

Transformation and Challenges Of Higher Education in the Digital Age: strategies for skill development in the 21st century.

- (es) Transformación y Desafíos de la Educación Superior en la Era Digital: Estrategias para el desarrollo de competencias en el siglo XXI
- (port) Transformação e Desafios do Ensino Superior na Era Digital: Estratégias para o desenvolvimento de competências no século XXI

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Abstract (en)

This study addresses the transformation and challenges of higher education in the digital age, highlighting the importance of innovative strategies for competency development in the 21st century. The objective is to analyze global trends such as digitalization, personalized learning, and the integration of emerging technologies that are redefining the educational landscape. The methodology used includes the analysis of relevant literature and the observation of educational practices in Latin America, particularly in Ecuador. The main findings indicate that educational innovation is crucial to adapt to the demands of a technologically advanced society, facing challenges such as resistance to change and the digital skills gap. The study contributes to the understanding of how higher education can evolve to be more inclusive, dynamic, and prepared for future challenges. The need for comprehensive strategies involving teacher training, ICT integration, and investment in learning resources is highlighted.

Keywords: Higher education; Educational innovation; Digitalization; Personalized learning; 21st-century skills.

Resumen

Este estudio aborda la transformación y los desafíos de la educación superior en la era digital, destacando la importancia de estrategias innovadoras para el desarrollo de competencias en el siglo XXI. El objetivo es analizar las tendencias globales como la digitalización, la personalización del aprendizaje y la integración de tecnologías emergentes que están redefiniendo el panorama educativo. La metodología empleada incluye el análisis de literatura relevante y la observación de prácticas educativas en América Latina, especialmente en Ecuador. Los hallazgos principales indican que la innovación educativa es fundamental para adaptarse a las demandas de una sociedad tecnológicamente avanzada, enfrentando desafíos como la resistencia al cambio y la brecha de habilidades digitales. El estudio contribuye al entendimiento de cómo la educación superior puede evolucionar para ser más inclusiva, dinámica y preparada para los desafíos del futuro. Se destaca la necesidad de estrategias integrales que involucren la capacitación docente, la integración de TIC y la inversión en recursos de aprendizaje.

Palabras claves: Innovación educativa; Digitalización; Personalización del aprendizaje; Competencias del siglo XXI.



Summary

Este estudo aborda as transformações e os desafios do ensino superior na era digital, destacando a importância das estratégias inovadoras para o desenvolvimento de competências no século XXI. O objetivo é analisar tendências globais como a digitalização, a aprendizagem personalizada e a integração de tecnologias emergentes que estão redefinindo o cenário educacional. A metodologia utilizada inclui a análise da literatura relevante e a observação de práticas educativas na América Latina, particularmente no Equador. As principais conclusões indicam que a inovação educativa é crucial para a adaptação às exigências de uma sociedade tecnologicamente avançada, enfrentando desafios como a resistência à mudança e a lacuna de competências digitais. O estudo contribui para a compreensão de como o ensino superior pode evoluir para ser mais inclusivo, dinâmico e preparado para desafios futuros. É sublinhada a necessidade de estratégias abrangentes que envolvam a formação de professores, a integração das TIC e o investimento em recursos de aprendizagem.

Palavras-chave: Inovação pedagógica; Digitalização; Personalização do aprendizado; Habilidades do século XXI.



Introduction

Higher education is at an inflection point, driven by global trends such as digitalization, the personalization of learning, and the integration of emerging technologies. These changes are redefining the educational landscape, forcing institutions to adapt and develop innovative strategies that respond to the needs of a technologically advanced society. The massification of higher education poses unique challenges and opportunities, by increasing access to learning, but also by demanding more adaptive and personalized teaching methods.

In Latin America, 21st century universities are intrinsically connected to the global context, without losing their unique and characteristics. The macro trends identified by Suasnabas (2022), massification, differentiation, virtualization and internationalization are transforming higher education. Each of these trends poses specific challenges, but also provides opportunities for innovation and development in education. (p. 31). Innovation in higher education is not limited to the use of technologies to personalize learning, but also involves the creation of educational programs that prepare students to compete in a global job market. This can include interdisciplinary approaches, international partnerships, and holistic learning experiences.

Digitalization, adaptive learning, and the personalization of learning are revolutionizing the way we teach and learn, offering more flexible, interactive, and student-centered educational experiences. Digitalization has allowed access to a large number of online educational resources, which can be used in a personalized way to adapt to the specific needs of each student. On the other hand, adaptive learning uses algorithms and technology to adjust the pace and content of learning according to each student's individual progress, facilitating more efficient and effective learning. Learning personalization, on the other hand, focuses on designing educational experiences that adapt to the interests, learning styles, and needs of each student, thus promoting more meaningful and motivating learning. Taken together, these trends are transforming education by making it more personalized, accessible, and student-oriented.

