UCSF2025 GAME SUMMARY

UCSF2025: Mapping the Future

PART OF THE UCSF 2.0 PROJECT | OCTOBER 22, 2013

Play the game. Make the future of UCSF.
MAP THE FUTURE OF EDUCATION, RESEARCH, AND HEALTH
ABOUT THE INSTITUTE FOR THE FUTURE
The Institute for the Future is an independent, nonprofit strategic research group with 45 years of forecasting experience. The core of our work is identifying emerging trends and discontinuities that will transform global society and the global marketplace. We provide our members with insights into business strategy, design process, innovation, and social dilemmas. Our research generates the foresight needed to create insights that lead to action and spans a broad territory of deeply transformative trends, from health and health care to technology, the workplace, and human identity. The Institute for the Future is based in Palo Alto, California. | www.iftf.org

ABOUT UCSF
UCSF is a leading university dedicated to promoting health worldwide through advanced biomedical research, graduate-level education in the life sciences and health professions, and excellence in patient care. It includes top-ranked graduate schools of dentistry, medicine, nursing and pharmacy, a graduate division with nationally renowned programs in basic biomedical, translational and population sciences, as well as a preeminent biomedical research enterprise and two top-ranked hospitals, UCSF Medical Center and UCSF Benioff Children’s Hospital. | www.ucsf.org
On September 11–12, 2013, the UCSF community convened to run a forecasting game about the future of UC San Francisco in the year 2025. 2,583 players ranging from faculty and staff to students, alumni, and friends of UCSF registered to play and shared 24,711 ideas in response to the question: **What if you could map the future of UCSF in just 36 hours?**
Foresight Engine Game Mechanics

UCSF2025 took place primarily on an online platform called Foresight Engine™, which the Institute for the Future developed to engage large numbers of people in a fast-paced ideation effort to map the future. Here are some of the basics about the UCSF2025 game:

- **The game began with a video scenario**: a peek into a possible future for UCSF. This video was designed to be provocative; to invite players to think about how the world is changing and how those changes might change opportunities for themselves and for UCSF.

- **Game participants “played cards”**: Positive Imagination cards suggested how UCSF can be a worldwide leader in human health in 2025 while Critical Imagination cards were used to highlight urgent challenges UCSF will face in 2025. Players then built on these starting-place ideas with Momentum, Antagonism, Adaptation, and Investigation cards.

- **Each idea was a micro-contribution**: 140 characters that captured the basics. Multiple players built on these ideas with additional cards, creating long chains that developed the ideas. Players also won points whenever anyone built on their ideas, so you could see how other people responded to what you shared.

- **The game dashboard tracked ideas and points**: showing the flow of ideas in the game and the points that players accumulated. To find out game highlights, players visited the game blog, which featured ideas that rose to the top.

- **The game was facilitated by a skilled group of gamemasters from IFTF**: who marked cards as Super Interesting, or called a card out as Conventional Wisdom if it didn’t push beyond current boundaries. Gamemasters also synthesized the themes, highlighted exceptional players for special recognition, set challenges for the group, and gave awards.

Global player distribution by visits
Analysis

With an unprecedented number of participants and cards, gameplay was fast-paced and exciting. Both during the game and after, Institute for the Future staff followed individual cards, players, and discussions that developed between players to pull out common ideas and interesting themes. When putting together this post-game analysis, a number of elements were examined, including the game’s leaderboard, prominent “builds” or conversations, and word frequency analysis, which are elaborated on below.

**Leaderboard** | The game’s final leaderboard included a group of outstanding individuals—ranging from player Esther, a recent master’s grad to player Alex, a physician—and everything in between. Others played as teams who collaboratively contributed like TeamAging and team CPC_Ag. We applaud this innovative way of cooperating to compete.

