



Resilience through QA in an Age of Turmoil EQAF 2025

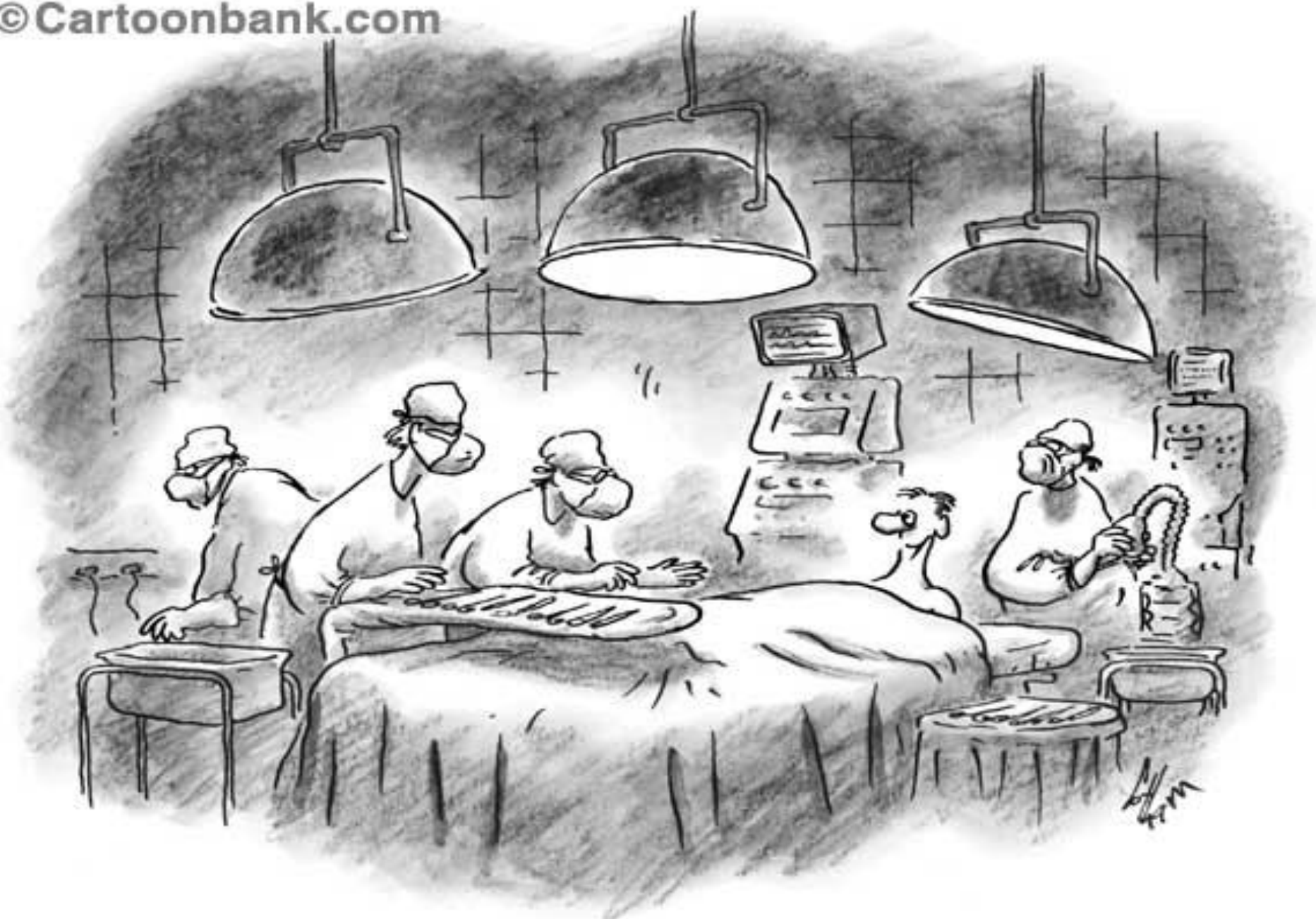


THE
VANISHING
VELÁZQUEZ

A 19TH-CENTURY
BOOKSELLER'S OBSESSION
WITH A LOST MASTERPIECE

LAURA CUMMING





"It would be a great honor for me to be counted as one of your successes."





A full-page background image showing a person standing on a sandy beach, looking up at a massive, towering wave of deep blue-green water with white foam cresting over. The person is small in comparison to the scale of the wave, emphasizing its power. The sky is bright and hazy.

Universities in the digital era

Outline

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Global Tertiary Education Expert



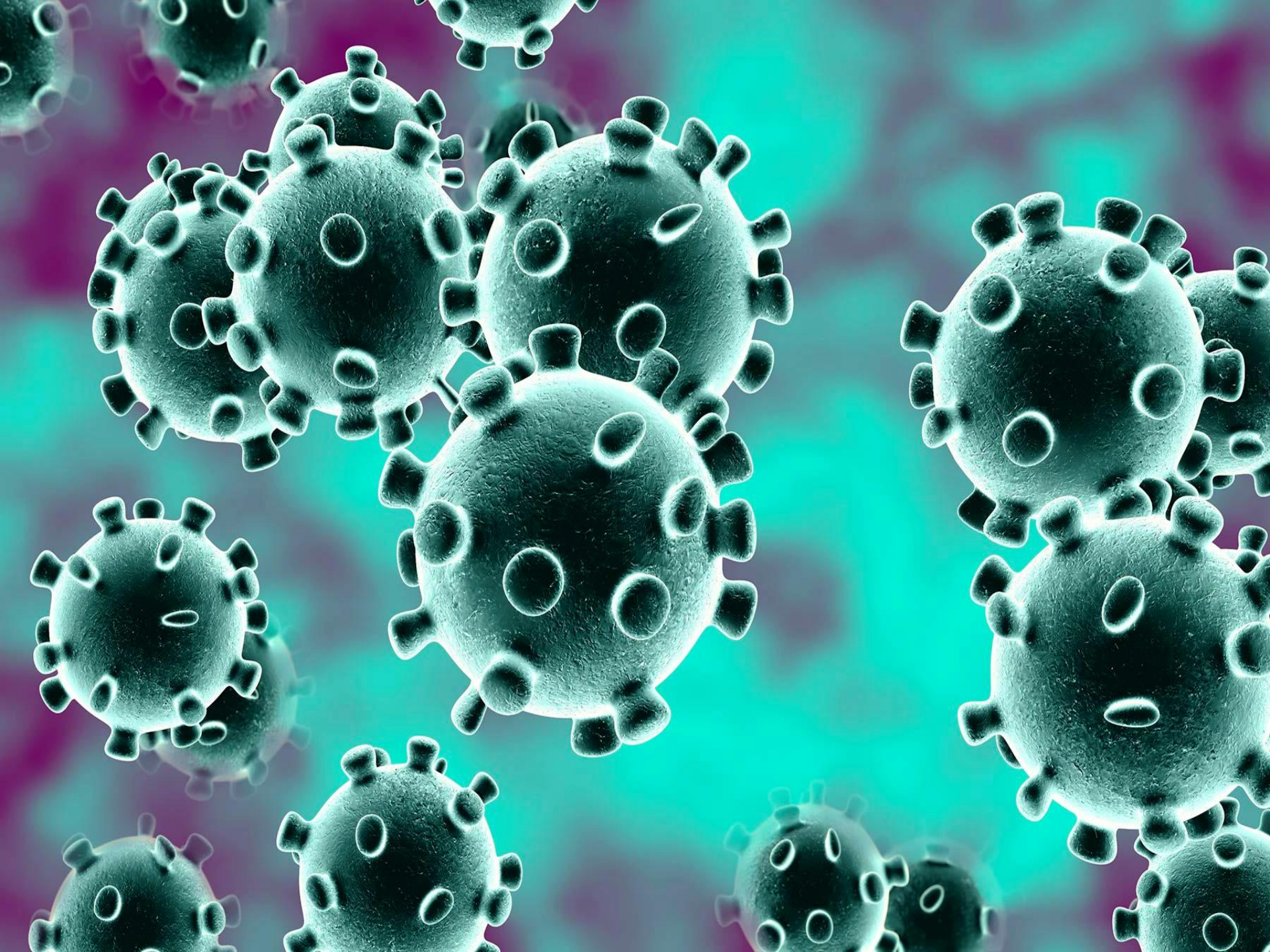
- A world of disruptions, threats and challenges
- How to build resilience through QA

