aged 65 or more

With a population of 8.3 billion people by 2030, we'll need...

50% more energy

40% more water

35% more food

Source: National Intelligence Council's report. "Global Trends 2030: Alternative Worlds"
(December 2012) http://www.dni.gov/files/documents/GlobalTrends_2030.pdf
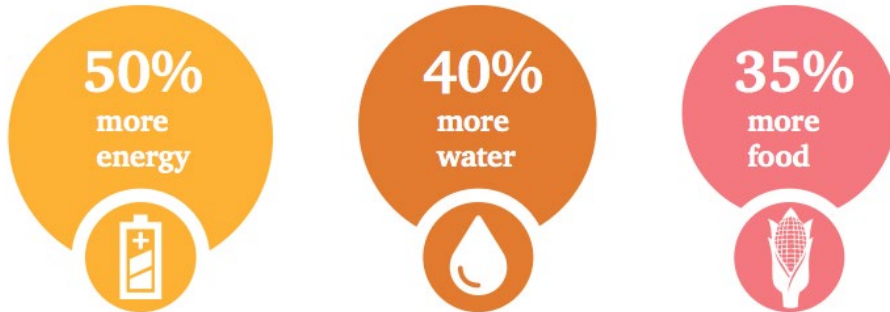
2050

G7

$69.3 trillion GDP

(US, Japan, Germany, UK, France, Italy, Canada)

E7

$138.2 trillion GDP

(China, India, Brazil, Russia, Indonesia, Mexico, Turkey)

Source: PwC Analysis

Zooming Out to the World

GLOBAL MEGATRENDS

INDIVIDUALS AND SOCIETY

Changing demographics with ageing population

Better education

More technology and information and communication technology(ICT) enabled

" Just as we shape the world, the world is shaping us "

PHYSICAL ENVIRONMENT

Scarcity of natural resources

Accelerating urbanisation

Climate change

GLOBAL ECONOMY

Interconnected global economy

Innovation and technology as key drivers

Shift of economic power to the East

Rise of the global middle class

Source : adapted from KPMG's "Future State 2030: The Global Megatrends Shaping Governments"

Global megatrends

Megatrends

Demographics

Digital health and tracking devices

Ageing societies

Millennials and changing consumer behaviour

Multipolar World

Geopolitical diffusion of power

Rise of emerging and frontier markets

Growing global wealth

Increasing conflicts

ESG

Climate change

Social responsibility

Corporate governance

Innovation
Artificial Intelligence, Robotics, Internet of Things, Digitalization

https://www.finews.asia/finance/26535-vontobel-bank-alex-fung-asia-investments-megatrends-iot-demographics

Global megatrends: The rise of the East

$64.2T — CHINA — 2030 RANK 1 — 2017
$46.3T — INDIA — 2
$31.0T — U.S.A. — 3
$10.1T — INDONESIA — 4
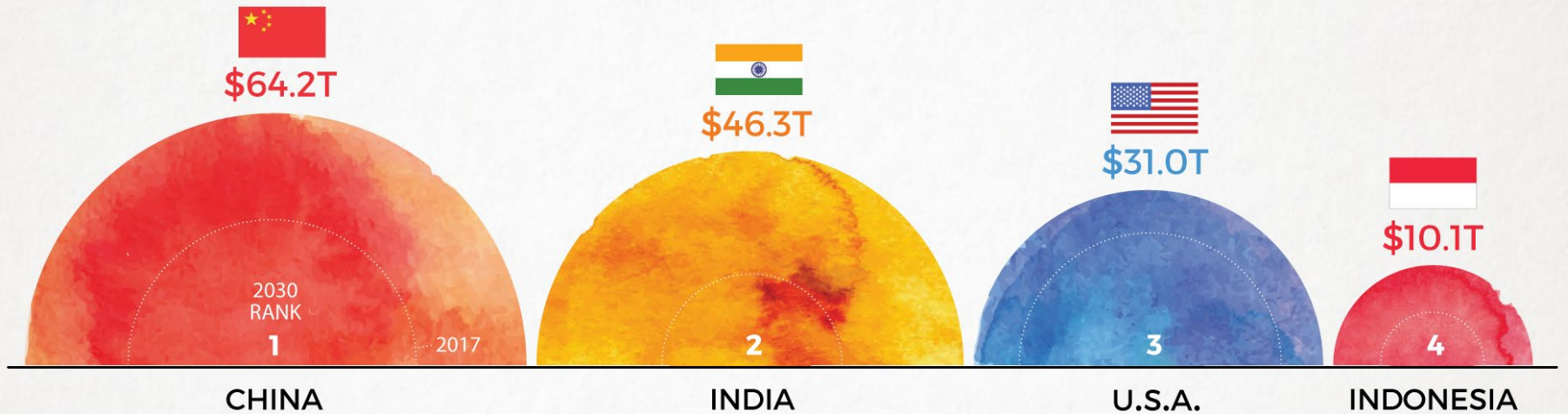
TOP 10 COUNTRIES, BY GDP (PPP) IN 2030

$9.1T — TURKEY — 5
$9.1T — BRAZIL — 6
$8.2T — EGYPT — 7
$7.9T — RUSSIA — 8
$7.2T — JAPAN — 9
$6.9T — GERMANY — 10

NELSON MANDELA UNIVERSITY
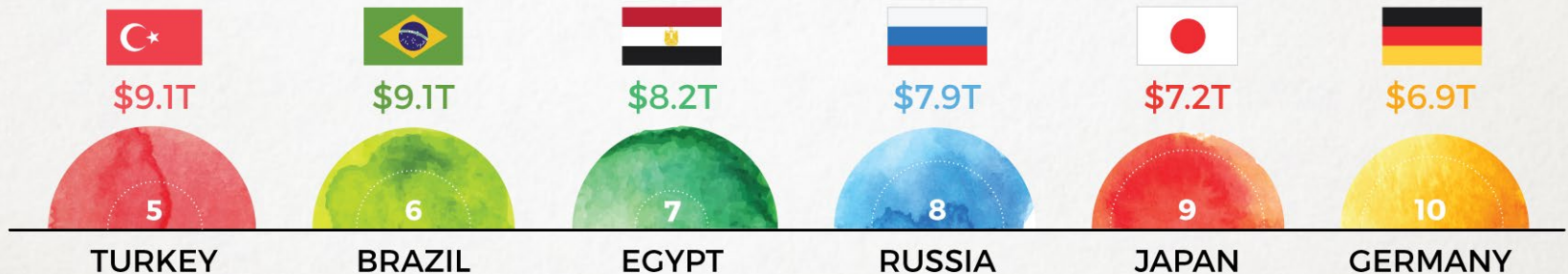
Impact of COVID-19 on South African economy