**Big Builds** | The large number of cards played and the high percentage of follow-on cards combined to create a highly conversational game in which people engaged in long chains of ideas building off of one another. Often these “big builds” unfold from an initial, seemingly simple idea that then sparks a robust, innovative conversation. In this game, the biggest build was 781 ideas deep. Topics of big builds ranged from strategic directions around aging and open science to operational priorities like how to rethink space use and cut the costs of education. Chain analysis of big builds is one of the most promising directions for further analysis of the game cards. Chains connect multiple ideas, topics, and issues together, suggesting the potential for new synergetic solutions.

**Methods** | The methods used to analyze cards were mostly qualitative, using a variety filtering processes. In addition, Institute for the Future also used a quantitative tool called Data Analytics to get a sense of the scale of interest in various themes.

This program is used mainly as a discovery tool, primarily scanning the word frequency list for “surprising” occurrences of words (since we were looking for outlier ideas). Then, all the cards with those “surprising” words were extracted and examined for ideas or clusters of ideas that were novel or important.
Analysis (cont.)

Of course, **surprising, novel, and important** are all subjective terms, so like the other filters, this tool is ultimately a qualitative one. But in a very large volume of cards, it allows one to quickly scan the range of topics that appeared and focus on those that seem to have innovative potential.

It should be noted that the extremes of the frequency list—the lowest and highest—are generally the less interesting zones of discovery, while the middle zone (say, 30 to 75 occurrences) is likely to produce a more interesting set of topics. Nevertheless, sometimes a very high frequency for an unexpected word, such as **free**, invites staff to look a little more closely.

Qualitative analytics also leveraged the game mechanics built into the game: points tabulations for collaborative game play, length of build builds, and more.

**Operational Ideas** | Over the course of the game analysis, IFTF staff came across several excellent near-term operational ideas (in contrast to the longer-term strategic ideas highlighted in his memo). Though not detailed in this game summary, these ideas—which addressed things such as improving employee engagement, health and wellness, “simple solutions,” transit, sustainable campus life, and procurement—have been shared inside of UCSF.
**Results**

Ultimately, analysis of this game took the pulse of the university, and resulted in several key zones to which UCSF should pay special attention:

**Opportunity Spaces** | These Opportunity Spaces make up the core of the memo: negotiate new partnerships, pioneer new funding models, rethink research and publication, re-envision health sciences education, and transform patient care.

**Outlier Insights** | These Outlier Insights, detailed in the Appendix, are grouped into categories: people, practices, tools, capacities, and leadership.

Game theme clusters showing inter-relationships of ideas
Mapping Opportunity Spaces: Overview

1 | NEGOTIATE NEW PARTNERSHIPS
UCSF has built its foundation as a brick-and-mortar biomedical research campus in San Francisco, with ties to both local communities and to the more than 50 countries around the world in which it works. Increasingly, medicine, health sciences research, and education are breaking out of their local silos to reach out across industries and around the world for more knowledge, more partnerships, and greater impact.

Over the next decade, new data sharing, innovative ways of collaborating and learning at a distance, and digital tools for practicing medicine remotely will expand UCSF’s already impressive global reach.

The opportunity space: As medical and research resources around the world are untethered from traditional institutions, UCSF could strive to expand its footprint of influence, action, and impact while maintaining strong bonds with local Bay Area communities and experimenting with new, unexpected partnerships.

Key themes:
- COLLABORATE ON HEALTH DATA
- LEVERAGE PARTNERS WITHIN & ACROSS UC SYSTEM
- PARTNER FOR INFLUENCE
- BUILD THE BIOSILICON VALLEY
- PARTNER WITH K-12

2 | PIONEER NEW FUNDING MODELS
From medical research to higher education and patient care, traditional sources of funding are becoming increasingly uncertain. The large institutions that have distributed funds—state and federal government, insurance companies, and large corporate investors—are all facing new challenges themselves, while philanthropy is facing increasing demand from all sides. In short, traditional funding is no longer a sustainable model for supporting the future of health.