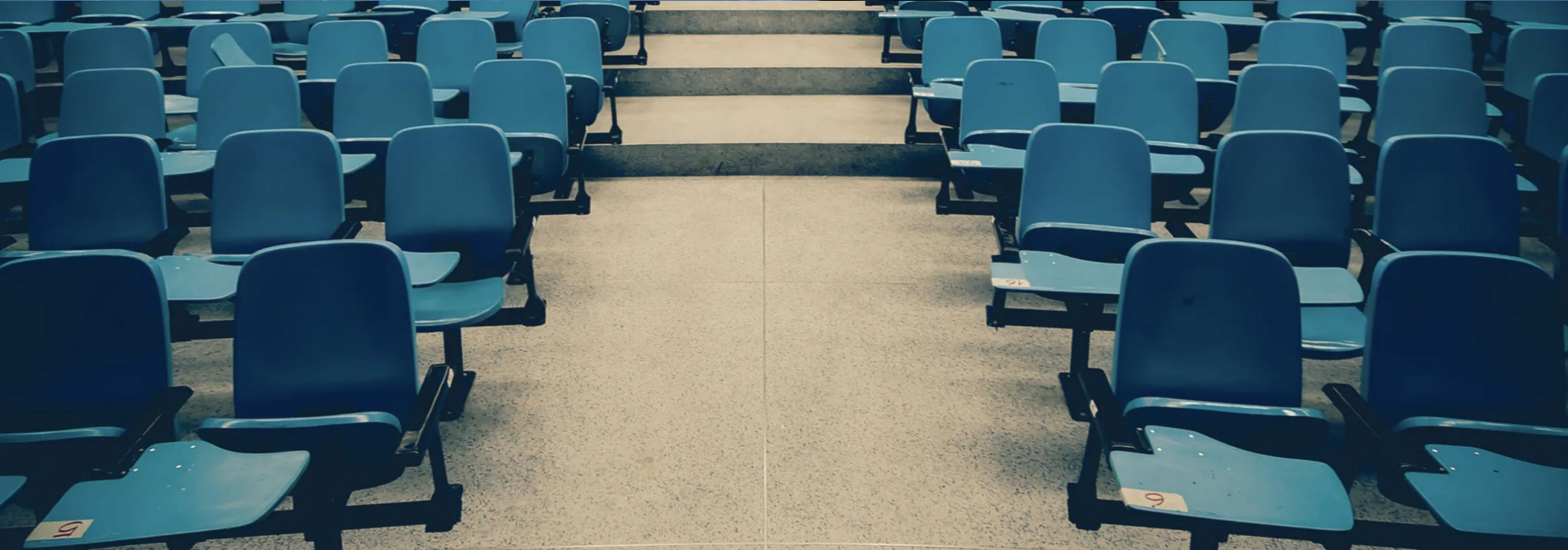
The challenges

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- Pandemic
- Economic and financial crises
- Technological disruptions
- Climate change
- Decline of democracy & rise in cultural wars

