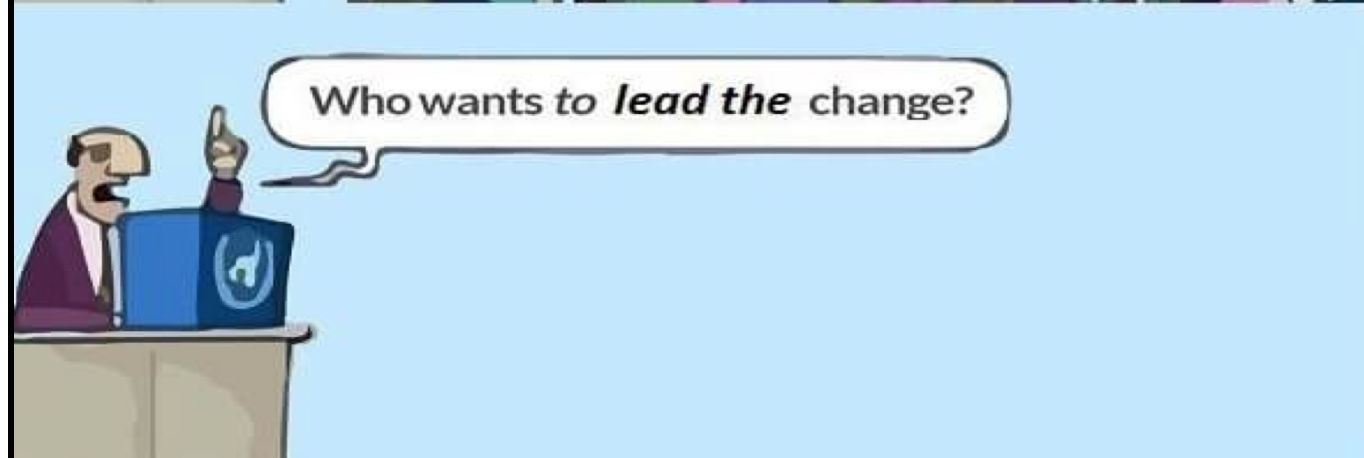


# Digital difficulties - you want change but not for yourself

Jaakko Kurhila

chief digital officer, University of Helsinki

 @JKurhila



I am *for* future-proofing universities









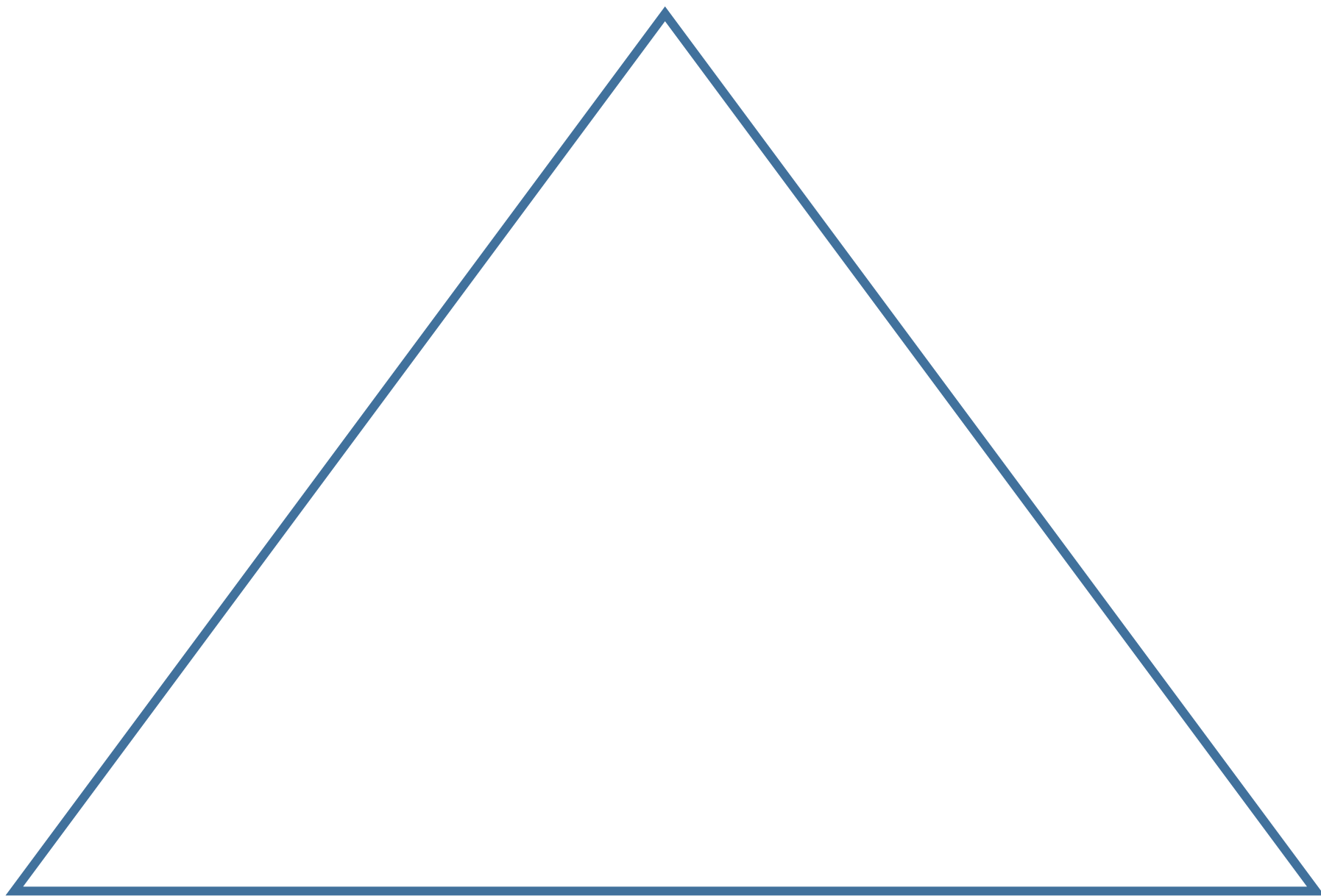




“Give us a lot of funding and  
leave us alone”



What is university?



