Thinking differently about universities, labor markets, and degrees

George Siemens, PhD
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## Top 10 skills

### In 2020
- Complex Problem Solving
- Critical Thinking
- Creativity
- People Management
- Coordinating with Others
- Emotional Intelligence
- Judgment and Decision Making
- Service Orientation
- Negotiation
- Cognitive Flexibility

### In 2015
1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

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Source: Future of Jobs Report, World Economic Forum
Lack of data-informed decision making culture

Once size fits all does not work in learning analytics

GOAL: Innovating Technologies & Advanced Knowledge
Learner Knowledge

Developed through:
- Formal
- Informal
- Personal Knowledge Graph

Architecture of Knowledge in a Discipline

Intelligent Data Semantic & Linked

Degree / Qualification
Becoming Digital: A defining challenge for higher education

30 universities. 4 years. 1 million learners.