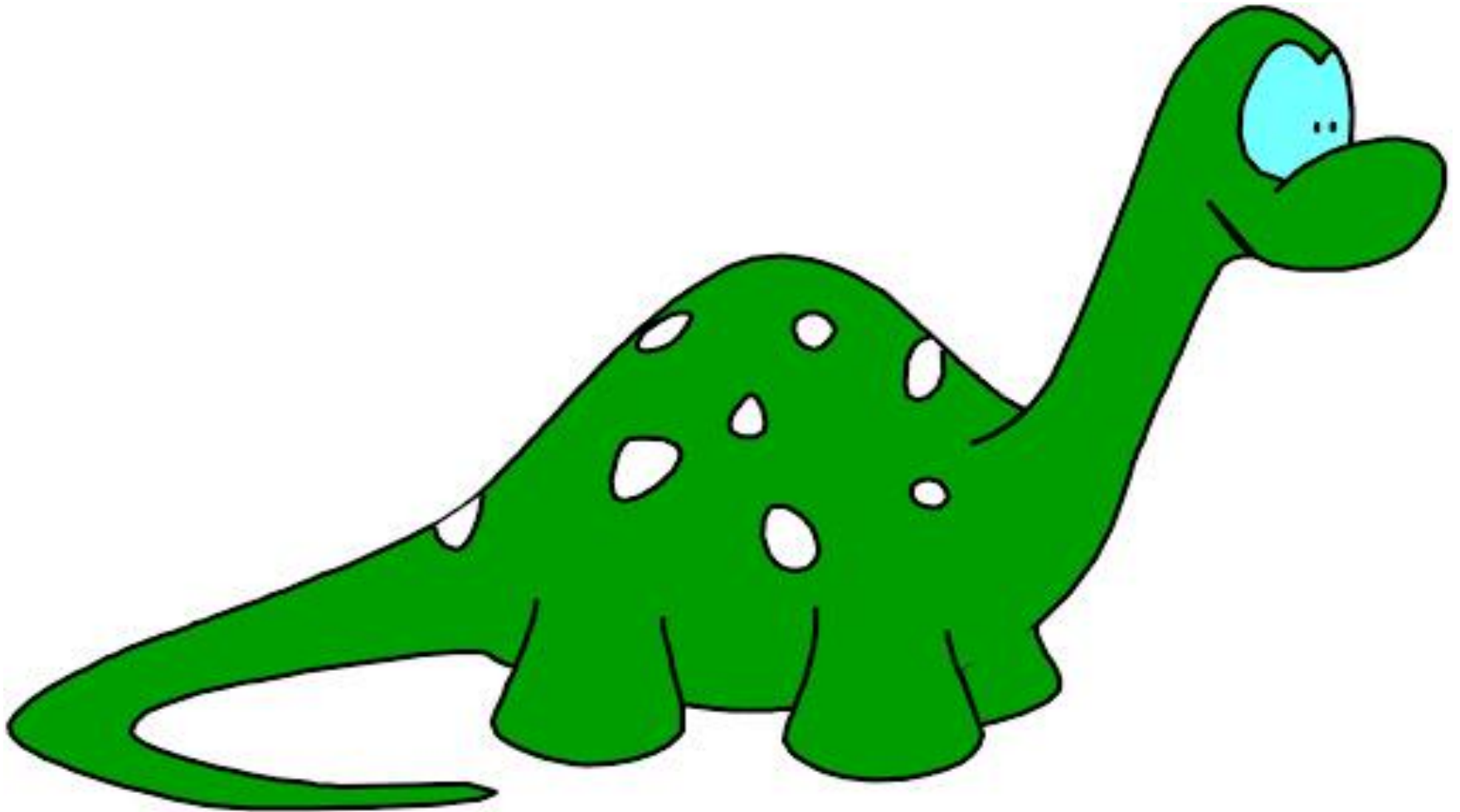




DIGITAL
SKEPTICS

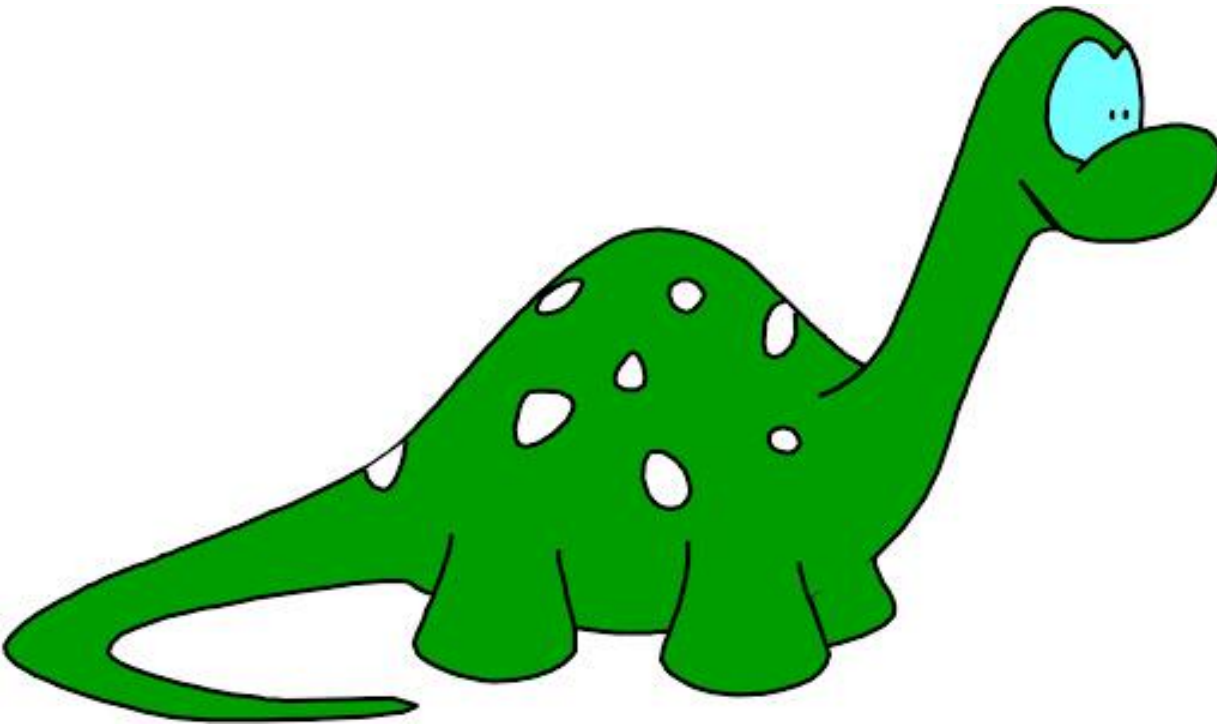
Digital Dinosaurs

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Digital Dinosaurs

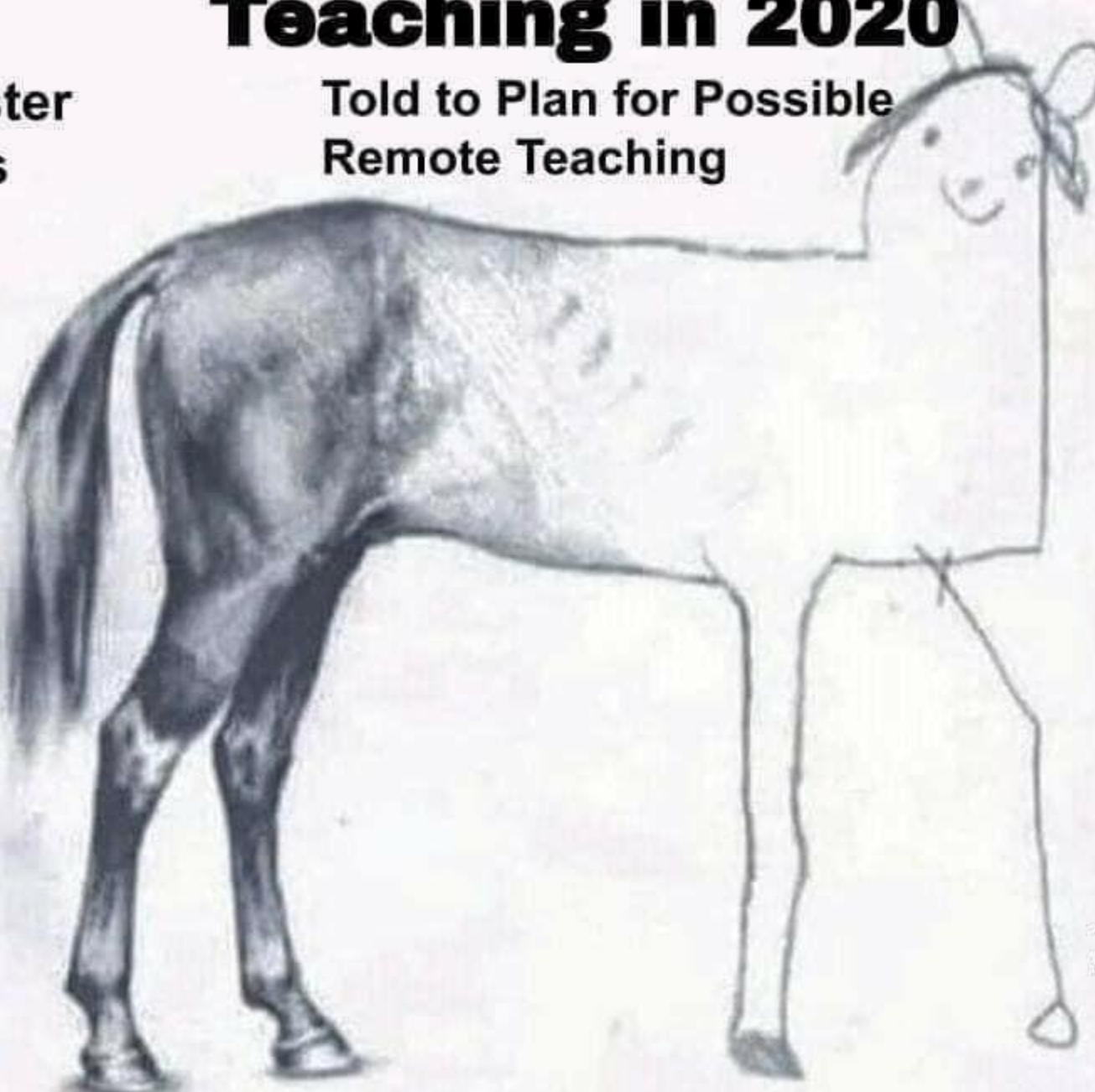
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Teaching in 2020

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Told to Plan for Possible
Remote Teaching



A cartoon illustration of a person with a long neck and a horse's body, standing on the right side of the page. The person has a simple face with a smile and is wearing a headband. The horse's body is dark and textured, with a long tail. The person's legs are thin and stick-like, and they are standing on a small patch of ground.

