

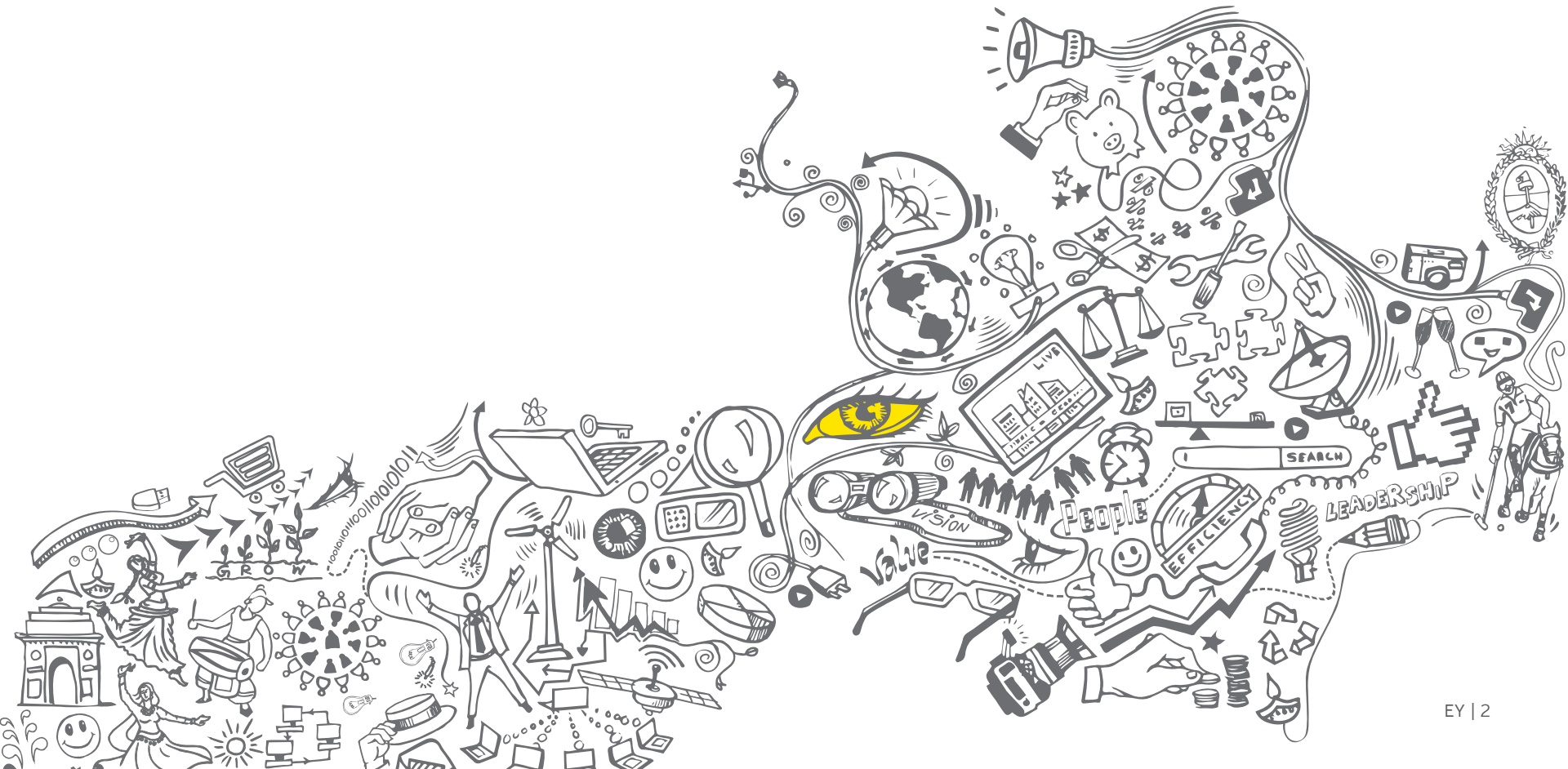
2018 EY Case Competition



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The Case

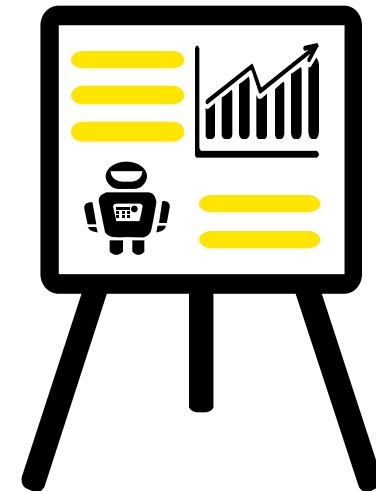


Client Background

- ▶ Your client is an Australian university that has been in existence for 60 years, with a student base of 40 000 students comprising of both domestic and international students. The University is highly regarded in the international and domestic education market and is renowned for its quality development of graduates across a diverse range of faculties.
- ▶ Last year, Times Higher Education (THE) ranked the university in the top 150 universities worldwide, which has been a key driver of its' continuous retention of high-quality students.
- ▶ The University leadership are increasingly becoming aware of the transformative age and the future of work. They are concerned that if its courses and learning outcomes fail to stay relevant in the market, this will threaten its reputation and ability to develop 'work-ready' graduates.
- ▶ Recent research suggests that the university is not preparing itself to account for the **Skills Framework for the Information Age and changes in the future of work.**
- ▶ As 42% of current/past graduates feel their degree requires transformation as **digital technologies take off in the workplace** (Can the Universities of Today Lead Learning for Tomorrow? EY 2018), the leadership is concerned that if the university fails to prepare 'work ready' graduates, their ranking by THE will decline significantly. Lower enrolment will lead to lower tuition revenue and fewer financial resources to allocate across the University.
- ▶ To determine the extent to which the university is behind in the market, leadership recently conducted research and produced a report that benchmarked its own readiness to deliver graduates suitable for the transformative age against its competitors.
- ▶ The report revealed that the university's tutors and lecturers are failing to adapt their teaching style and methods in preparation for the future of work. Additionally, the research revealed that student satisfaction has decreased as students feel that the learning outcomes being assessed will be irrelevant for the 2030 workforce.
- ▶ Following the research, the University's leadership evaluated its tuition offerings and determined that students receive little, if any, exposure to the implications of the changing world of work in both practical and theoretical elements. This has resulted in a decline in the employability rate from 84% to 80% of final year students.