−16.4%
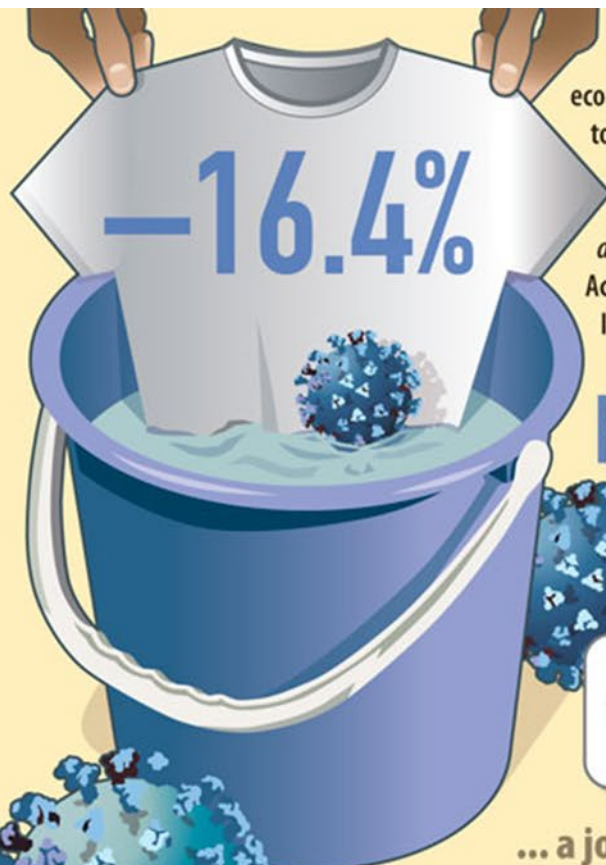
The percentage by which the economy contracted from the first to the second quarter of 2020 (quarter-on-quarter GDP, seasonally adjusted and annualised). According to economist Isaah Mhlanga, this is equivalent to

R512–billion

... the repo rate is stable ...

The repurchase interest rate was cut by 300 points this year and is now **3.5%**

... a jobs bloodbath is anticipated

Jobs numbers for the second quarter are yet to be released, but analysts predict an increase from the current unemployment rate of 30.1%

Predicted unemployment **45% to 50%**

Honey, the virus shrunk the economy, but it'll grow in 2021

The shape we're in after April, May and June 2020

The SA Reserve Bank says GDP will fall some more ...

%
4
2
0
−2
−4
−6
−8
−10

2020 −8.2%

3.9% 2021

2.6% 2022
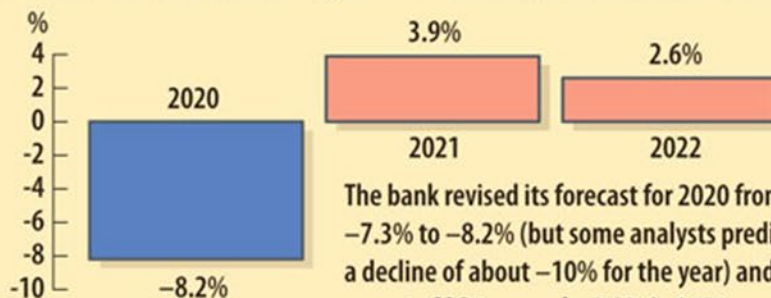
The bank revised its forecast for 2020 from −7.3% to −8.2% (but some analysts predict a decline of about −10% for the year) and it expects GDP to grow by 3.9% in 2021

... government debt is ballooning ...

80.5%
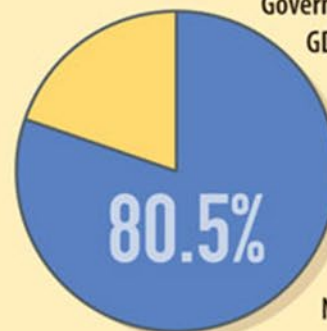
Government debt will rise to 80.5% of GDP in this fiscal year, compared with a projection of 65.6% in February. This could see debt levels exceed 100% of GDP by 2024-25 and rise to almost 114% by 2028-29, said Finance Minister Tito Mboweni at Nedlac early this year

M&G

Graphic: JOHN McCANN Compiled by: TSHEGOFATSO MATHE Data sources: STATS SA, BLOOMBERG, ALEXANDER FORBES, SARB

NELSON MANDELA
UNIVERSITY

https://mg.co.za/business/2020-09-27-government-misses-the-mark-on-the-recovery-plan/

United Nations sustainable development goals

Elements of sustainable development

PEOPLE
End poverty and hunger in all forms and ensure dignity and equality

PLANET
Protect our planet's natural resources and climate for future generations

PROSPERITY
Ensure prosperous and fulfilling lives in harmony with nature

PARTNERSHIP
Implement the agenda through a solid global partnership

PEACE
Foster peaceful, just and inclusive societies

Sustainable development

NELSON MANDELA
UNIVERSITY

https://www.un.org/disabilities/documents/reports/SG_Synthesis_Report_Road_to_Dignity_by_2030.pdf

Global megatrends: Impact of COVID

Accelerating the future **MEGATRENDS**

Aging world … shift from young to old
45% increase in world's over 60 year olds by 2030, 80% of them in Asia

Booming Asia … shift from west to east
Asia's new middle class worth $10 trillion by 2030, 66% of global middle

Cognitive tech … shift from automation to intelligence
60% of all jobs will be at least 30% automated, by 2030, plus many new jobs

Dense living… shift from nations to megacities
45 megacities, over 10 million, 33 of them in Asia, and then in Africa

Eco renewal… shift from crisis to circularity
Demand growth by 2030, 35% more food, 40% more water, 50% more energy

© Peter Fisk 2020

Global megatrends: Impact of COVID

Driving human and tech **INGENUITY**

Digital **self**	Intelligent **health**	Distributed **work**	Platform **retail**	Personal **mobility**	Lifelong **education**
Connected Belonging Enabled	Digital Analytical Tracked	Agile Remote Freelance	Automated Cashless Delivered	Individual Electric Local	Flexible Options Hybrid