A
T

Semester Begins

Told to Plan for Possible Remote Teaching

Making Remote Teaching Plan

Actual Teaching

Economic and financial upheavals

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- Brutal cuts: Canada, Finland, France, Germany, Italy, Netherlands, Spain, UK, USA (2025)
- United Kingdom: £267 billion of student debt as of end-March 2025, average debt of £53,000
- Continuing austerity: Greece and Turkey
- Negative impact on teaching and research and academic freedom



International New York Times



Adaptation to office space

For the

KAIST

KAIST
CITY

AI platforms

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ChatGPT Google
Claude Gemini
IBM watsonx Microsoft
Canva Copilot
DeepL Copy.ai
Quizizz Zapier Otter
Perplexity AI Character.AI
Writesonic Writesonic
Notion AI Remove.bg
Elsa AI GitHub Copilot

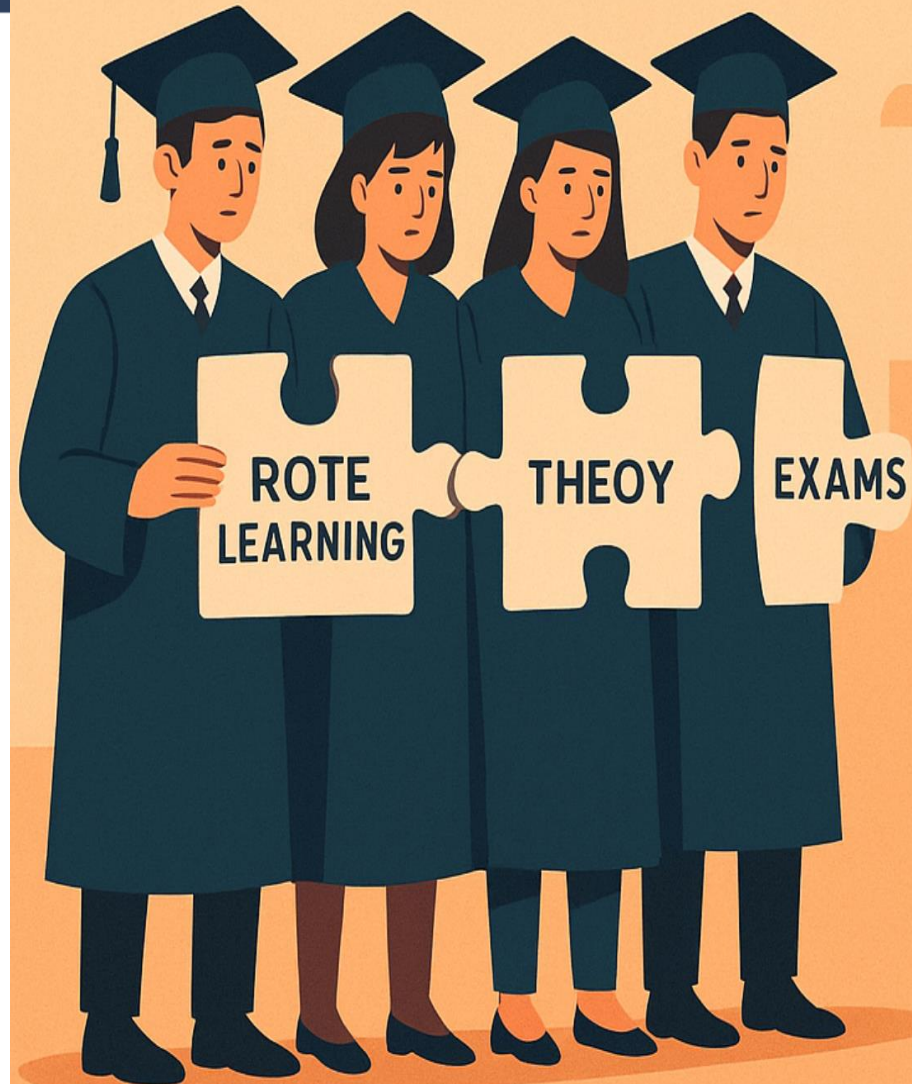
The future of jobs in the digital and green transitions

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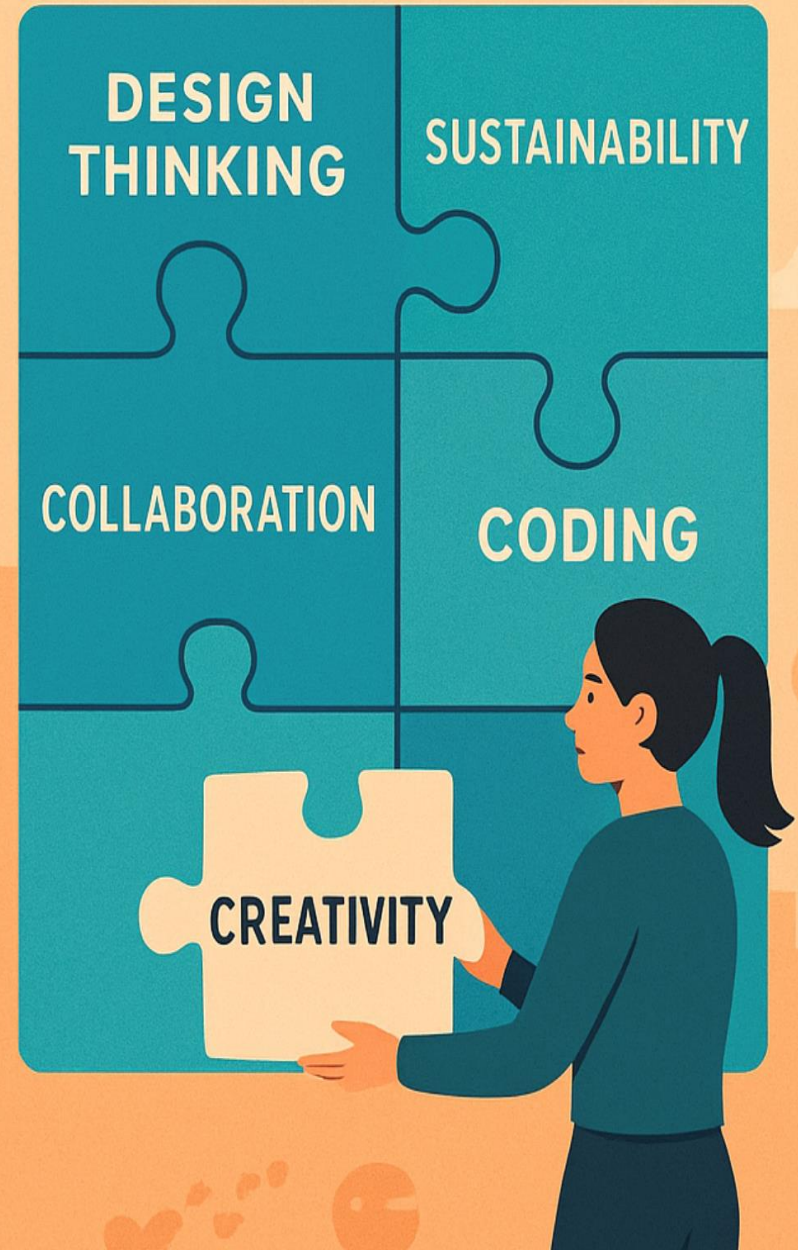


- Jobs that disappear
- New jobs emerging
- Existing jobs adapting

TRADITIONAL UNIVERSITY SKILLS



FUTURE OF WORK



Disruptor, destructor, or enhancer?



