

Higher Education in 2035

HIGHER EDUCATION in the United States has reached a crossroads. Colleges buffeted by economic changes, political pressures, and dwindling public confidence must respond quickly while also playing the long game: They must plan now for future demographic shifts, rapid technological change, and an uncertain labor market. How will their decisions shape not only their own institutions but the entire higher-education ecosystem? What will it look like in 2035?

The analyses in the following pages offer deeply informed hypotheses — about the nature and scope of research and teaching, the makeup of students and the

ways they will be taught, the ways institutions will be led, and what campuses will look like. Some visions are optimistic. Others warn that urgent steps must be taken if higher education is to live up to its promise. Not everyone agrees about what that promise entails. Should colleges be more focused on preparing tomorrow's work force or on acting as a bulwark of democracy? Must they choose? No matter the answer, the consensus is that business as usual is not an option.

We hope this collection will spark conversation, prompt fruitful debate, and fuel innovation at your institution.

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