More **intelligent** solutions ... more **liquid** businesses

© Peter Fisk 2020

NELS●N M▲NDELA
UNIVERSITY

Global megatrends: Impact of COVID

Most likely fallout for the world

Fallout	%
Prolonged recession of the global economy	68.6%
Surge in bankruptcies (big firms and SMEs) and a wave of industry consolidation	56.8%
Failure of industries or sectors in certain countries to properly recover	55.9%
High levels of structural unemployment (especially youth)	49.3%
Tighter restrictions on the cross-border movement of people and goods	48.7%
Weakening of fiscal positions in major economies	45.8%
Protracted disruption of global supply chains	42.1%
Economic collapse of an emerging market or developing economy	38.0%
Cyberattacks and data fraud due to a sustained shift in working patterns	37.8%
Another global outbreak of COVID-19 or different infectious disease	30.8%
Additional unemployment from accelerated workforce automation	24.8%
Exploitation of COVID-19 crisis for geopolitical advantage	24.2%
Governmental retention of emergency powers and/or erosion of civil liberties	23.3%
Exacerbation of mental health issues	21.9%
Fresh surge in inequality and societal divisiveness	21.3%
Sharp increase in inflation globally	20.2%
Humanitarian crises exacerbated by a reduction in foreign aid	19.6%
Anger with political leaders and distrust of government	18.4%
Higher risk of failing to invest enough in climate resilience and adaptation	18.2%

NELSON MANDELA

UNIVERSITY

https://www.thegeniusworks.com/2020/06/the-great-reset-why-the-covid-19-pandemic-is-a-unique-opportunity-to-reimagine-our-future-to-recode-our-business-for-a-better-world/

AGENDA 2063
The Africa We Want

Aspiration 1
A prosperous Africa based on inclusive growth and sustainable development

Aspiration 2
An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance

Aspiration 3
An Africa of good governance, democracy, respect for human rights, justice and the rule of law

Aspiration 4
A peaceful and secure Africa

Aspiration 5
An Africa with a strong cultural identity, common heritage, values and ethics

Aspiration 6
An Africa where development is people-driven, unleashing the potential of its women and youth

Aspiration 7
Africa as a strong, united and influential global player and partner

https://au.int/en/agenda2063/aspirations

Africa's demographic dividend

Number of people aged 65 or older will **double** to **1billion** by 2030[1]

90% of the global youth reside in developing nations[2]

Africa's population is projected to **double** by 2050, while Europe's is expected to **shrink**[3]

Almost **80%** of companies say their customers are changing how they access goods and services[4]

47% of occupations in advanced economies are at 'high risk' of being automated in the next **20** years[5]

Sources:
1. McKinsey - Global Forces: how strategic trends affect your business (2010)
2. International Labour Organization - Global Employment Trends for Youth (2013)
3. PWC - Five global megatrends continue to advance (2015)
4. Economist Intelligence Unit - Supply on demand: Adapting to change in consumption and delivery models (2013)
5. Oxford Martin School - The Future of Employment: How Susceptible are Jobs to Computerisation (2013)

The biggest challenge in high-income countries is that the traditional university-going population is shrinking while the non-traditional, university population over age 24 and post retirement age is continuing to expand.

In Africa and parts of Asia there is a huge demographic dividend due to a burgeoning youth and this offers opportunities to established higher education institutions with international strategies.

By 2030, an estimated increase of nearly 120 million students in higher education and 2.3 million internationally mobile students.

Rahul Choudaha and Edwin van Rest, 2018, Studyportals, *Envisioning Pathways to 2030: Megatrends Shaping the Future of Higher Education*

Global megatrends shaping the future

THE GIG ECONOMY ~ New opportunities
The way work is organised is changing and remote working is possible for more and more people. The rise of the "gig economy" means that work is no longer tied to a steady job.

COLLABORATION ~ Working together
A greater emphasis on teamwork means that social skills are becoming more highly prized in society.

GLOBALISATION ~ It's a small world
With global mobility on the rise, classrooms are becoming ever more diverse.

DIGITALISATION ~
Three out of four people access the Internet daily or almost every day to connect with friends and social networks and access information or services.

GET READY ~ Linking education with the world of work
Employers and educators collaborate to help students make the transition from education to work.

LIFELONG LEARNING ~ Learning to work, working to learn
Longer working lives and rapidly changing skill demands increase the need for continuous learning throughout life.

ENVIRONMENTAL SECURITY ~ A change in the weather
The impact of climate change is seen in higher temperatures, rising sea levels and more frequent extreme weather events.

http://www.oecd.org/education/Envisioning-the-future-of-education-and-jobs.pdf

THE FUTURE WORLD OF WORK IS UPON US

Future of work

The jobs of the future are expected to be more machine-powered and data-driven, but they will also require uniquely human skills such as complex problem-solving, critical thinking, interpretation, design thinking, creativity, originality and initiative, resilience, flexibility, and emotional intelligence.

FLEXIBLE DEFINITIONS OF WORK AND THE WORKPLACE

- Employees expect flexibility in schedule, place of work and benefits.
- Reimagined workplaces - completely distributed and dependent on virtual interactions.

GIG ECONOMY

- Workers freelance exclusively or to augment salaried work.
- Blended workforce - traditional full-time employees to managed services and outsourcing, independent contractors, gig workers, and crowdsourcing.
- Growing focus on entrepreneurship.
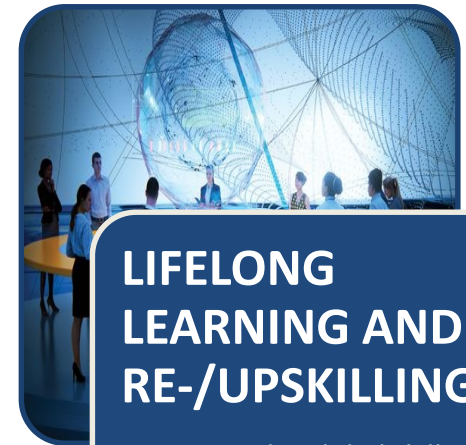
LIFELONG LEARNING AND RE-/UPSKILLING

- By 2030 the global skills deficit is expected to reach 85.2m workers.
- Millions of workers will need to be reskilled to transition into new jobs and keep pace with the new world of work.

NELSON MANDELA
UNIVERSITY

World Economic Forum, *The future of jobs report*, 2018

Future of work

The 4 Kinds of Work in the Future
How the democratization and technological empowerment of work will affect organizations.