AI FALSE
POSITIVE
RUINED MY
DEGREE

STUDENTS
ARE
ROBOTS

STUDENTS
ARE NOT
ROBOTS



Impact of climate change

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Global Tertiary Education Expert



- Campuses facing floods, droughts, wildfires, rising energy costs
- Physical damage to buildings and student housing
 - ==) class cancellations, exam disruptions, and enrollment decline
- Displacement of students and staff
- Health impacts from smoke/heat (air quality, heat stress)
- Strain on campus emergency response and finances









“University is the enemy”

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Cultural wars

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- Ideological and/or religious opposition to certain groups (women, people of color, Indigenous groups, LGBT community)
- Censorship of words, programs and courses
- Book banning





Cultural wars

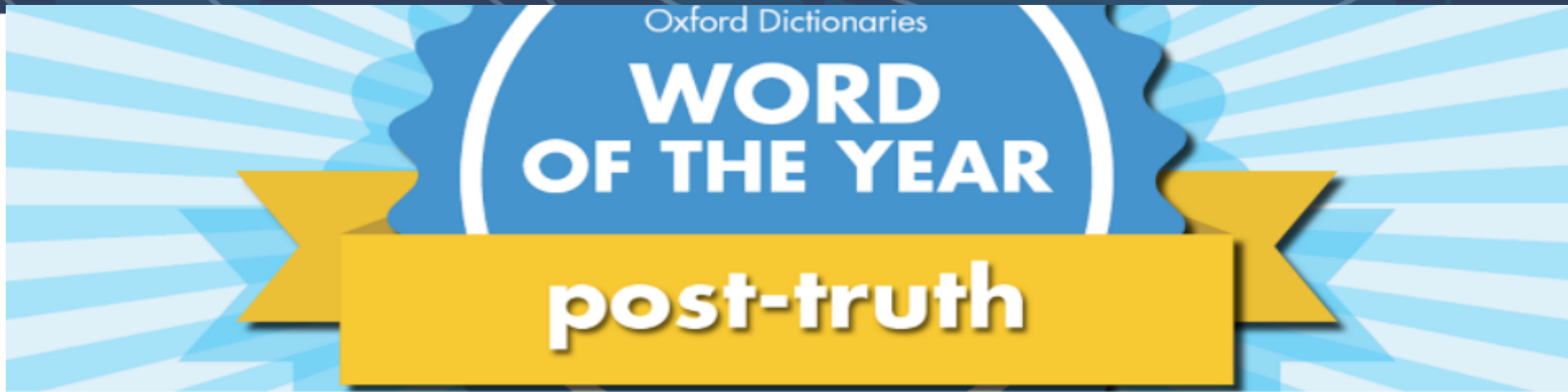
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- Ideological and/or religious opposition to certain groups (women, people of color, Indigenous groups, LGBT community)
- Censorship of words, programs and courses
- Book banning
- Academic freedom
- Institutional autonomy
- Rejection of scientific facts

Rejection of scientific evidence

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Global Tertiary Education Expert



Definition

"circumstances in which objective facts are less influential in shaping public opinion than appeals to emotion and personal belief."

Fake news, untruths, and post-truth

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- We are done listening to the experts“ (British Minister of Education)
- “I don’t care what the facts say” (former president Bush)
- “We would like to present alternative facts” (Mr. Spicer – first Trump administration
 - “Sometimes we can disagree with the facts.”
- Fake news, untruths and post-truth

Outline

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Global Tertiary Education Expert



- A world of disruptions, threats and challenges
- **How to build resilience through QA**

Pillars of resilience

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- Innovative educational model
- Focus on results and outcomes
- From quality assurance to quality enhancement
- Quality is more than academic excellence
- Integration of risk analysis and mitigation

Learning is not a spectator sport

SAMUEL SALVENDY
Global Tertiary Education Expert

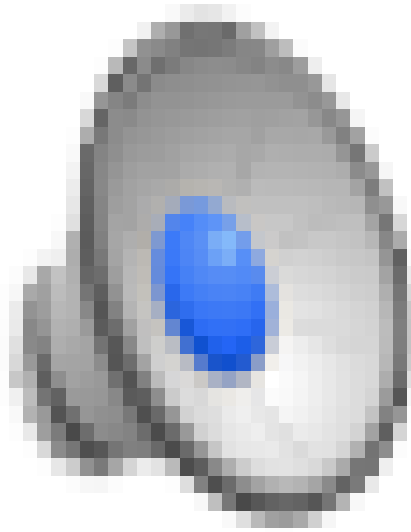


Student-Centered Learning

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- Sparking Curiosity
 - Igniting Passion
 - Unleashing Genius

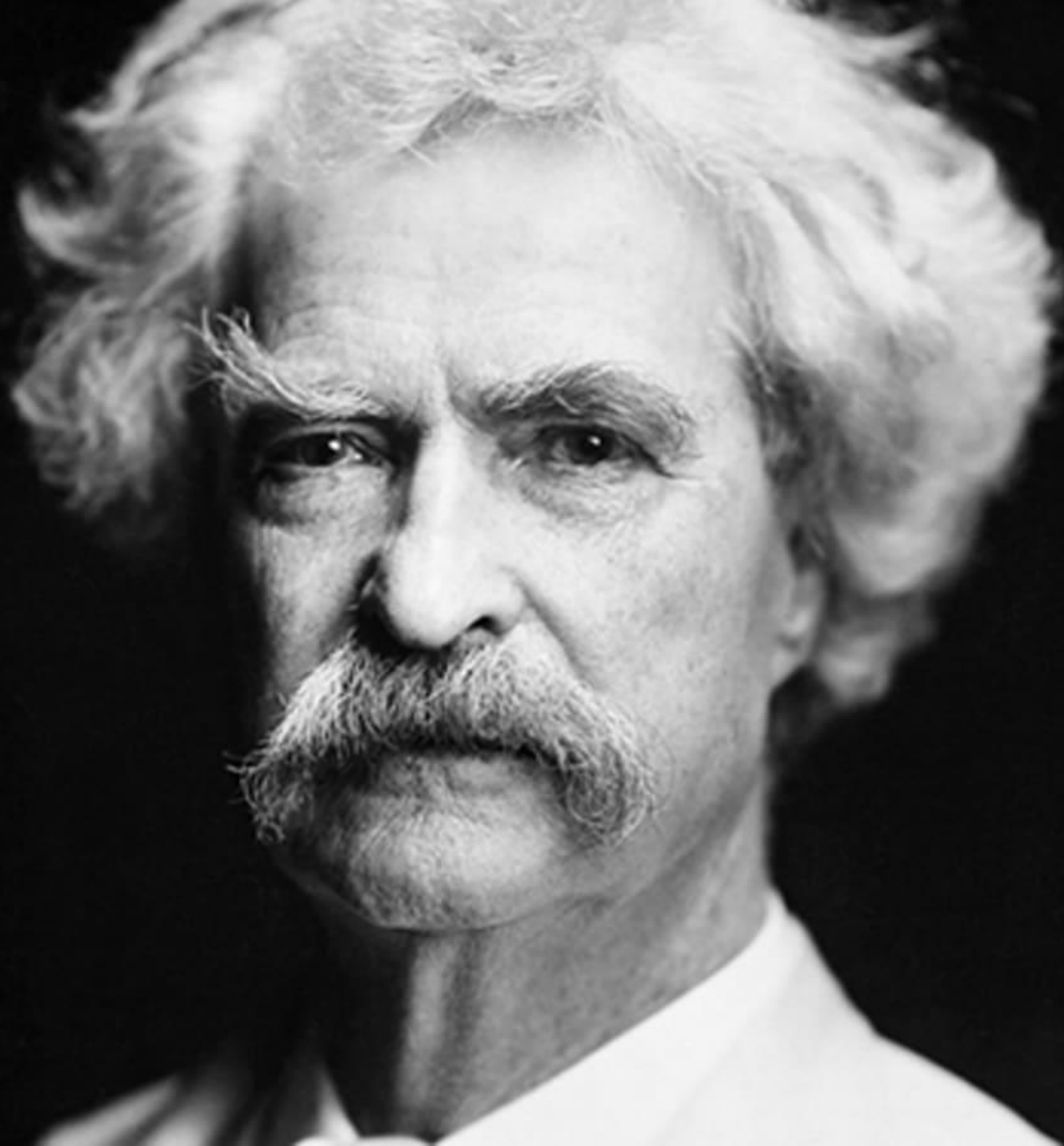


Creativity

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BETA

Beta mode

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- Continuous change and adaptation
- Monitoring, evaluation and corrections
- Humility: learning as you go