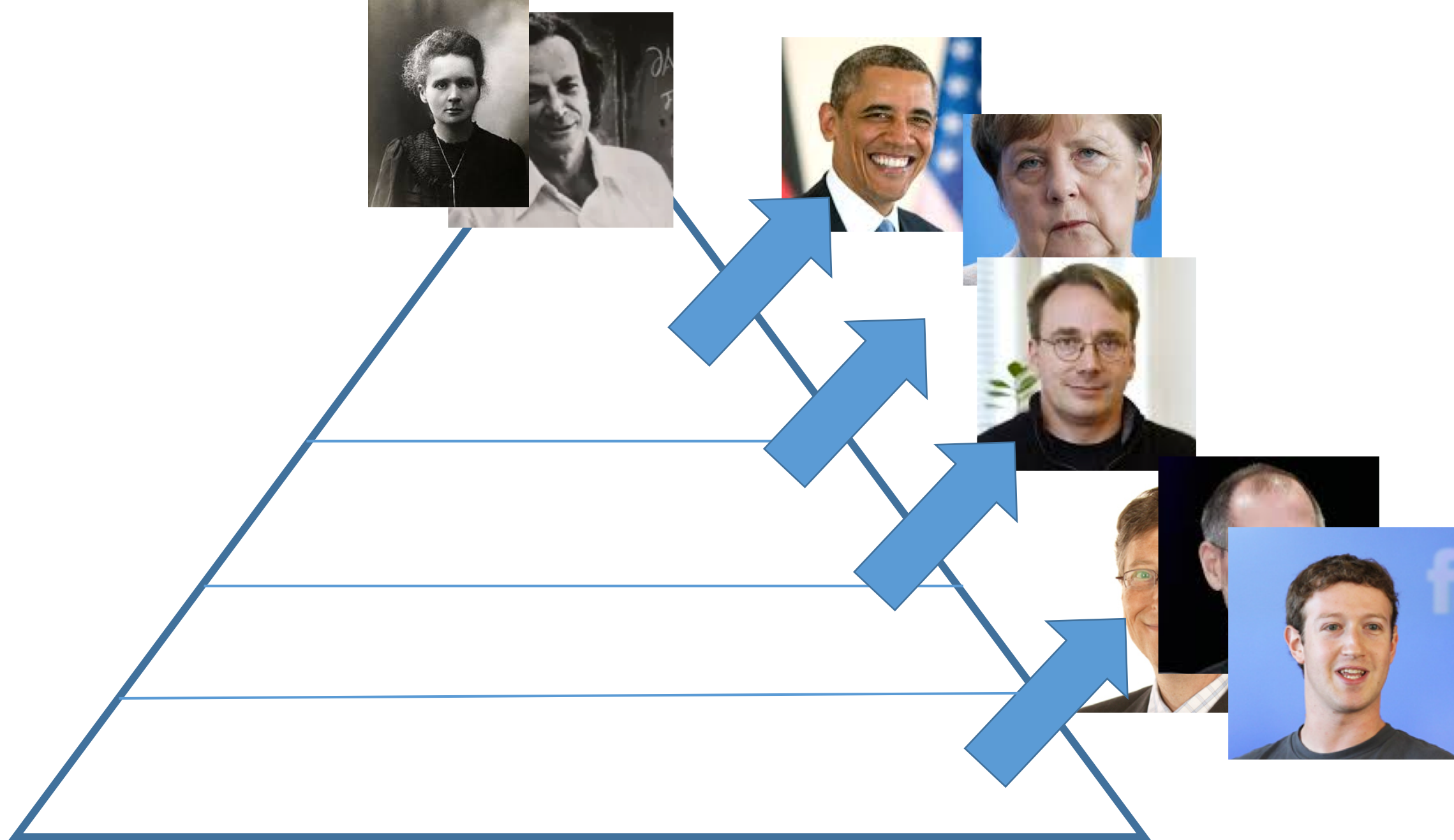


Every university

Cultivating select people to advance science







quality

=

95% applicants rejected

quality

**Very Exclusive Club**

applicants rejected



“There is a lot of wisdom in a university, we want to tap into it”

# University vs Multiversity?

## Customer Commitment at Google

- If the users can't spell: **OUR PROBLEM!**
- If they don't know how to form the query: **OUR PROBLEM!**
- If they don't know what words to use: **OUR PROBLEM!**
- If they can't speak the language: **OUR PROBLEM!**
- If there's not enough content on the web: **OUR PROBLEM!**
- If the web is too slow: **YEP! OUR PROBLEM!**

**We look at THE WHOLE PROBLEM**



Universities feel the pressure

But: cultivating select people to  
advance science

**Global competition:**



Google

Ernst & Young

Penguin Random House

Hilton

Apple

Bank of America

IBM

Google  
Ernst & Young  
Penguin Random House  
Hilton  
Apple  
Bank of America  
IBM

*But skills are needed!*

Lynda + LinkedIn +  
GitHub + Microsoft

Lynda + LinkedIn +  
GitHub + Microsoft

*“Take this short course, you will increase 25%  
of your employability”*

Solutions:

nudging the culture

recruiting people



recruiting people  
*("free, critical thinkers")*

# Thank you!

 @JKurhila