- ▶ The University is considering restructuring the skills/learning outcomes within the programs that are on offer to prepare students for the future of work.

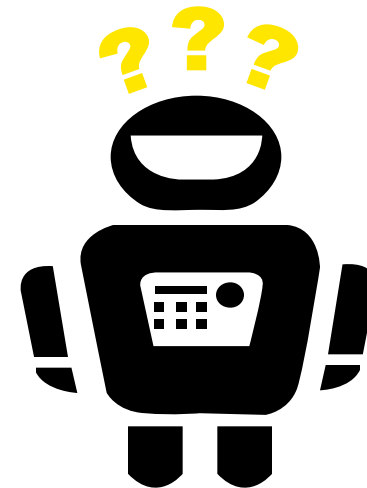
Your Task

- ▶ You are a management consulting firm tasked with preparing a report regarding the transformation of the university's offerings.
- ▶ The University would like to understand the impact that a change to their course material could have on it's offerings and, by extension, it's student experience. They are also interested in relevant best practice and how it can be implemented at the institution.
- ▶ Prepare an 8-12 page report (excluding appendices) discussing how to remedy the universities concerns.
- ▶ The scope is listed on (but not limited to) the following page. Any additional insights into the topic are welcomed.
- ▶ The content must be presented clearly and concisely so the board can easily understand your knowledge of digital capabilities and ability to deliver an effective solution. The report should provide compelling insights that are appropriately evidenced.
- ▶ The University will be inviting the teams that produce the best reports to present a 7 minute presentation to the board during the weeks following the report submission with an additional 5 minutes of question time.



Project Scope

- ▶ Prior to an investment in a solution, the University would like to understand more about the transformative age and future of work and how this investment could assist the institution. Your scope should include, but is not limited to, the following:
 - ▶ Identify macro trends in the transformative age and future of work;
 - ▶ How your solution can be implemented to balance the concerns of all stakeholders;
 - ▶ How the University's operating model will change following the implementation;
 - ▶ What the potential pitfalls of adopting such solutions are. That is, the nuances the University needs to be aware of that may make it more challenging to realise the expected benefits; and
 - ▶ Some non-technical considerations in operationalising a restructure to the university's offerings such as any ethical or regulatory considerations that may need to be addressed.



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