"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

Pillars of resilience

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- Innovative educational model
- **Focus on results and outcomes**

Focus on results and outcomes

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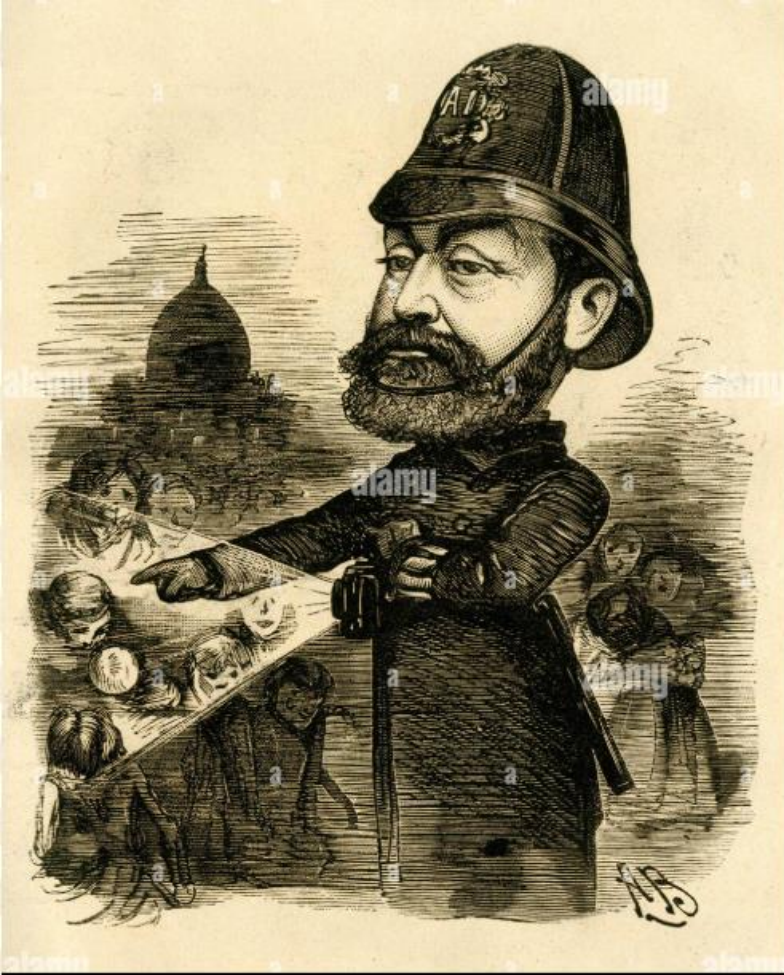
- Learning outcomes and competencies acquired
- Employment results
- Ethics and values

Pillars of resilience

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- Innovative educational model
- Focus on results and outcomes
- **From quality assurance to quality enhancement**



Quality enhancement on par with quality control

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- How to establish and consolidate IQA
- Capacity building and sharing of good practices
- Advice on AI

EUA AI Guidance

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- How to regulate AI
- Focus on standards in use of AI
- Promotion of ethical practices
- Guaranteeing transparency and fairness in AI use

Pillars of resilience

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- **Quality is more than academic excellence**

Core principles

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- Equity and inclusiveness
- Truth and scientific evidence
- Social responsibility

Meritocracy, a century later

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- Oxford and Cambridge: 18% of first-generation students compared to 48% UK-wide
- No change at elite US colleges, still more students from the top 1% than from the bottom 60%
- IITs most selective in the world
- French Grandes Écoles for the elite

Likelihood of attending tertiary education linked to parent's educational attainment

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Countries	Probability of Attending Tertiary Education (Odds Ratio)
Australia	4.3
Austria	5.1
Canada	2.6
Denmark	3.0
Finland	1.4
South Korea	1.1
Netherlands	2.8
Norway	2.0
Poland	9.5
Sweden	2.3
Switzerland	6.8
United Kingdom (England)	6.3
United States	6.8
OECD average	4.5

Critical thinking & respect for scientific evidence

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- Distinguish between real evidence and fabricated information (truth-seeking skills)
- Reinstatement of academic tradition of free and fair debates, undermined by relativism and political correctness
- Rebuild trust in academics and science
- Improve communication channels between universities and society



- Researchers' night
- The science “souk”
- 13-minute scientific lecture
- Science village



Ivory Tower or agent of change?

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Social responsibility

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- Green campus
- Programs and curricula
- Contribution to the SDGs
- Working with local communities

Contribution of Universities to the Green & Circular Economy

Education, Training & Capacity Building

Knowledge Generation & Transfer for Innovation

Environmental Education for Society

- Scientific understanding of environmental issues & solutions
- Ethical dimensions of the green & circular economy

Skills Development for the Green Economy

- Technical skills / competencies for new jobs
- Redesign of existing programs for the green economy
- Reskilling for changing jobs
- Lifelong learning pathways

Capacity Building for Guiding the Green Economy

- Training of leaders of public agencies supervising and regulating the green economy
- Training of professionals, scientists and technicians for green economy public agencies

Research & Development for the Green Economy

- Climate modelling
- Renewable energy
- Land and water use
- Green production processes and outputs
- Sustainable cities
- Green transportation, trade & tourism
- Green financing
- Chemicals & waste management
- Disaster prevention & risk management

Engagement with Green Economy

- Public space function
- Problem-solving consulting
- Scientific infrastructures
- Knowledge and technology transfer
- Green entrepreneurship
- Information for green policy decision-making

Green, Resilient & Inclusive Campuses

Pillars of resilience

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- **Integration of risk analysis and mitigation**

