



## Stanford eCorner

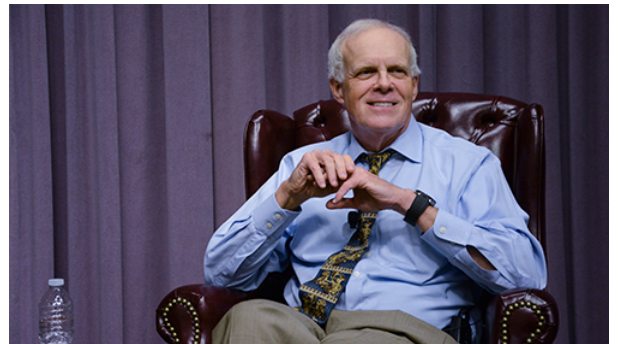
### Leaders Must Be Honest

John Hennessy, *Stanford University*

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Video URL: <http://ecorner.stanford.edu/videos/3855/Leaders-Must-Be-Honest>

"I think leadership is broken around the world," Stanford University President John Hennessy says in response to concerns raised about the global state of affairs. "Partly, it's broken because people don't like to tell the truth when the truth is difficult." In conversation with Stanford's Tina Seelig, Hennessy adds that leaders must clearly communicate what they're willing to do and not do.



#### Transcript

- What about the future of education? We are at a really interesting time where people are now really galvanized about this question of what should the future of university look like? You know the whole mooc experience got everybody very excited about thinking about this. That's had some surprising and interesting results. But where do you see if you've been here 16 years in your role as president but on the university firm for twice as long. You know, looking ahead 20, 30 years. What is the higher education going to look like? - So I think for undergraduate education the residential experience will remain the jewel in the crown. It may become less and less accessible. Particularly outside the United States. It may not be an opportunity for many people living in developing parts of the world simply because it is more expensive. But it's the gold standard and so I think it remains. I think we'll see a little more shifting about whether or not students do that in a continuous four years, or do it over a longer period, or take a year or two years or three years off to go do something else and then come back and finish the degree.

I think we'll see more flexibility in how the degree is composed and what the experience is. I think the other thing that will happen on undergraduate education will be a growing emphasis on experiential kinds of opportunities right. The kinds of things that you and the venture group here and the entrepreneurship group does. That's the future because that is a learning opportunity that's very different, that can't be captured watching a video and doing an online class solo. At least not quite the same way. I think the grad (stammering) then let's take the jump to the other extreme, continuing education. Lifelong education is the future. People are gonna have multiple careers. They're gonna change what they do. They're gonna come back to school.

Not necessarily in a physical way. Probably not in a physical way more and more. That will shift online for the simple reason that people are way too busy to physically come into a place every time and the valley is simply too crowded to allow all that commuting to go on. So we're going to have a different model where people engage through long periods of their lives right. Including keeping their brains active and keeping themselves interested when they get to retirement. So I think we'll see that. And graduate education will probably blend the two. Maybe you come from masters degree but maybe you don't. Maybe you do part of it online and you do part of it in presence so that you get, if there is an experiential component you could be present for that. And the rest could be done online.

And I think that we'll see models like that continuing to evolve. My view of thinking about online is that we ought to think about as a way to enhance the quality of education not simply replace what we currently do but enhance what we currently do.