WORK REIMAGINED

TYPE OF WORK
Work via platforms, projects, gigs, freelancing, contests, contracts, and tours of duty

TECHNOLOGIES
Traditional delivery

UBER EMPOWERED

TYPE OF WORK
Work via platforms, projects, gigs, freelancing, contests, contracts, and tours of duty

TECHNOLOGIES
Delivered by new technologies such as cloud, on-demand artificial intelligence, extreme personalization and personal devices

CURRENT STATE

TYPE OF WORK
Full-time employment, with variations such as contract, part-time, and flexible work

TECHNOLOGIES
Traditional delivery

TODAY, BUT TURBO CHARGED

TYPE OF WORK
Full-time employment, with variations such as contract, part-time, and flexible work

TECHNOLOGIES
Delivered by new technologies such as cloud, on-demand artificial intelligence, extreme personalization and personal devices

High / Low — DEMOCRATIZATION OF WORK

Low ← TECHNOLOGICAL EMPOWERMENT → High

NELSON MANDELA
UNIVERSITY

https://hbr.org/2016/03/work-in-the-future-will-fall-into-these-4-categories

FIGURE 4

Workplaces are also shifting

Colocated   Distributed

Physical proximity

Physical-physical interactions

Physical-virtual interactions

Virtual-virtual interactions
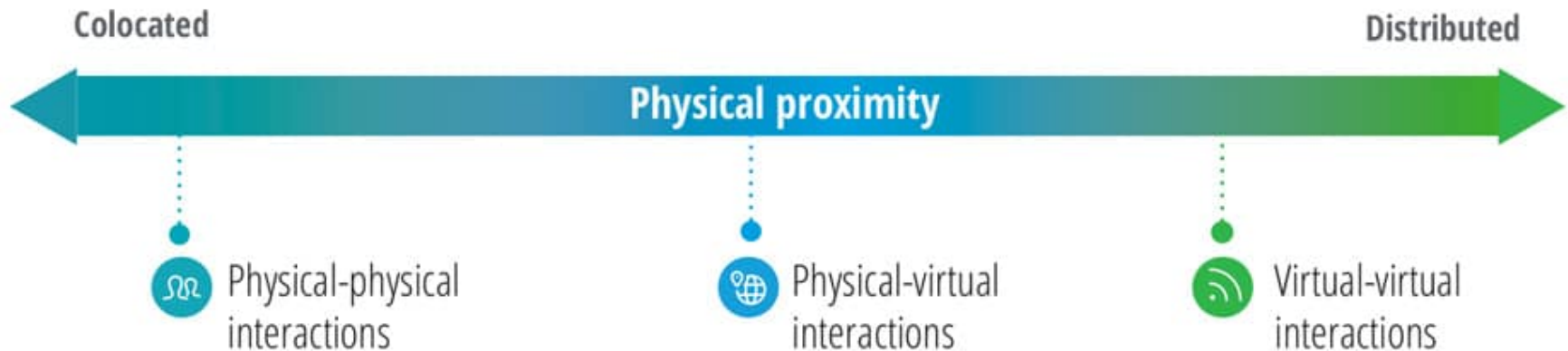
Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

NELSON MANDELA
UNIVERSITY

https://www2.deloitte.com/insights/us/en/focus/technology-and-the-future-of-work/redefining-work-workforces-workplaces.html

Human-centred agenda for the future of work

The ILO human-centred agenda calls for placing people and the work they do at the centre of economic and social policy.

Three pillars of action to drive growth, equity and sustainability for present and future generations:
- Increase investment in people's capabilities
- Increase investment in the institutions of work
- Increase investment in decent and sustainable work

DELIVERING THE SOCIAL CONTRACT: A HUMAN-CENTRED AGENDA

INVESTING IN PEOPLE'S CAPABILITIES

INVESTING IN DECENT AND SUSTAINABLE WORK

INVESTING IN THE INSTITUTIONS OF WORK

ILO (2019) GLOBAL COMMISSION ON THE FUTURE OF WORK, https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_662410.pdf

Multi-generational workplace

Mind the Gap: Managing Five Generations in the Workplace

GENERATION Z
(Born 1997 onward)

05

- Accustomed to change and expects it in the workplace[3]
- Value in-person interactions[3]
- Look for feedback on a frequent, ongoing basis[4]

MILLENIALS
(Born 1977-1997)

04

- Looking to be coached or mentored[3]
- Prefer collaborative and technology-centric training[3]
- Aligning with company values is key[4]

GEN-X
(Born 1965-1976)

03

- View change as a vehicle for opportunity[3]
- Embrace a hands-off management policy[2]
- Entrepreneurial spirit and results-oriented[5]

BABY BOOMERS
(Born 1943-1964)

02

- More reserved in communication style[3]
- Value traditional instructor-led courses or self-learning tools[3]
- Top qualities for a manager are being ethical, fair, consistent[4]

TRADITIONALISTS
(Born before 1943)

01

- Believe in hierarchical management style[1]
- Strong work ethic and loyal to their company[2]
- Slow to adapt to new technology[2]

Multi-generational workplace

FIVE GENERATIONS WORKING SIDE BY SIDE IN 2020

WRITE ME

CALL ME

EMAIL ME

TEXT ME

BABY BOOMERS

X

Y

Z

Boomers
1946 - 1964

Generation - X
1965-1980

Generation - Y
1981 - 1994

Generation - Z
1995 - 2005

WHAT IS (NEET) NOT IN EMPLOYMENT, EDUCATION OR TRAINING?

Work

Education

NEET

?

Those young people (15-24 years) who are categorised as NEET are considered to be *disengaged* from both work and education.
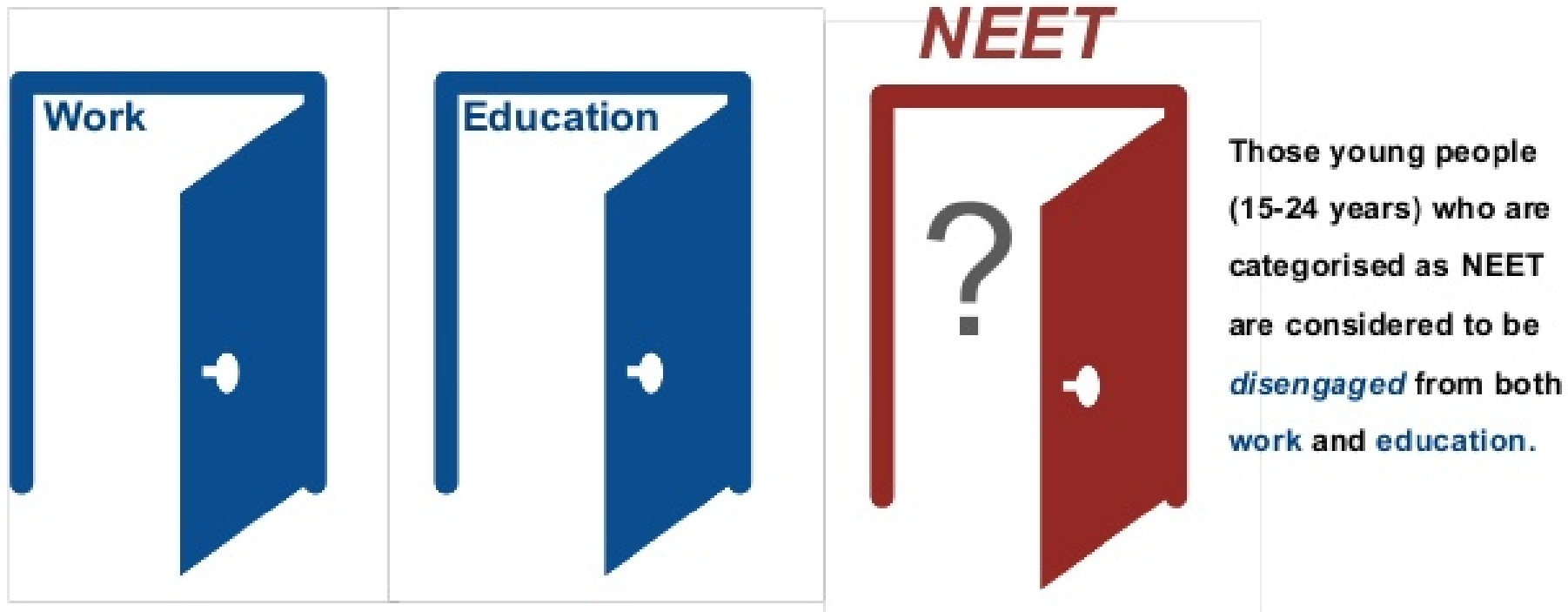
Youth NEET rate is calculated as the total number of youth who are NEET as a proportion of the total youth-specific working-age population