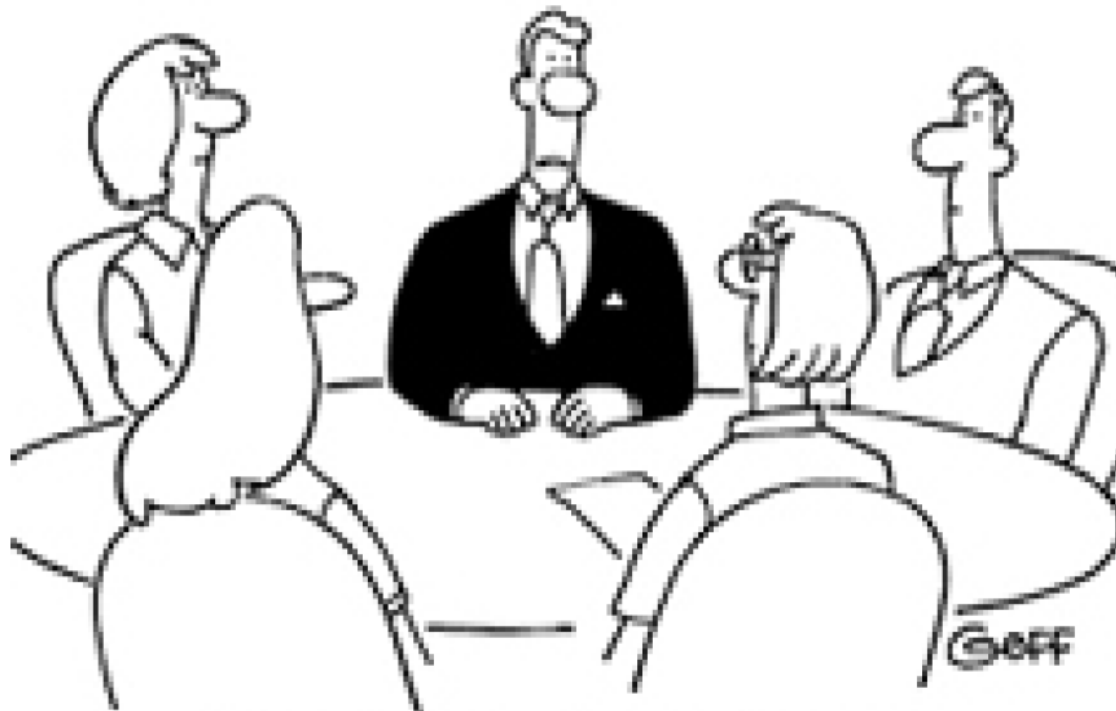


Risk assessment

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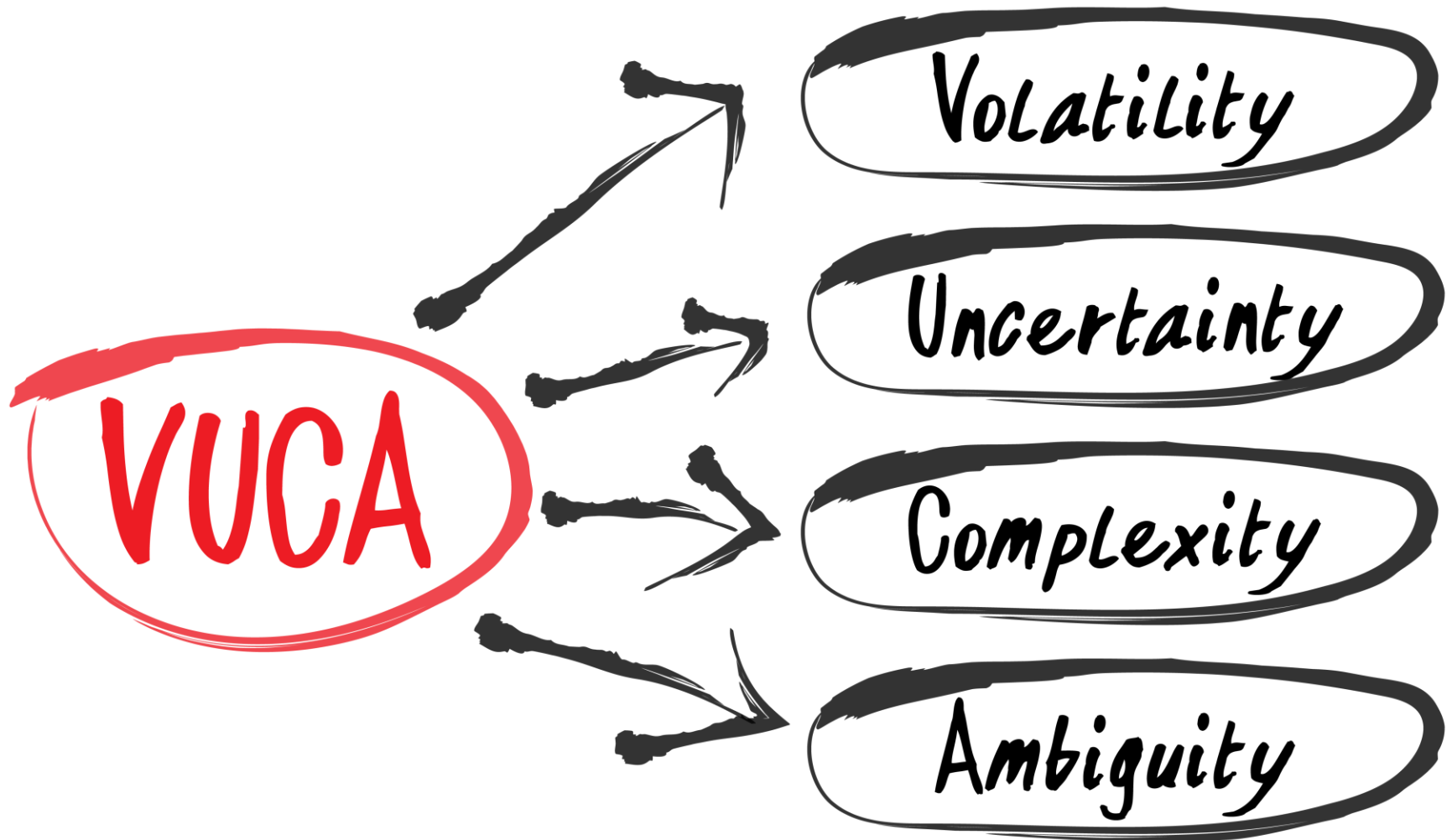
- Prospective (future-oriented scanning)
 - Economic, political, environmental, and health crises
 - Future jobs (digital and green transitions)
- Constant feedback and capacity for adjustments
- Speed in making decisions



"Whew! That was close! We
almost decided something!"