Meanwhile, nascent experiments in financial alternatives are already remaking the landscape of investment and entrepreneurial funding. Crowdfunding, peer-to-peer insurance and lending, and even alternative currencies and time banking are providing new ways for people to get what they need to support their education, their work, and their health.
Mapping Opportunity Spaces: Overview (cont.)

The opportunity space: As a major institution, UCSF could work to transform its financial infrastructure in order to take advantage of new and more sustainable funding opportunities—all in one short decade.

Key themes:
- **DEVELOP EXPERTISE IN BOOMERS, CONVERT INTO LOYAL COMMUNITY**
- **MASTER CROWDFUNDING**
- **EXPLORE NEW CURRENCIES FOR EXCHANGE**

3 | RETHINK RESEARCH & PUBLICATION

In the next decade, research will increasingly leverage human-software symbiosis as smart machines and software enter almost every domain of our lives. Simulation and visualization tools in particular will change the flows of research, extending human capabilities and enabling us to do things in new ways and to accomplish previously unimaginable tasks. Research flows will increasingly include acknowledgement of micro-contributions; that is, lightweight contributions by hundreds or thousands to create a greater sense of the big picture. At the same time, the publication flows and peer review systems that have formed the backbone of traditional research and publication will continue to feel like overly encumbered systems.

The opportunity space: UCSF could continue to lead in traditional research and publication methods while also taking advantage of new simulation tools and new flows for producing real-world value—from learning to connection to reputation. All of this would optimize the impact of what happens in labs and classrooms.

Key themes:
- **LEAD IN SIMULATION**
- **REVAMP THE PUBLISHING PROCESS**
- **CREATE SHARED PLATFORMS FOR PROTOCOLS**
- **DEVELOP STRENGTH IN TRANSLATING BASIC RESEARCH**

4 | RE-ENVISION HEALTH SCIENCES EDUCATION

Across disciplines and around the world, education is undergoing a transformation as profound as the founding of universities and the introduction of public education. With growing costs and diminished funding for traditional classrooms—and with rapid evolution of knowledge in a highly interconnected online world—learning at every level is moving into digital spaces, both public and private.
Today, a new generation of players is entering the field to provide learning services, from global tutors and mentors to new institutions unencumbered by legacy systems, bureaucracy, regulations, and expectations. These new learning systems are creating a different kind of student, with unique skills, learning goals, and expectations of the role of education in their work lives.

**The opportunity space:** UCSF could pioneer new platforms and practices in health sciences education that attract the most forward-focused and skilled learners, while integrating them into a rapidly changing landscape of health and medicine.

**Key themes:**
- CREATE OPEN LEARNING SYSTEMS
- STRATEGICALLY LEVERAGE MOOCS (MASSIVELY OPEN ONLINE COURSES)
- GET CREATIVE ABOUT SPACE

5 | TRANSFORM PATIENT CARE

Over the past decade, new health care players have begun to redesign the patient care marketplace. From retail health outlets for flu shots to full-body scanning services to digital diagnostic equipment, patient care is moving out of traditional hospitals and clinics and into homes, workplaces and new health care businesses. At the same time, hospitals are beginning to specialize, with big corporate contracts to serve employees seeking particular procedures (such as heart care).

This process will accelerate over the next decade, as cheap sensors and advances in biosciences make our brains, genes, microbiomes, biomarkers, activity levels, and even emotional health metrics available to people outside the walls of traditional health institutions—and as these institutions struggle to balance legal demands for more systematic processes with consumer demands for more personalized care.

**The opportunity space:** Given the rapidly-shifting ecosystem of health service providers, technologies, and consumer practices, UCSF could work to super-charge its patient care.

**Key themes:**
- MOVE PRECISION MEDICINE UPSTREAM
- HIGHLIGHT HUMAN CONNECTION IN COMMUNITY
- INNOVATE TECHNOLOGY INFRASTRUCTURE FOR LEARNING & PATIENT-CENTERED CARE