Youth not in employment education or training (NEET)

- The number of unemployed people in South Africa increased from 4.6 million in Q1:2010 to 7.1 million in Q1:2020.

- The unemployment rate among the youth is higher irrespective of education level. Significant increase in graduate unemployment (Q1 2020 = 33.1% of all graduates aged 15 – 24 years were unemployed).

- Approximately 3.5 million (34.1%) out of 10.3 million young people aged 15-24 years were not in employment, education or training (NEET). The overall NEET rate increased by 0.8% in Q1:2020 compared to Q1:2019.

NELSON MANDELA
UNIVERSITY

http://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q1_2020.pdf

READYING GRADUATES FOR THE FUTURE

Don't prepare students for something. Prepare them for anything.
@E_Sheninger

Image credit: kidoovation.com/

The Race between Technology and Education

Inspired by "The race between technology and education"
Pr. Goldin & Katz (Harvard)

Rising income inequality as a result of the education system failing to keep pace with technological innovation and the rising demand for higher-level skills.

Education

Social pain

Prosperity

Digital Revolution

Social pain

Technology
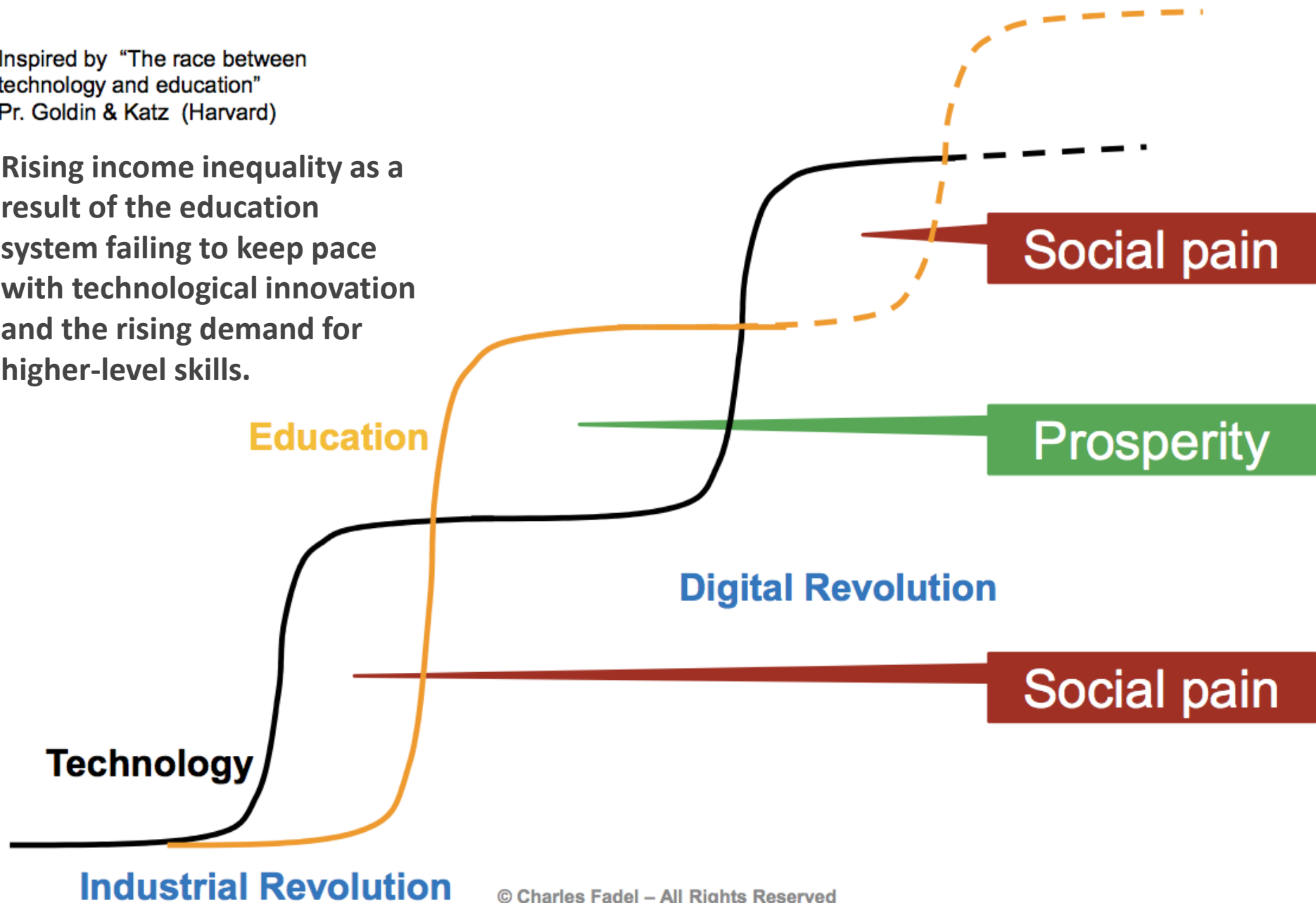
Industrial Revolution

Future skills

With disruption driving workforce changes, human and digital skills are now considered foundational, with the 'ability to learn' regarded as a graduate's most valuable asset.