conclusion

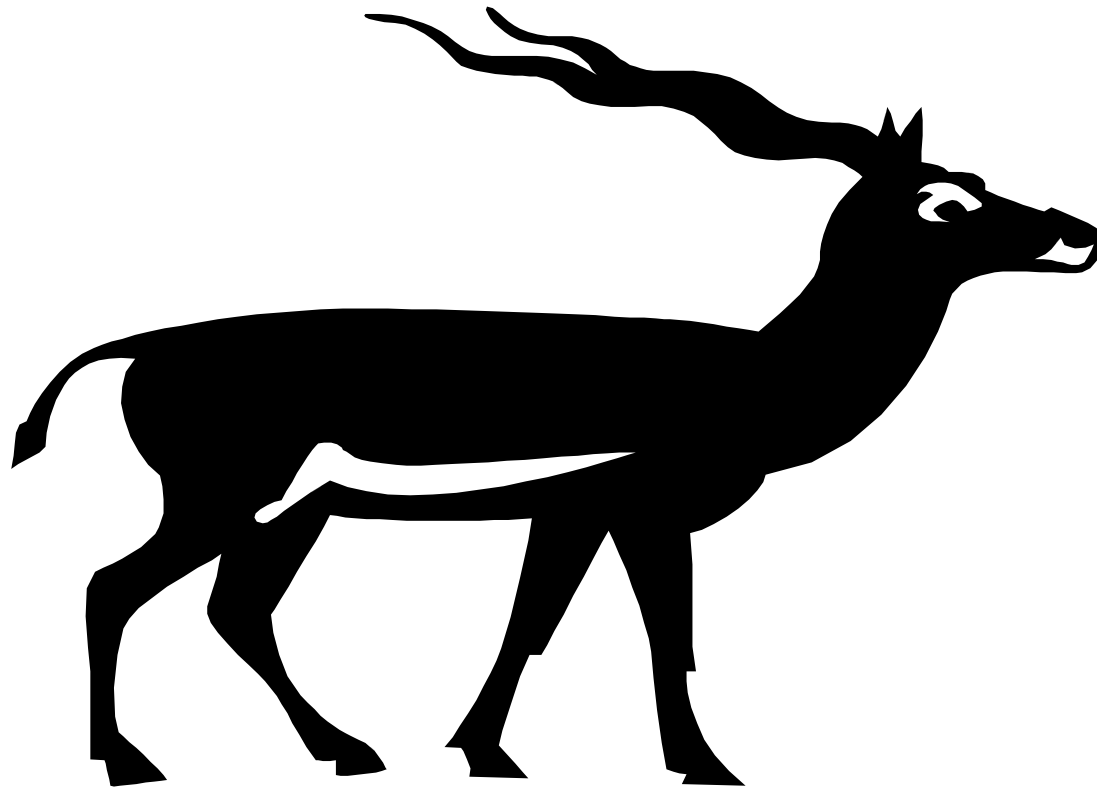






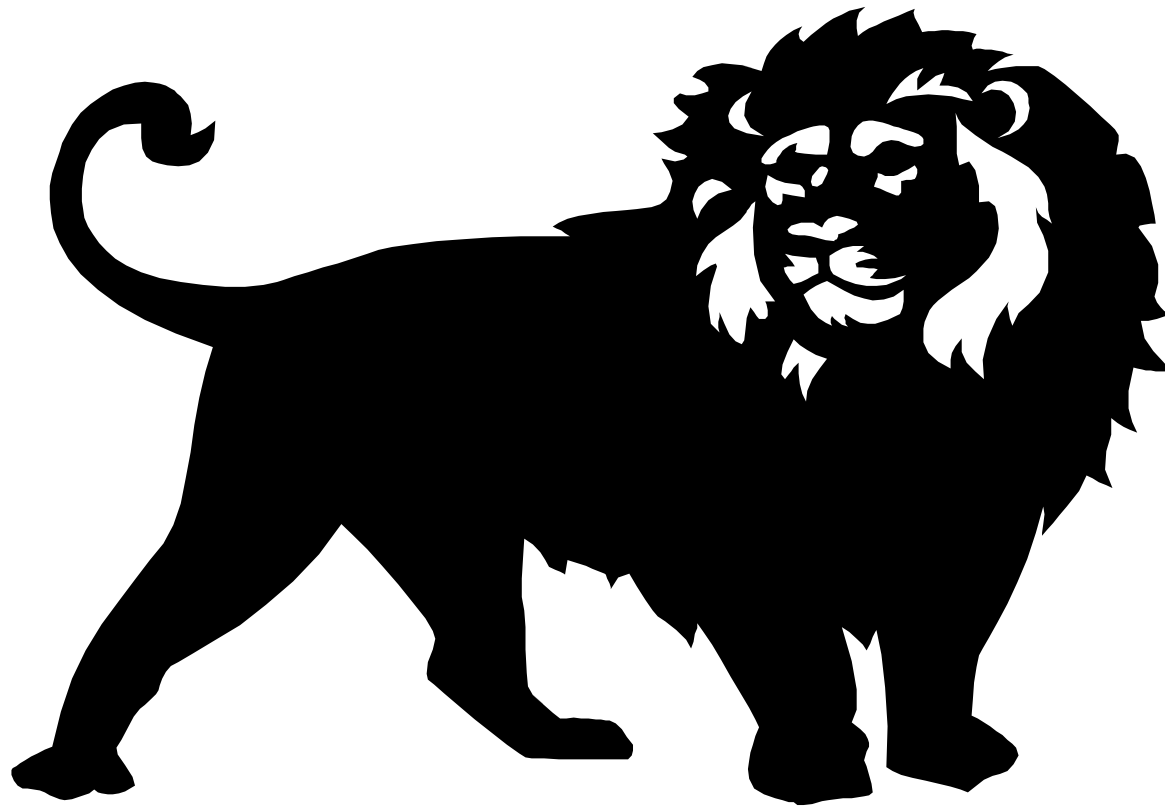
Competing in the Knowledge Society

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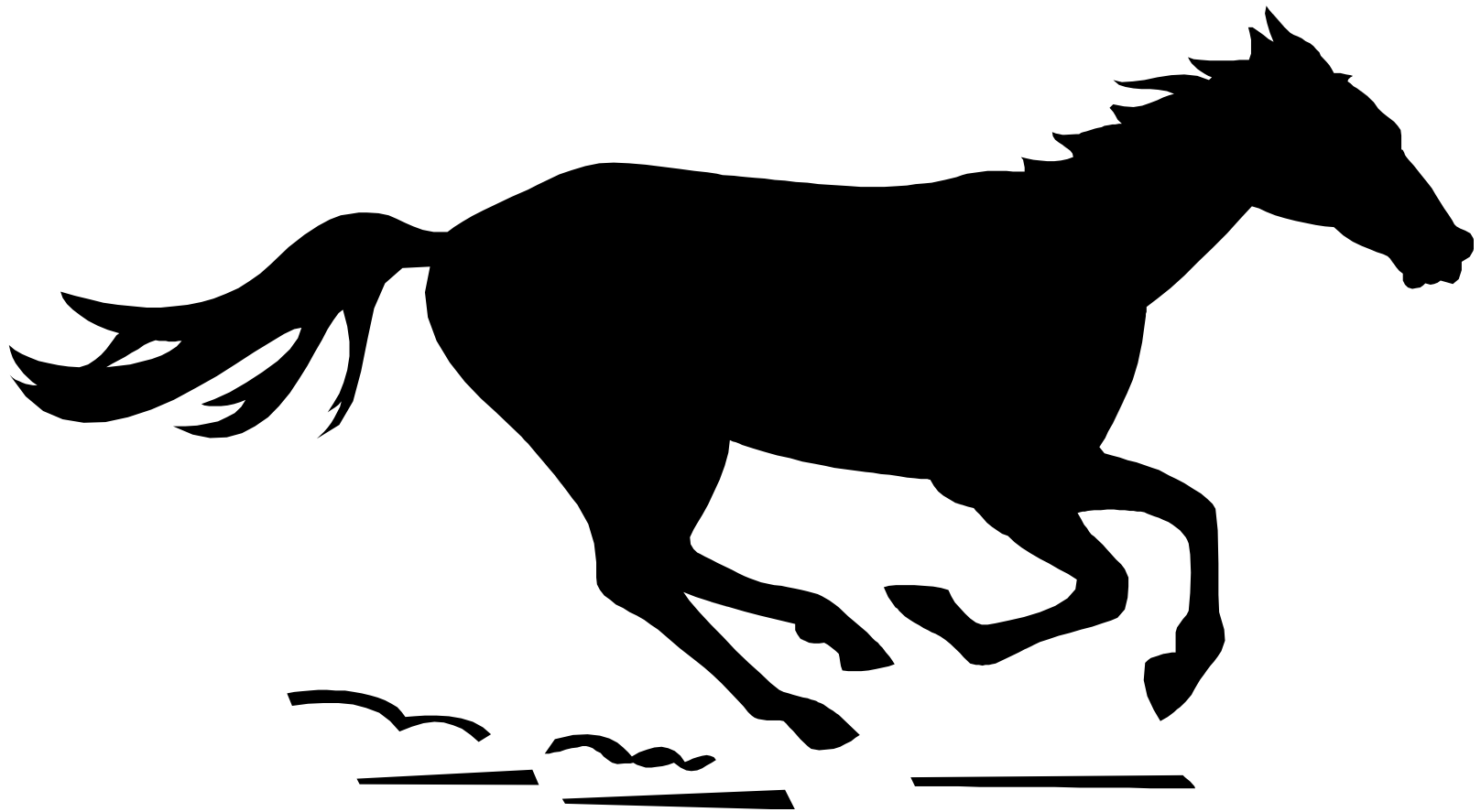
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Competing in the Knowledge Society

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Leadership

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- Transformative vision and inspiring goals
- Innovation, exploration and experimentation mindset
 - empower people to believe in themselves
 - exceed your own expectations
 - learn from failure and success
- Embrace ambiguity
- Be a good listener
- Think about consequences

Cultivate and strengthen what makes QA unique

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- Intellectual and institutional independence
- Flexibility
- Collaboration
 - By and for the members
 - In partnership with all stakeholders and partners

Trust

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- Trust is powerful
- Trust is fragile
- Trust is about truth and transparency and shared values
- Trust is based on mutual respect