Top 10 Skills

in 2015	in 2020	in 2030
1. Complex Problem Solving	1. People Management	1. Judgment & Decision Making
2. Coordinating with Others	2. Complex Problem Solving	2. Fluency of ideas
3. People Management	3. Critical Thinking	3. Active Learning
4. Critical Thinking	4. Creativity	4. Learning Strategies
5. Negotiation	5. Coordinating with Others	5. Originality
6. Quality Control	6. Emotional Intelligence	6. System Evaluation
7. Service Orientation	7. Judgment & Decision Making	7. Deductive Reasoning
8. Judgment & Decision Making	8. Service Orientation	8. Complex Problem Solving
9. Active Listening	9. Negotiation	9. Systems Analysis
10. Creativity	10. Cognitive Flexibility	10. Monitoring

Source: Future of Jobs Report, World Economic Forum   www.weforum.org/
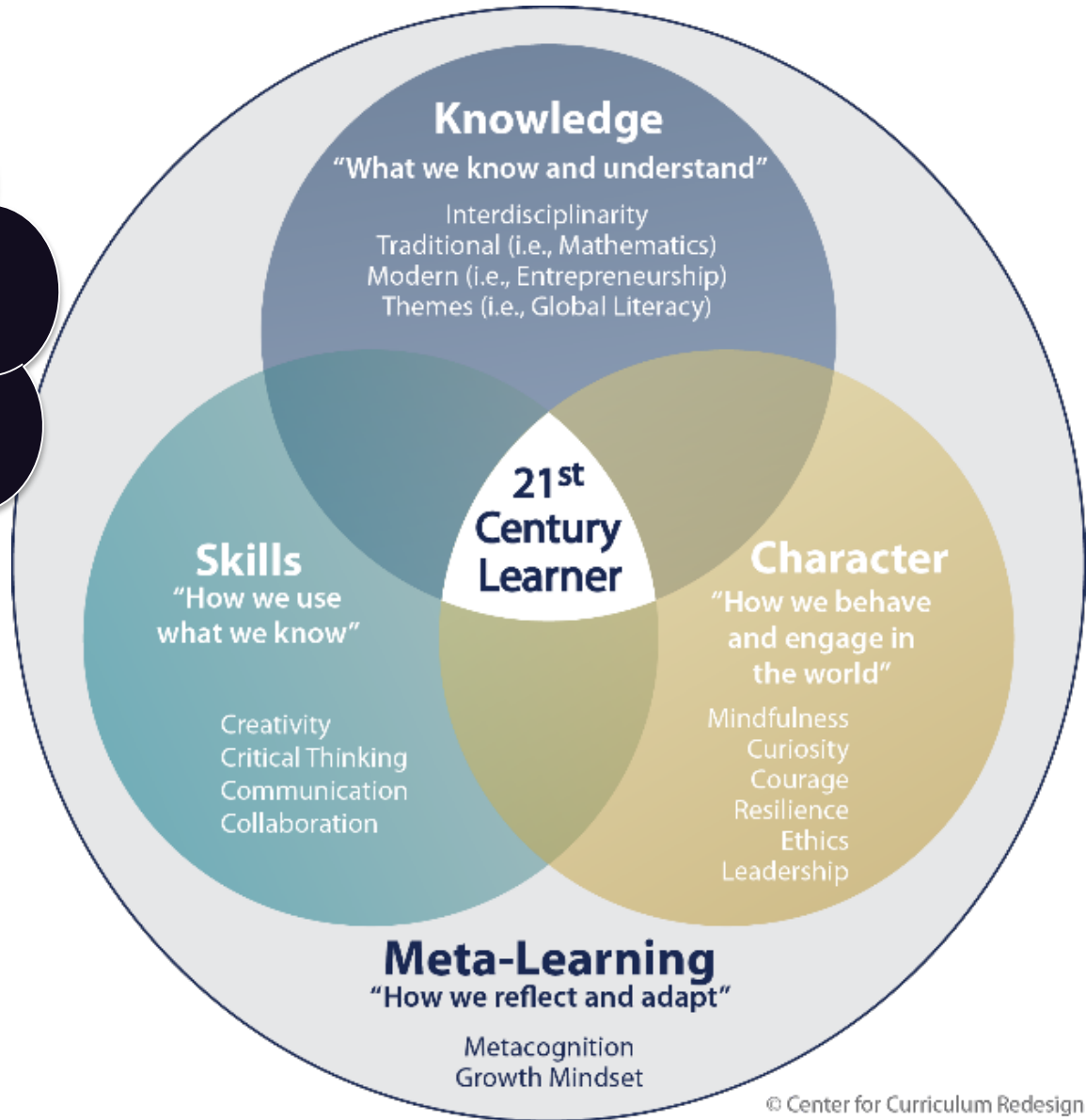
21ˢᵗ century skills

To do well in the 21st century, students need more than traditional academic learning. They need foundational literacies, **competencies** and **character qualities**.

21st-Century Skills

Foundational Literacies	Competencies	Character Qualities
How students apply core skills to everyday tasks	How students approach complex challenges	How students approach their changing environment
1. Literacy	7. Critical thinking/ problem-solving	11. Curiosity
2. Numeracy	8. Creativity	12. Initiative
3. Scientific literacy	9. Communication	13. Persistence/ grit
4. ICT literacy	10. Collaboration	14. Adaptability
5. Financial literacy		15. Leadership
6. Cultural and civic literacy		16. Social and cultural awareness

Lifelong Learning

NELSON MANDELA
UNIVERSITY

http://www3.weforum.org/docs/WEFUSA_NewVisionforEducation_Report2015.pdf

Knowledge, skills and attributes for the future

How should our curricula be designed to cultivate these graduate attributes and skills?

Knowledge
"What we know and understand"

Interdisciplinarity
Traditional (i.e., Mathematics)
Modern (i.e., Entrepreneurship)
Themes (i.e., Global Literacy)

21st Century Learner

Skills
"How we use what we know"

Creativity
Critical Thinking
Communication
Collaboration

Character
"How we behave and engage in the world"

Mindfulness
Curiosity
Courage
Resilience
Ethics
Leadership

Meta-Learning
"How we reflect and adapt"

Metacognition
Growth Mindset

© Center for Curriculum Redesign

NELSON MANDELA
UNIVERSITY

UNESCO Education 2030 commitments

T-shaped professionals

COMPETENCES

Critical thinking
Creativity
Communication
Collaboration

MINDSET & TALENT

Curiosity
Initiative
Persistence
Empathy
Adaptability

DOMAIN KNOWLEDGE

Area of specialisation
Expertise

CORE LITERACIES

- Reading and writing
- Numeracy
- Scientific literacy

- ICT fluency
- Language skills (mothertongue +1)
- Cultural and civic awareness

NELSON MANDELA
UNIVERSITY
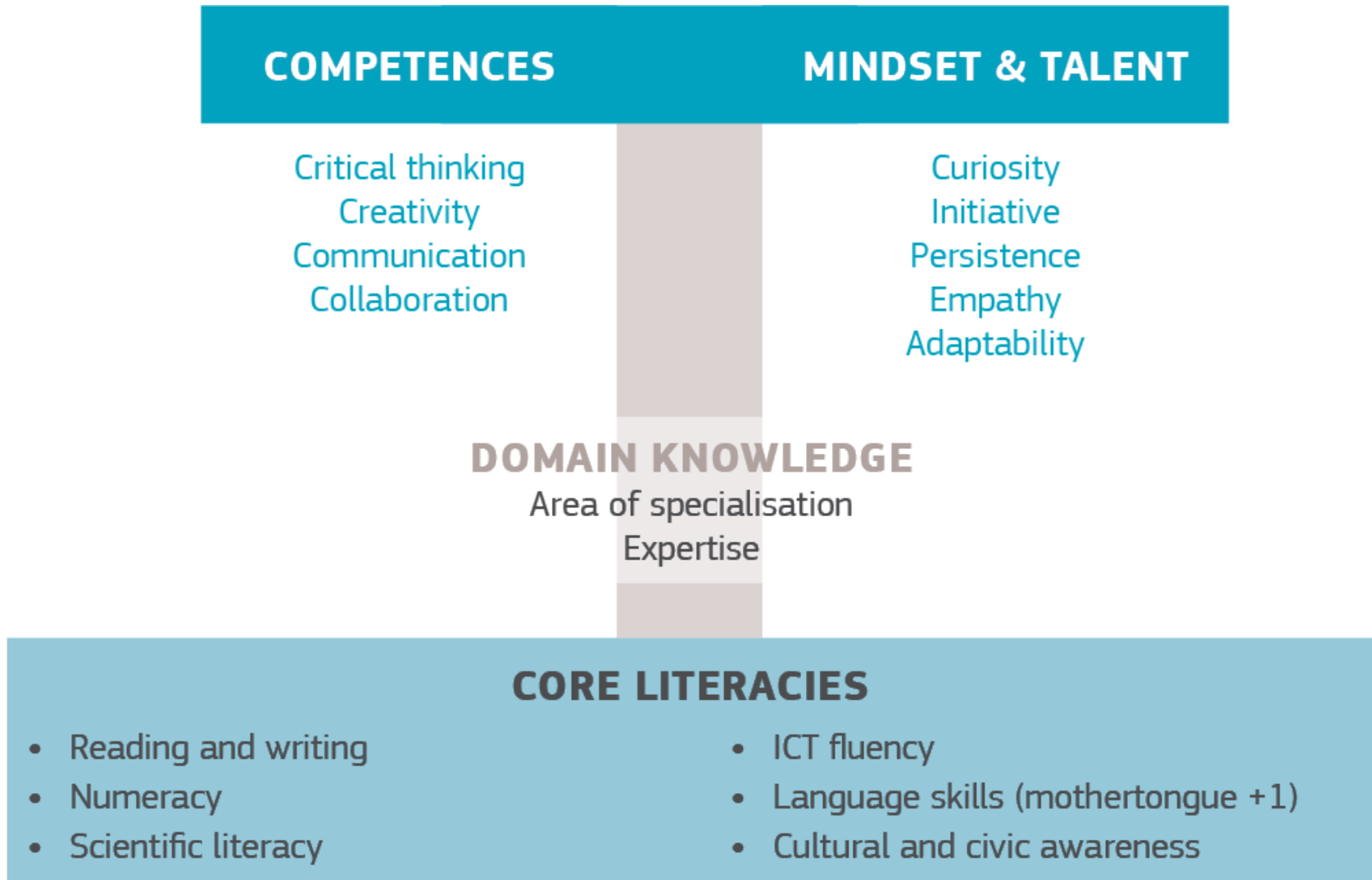
Digital competences
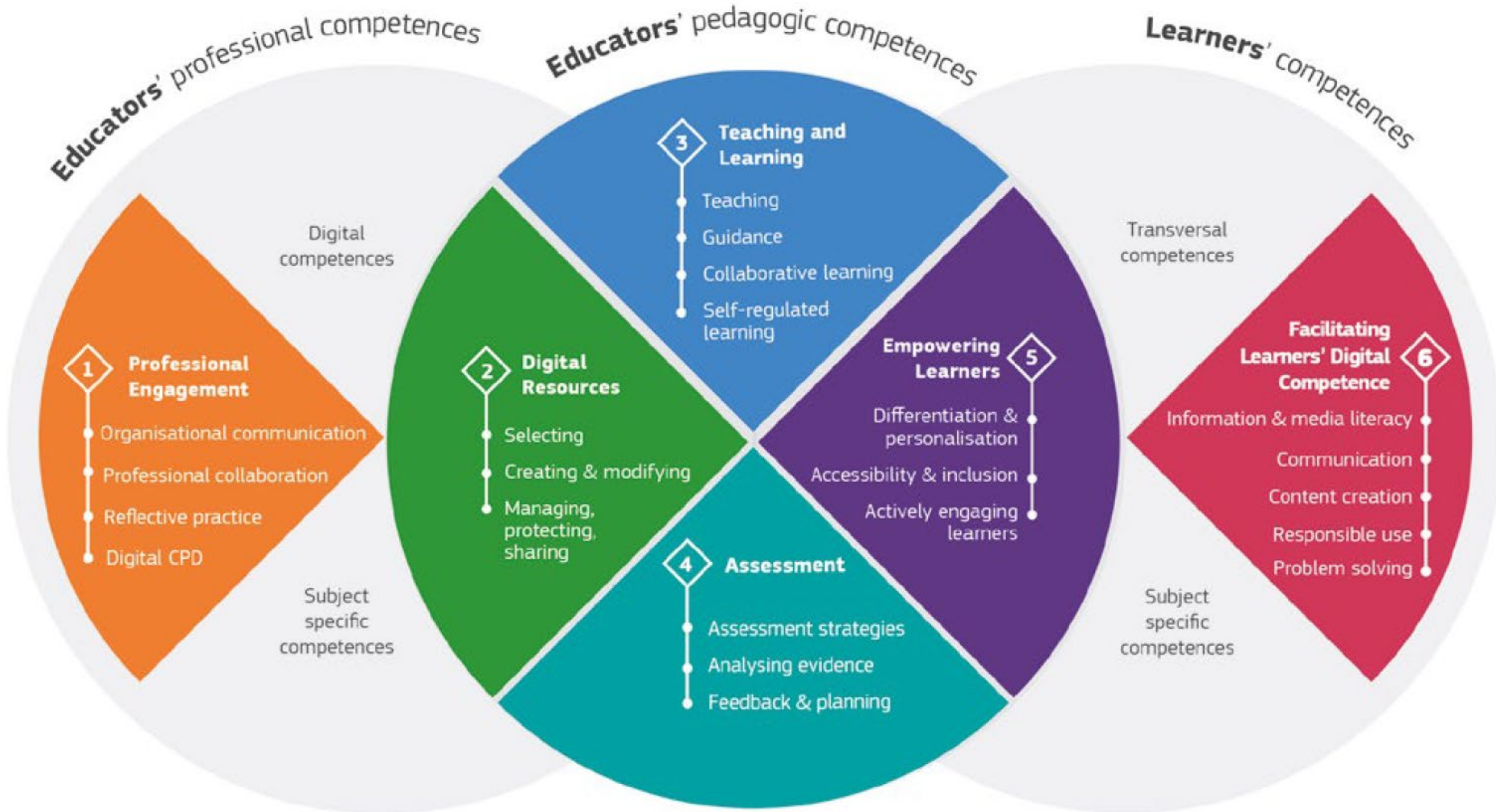
WHAT NEXT?
RESPONDING TO GLOBAL
MEGA-TRENDS

Responding to global mega-trends

1. **Identify trends not on the radar.** Which of the trends are on the organisational radar in terms of their possible implications? Which ones are being ignored and should be taken more seriously? What other trends are key?

2. **Focus on (virtual) geographies that matter.** How might these megatrends look in each region and country?

3. **Think through impacts on different groups of people.** How might these megatrends impact poor/marginalised populations? Which groups are inadvertently being privileged or excluded? What does this mean for how to support those struggling under conditions of poverty or social marginalisation?

4. **Figure out opportunities and challenges using a systems perspective.** What do we assume about each megatrend and how it will affect others? What new options can emerge within these interactions to tackle poverty and inequality?

5. **Decide which trends to take on and what roles to play.** What kind of agent of change and what kind of change does it want to support in relation to each megatrend? Such discussions can help clarify organisational identity and mission amid global changes.

6. **Reimagine partnerships, roles and possibilities.** Are new partnerships spotted and fostered? Is the university well placed to be part of an intervention that aligns with its identity, mission and strengths? What do the trends suggest for other key operational assumptions, such as the ability to raise funds?

NELSON MANDELA

UNIVERSITY

How to approach the future?

- **Ignore** - argue that the future is out of reach and that there is plenty to focus on in the present.
- **Prepare** - being agile, alert, and responsive to changes and trends and doing what it takes to position ourselves for the unknown.
- ***Anticipate*** - notice trends and develop the ability to proactively track what is likely to shape the future.
- ***Create*** - be active agents in creating the future.

NELSON MANDELA
UNIVERSITY
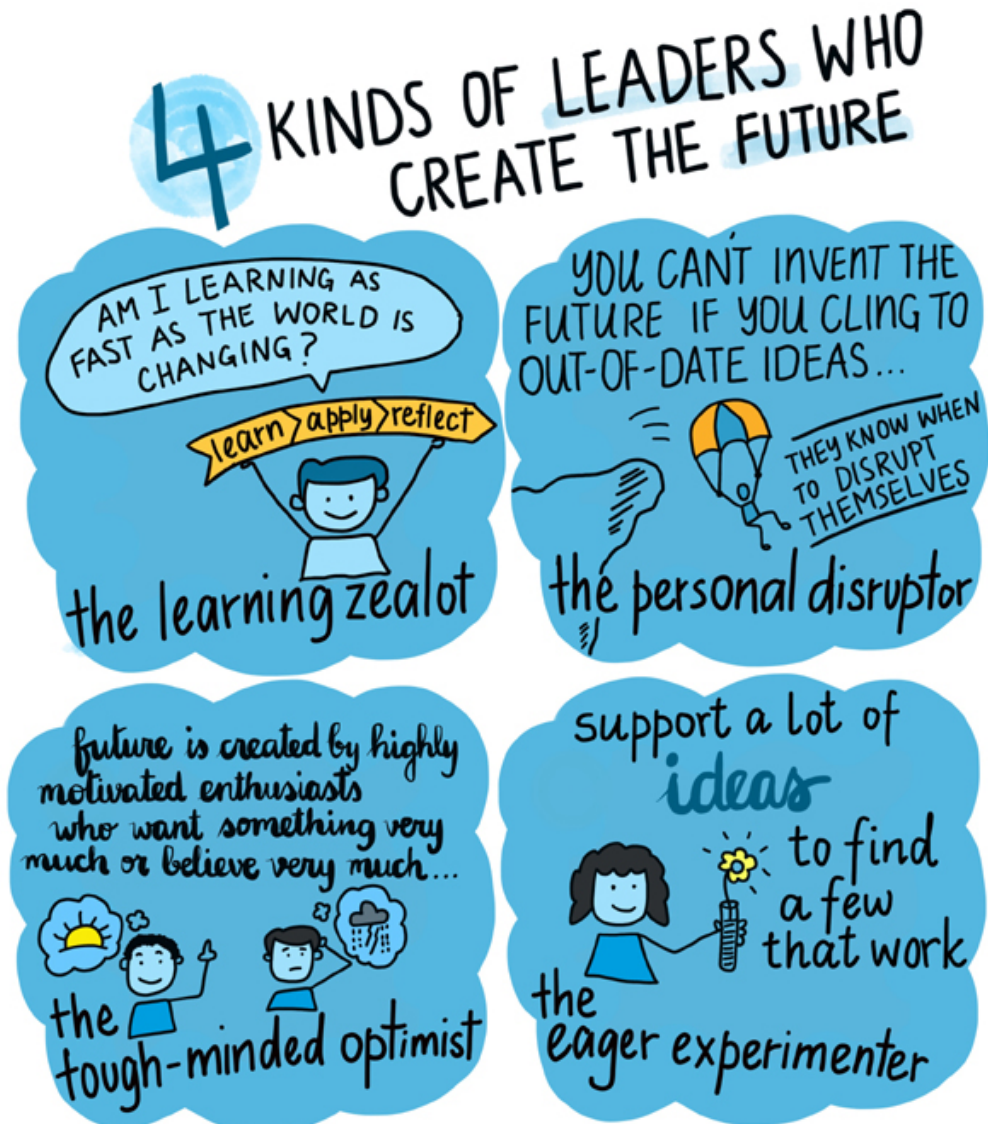
VISION 2030:
LET'S CO-CREATE THE
FUTURE TOGETHER

Change the World