However, the implementation of pedagogical and technological innovations faces challenges such as resistance to change in pedagogical methodology, the digital skills gap between teachers and students, and insufficient technological infrastructure. To overcome these obstacles, it is necessary to develop strategies that include teacher training, the integration of ICT into teacher education, and investment in connectivity and learning resources.

The methodology used in this study includes the analysis of relevant literature and the observation of educational practices in Latin America. A comprehensive review of academic and research sources has been conducted to identify global trends that are redefining the education landscape, such as digitalization, personalization of learning, and the integration of emerging technologies. In addition, innovative educational practices have been observed in the region to understand how the challenges and opportunities presented by the digital age in higher education are being addressed and taken advantage of.



In this context, this paper seeks to analyze the trends and challenges of innovative higher education. The objective is to recognize the transformation of higher education in Ecuador towards technological innovation so that it is more inclusive, dynamic and prepared to face the challenges of the 21st century.

Global Trends in Higher Education

Digitalization and personalization of learning1 are global trends in higher education that are transforming the way we teach and learn. In Latin America, and specifically in Ecuador, these trends are significantly impacting the design of educational programs, the delivery of content, and the interaction between teachers and students.

Digitalization refers to the use of digital technologies in the educational process. This includes the use of online platforms for content delivery, communication between teachers and students, and assessment of learning. On the other hand, personalization of learning involves adjusting teaching and learning methods to meet the needs of each student. This may involve applying adaptive technologies that facilitate student progress at their own pace and creating educational programs that consider each student's individual interests and abilities. In Ecuador, personalization of learning is a challenge due to a lack of resources and resistance to change in educational institutions.

The main trends identified by Suasnabas (2022) in the field of higher education, including the expansion of access, personalization, digitalization, globalization, commercialization, and regulation, are of particular importance in the context of Ecuador. For example, the massification of higher education in Ecuador has led to an increase in the demand for online and distance education, which has driven the virtualization of higher education in the country. Differentiation refers to the diversification of educational offerings to meet the needs of different groups of students. In Ecuador, this has been reflected in the creation of educational programs geared toward specific sectors of the population, such as technical and technological education programs for students seeking to quickly enter the labor market.

These trends are significantly impacting higher education in Ecuador and provide a framework for understanding and adapting to these changes. There is a need to continue to explore new ways of teaching and learning that make the most of the opportunities offered by these trends, while addressing the challenges they pose, such as the digital divide and resistance to change.

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¹ Personalization of learning aims to improve students' motivation, engagement, and academic performance, as well as encourage the development of key skills such as critical thinking, creativity, and autonomy.



Educational innovation in Ecuador

Educational innovation in Latin America and Ecuador is a crucial issue in the context of the 21st century, where higher education faces unprecedented challenges due to globalization, digitalization, and changing labor market demands. In Latin America, educational innovation has become a priority to address historical structural problems, such as inequality in access to education, the quality of teaching, and the relevance of academic programs. Universities and higher education institutions in the region are actively looking for ways to renew their pedagogical approaches, integrate emerging technologies, and foster a culture of continuous and adaptive learning. This drive for innovation is driven by the need to prepare students for an ever-changing world of work and to contribute to the social and economic development of their countries.

In Ecuador, educational innovation is gaining ground as a major component for the transformation of the higher education system. Ecuadorian institutions are exploring new teaching methodologies, such as project-based learning and the use of virtual environments, to enhance students' learning experience and increase their employability. In addition, there is a growing interest in the internationalization of higher education, which involves collaboration with foreign universities, student and faculty mobility, and the adaptation of curricula to global standards. Educational innovation in Ecuador is also geared towards addressing country-specific challenges, such as the inclusion of indigenous populations and the integration of ancestral knowledge into formal education. Through these initiatives, Ecuador seeks to position its higher education system as an engine of social change and sustainable development.

In the face of constant change in society and rapid technological advances, higher education is faced with the need to adapt and anticipate the demands of the environment. In this sense, reflection on past experiences, such as the one offered by Harris (as cited in Sanz, 2006) on education during the industrial revolution, can provide a valuable historical framework for understanding how educational institutions have responded to significant economic and social changes in the past. This historical approach can light the way for higher education institutions to develop innovative and effective strategies that enable them to lead in a context marked by constant transformation (p. 62).

In the specific case of Ecuador, educational innovation is part of a transformation process that seeks not only to improve the quality and accessibility of higher education, but also to align it with the needs of national development and social inclusion. Ecuadorian universities are exploring new pedagogical methodologies, incorporating digital technologies into the classroom, and fostering interdisciplinarity and international collaboration. However, the effective implementation of these innovations faces obstacles such as resistance to change, the digital divide, and the need for adequate technological infrastructure. Despite these challenges, educational innovation in Ecuador represents an opportunity to redefine higher education and contribute to the country's sustainable development.



Technological innovation has transformed higher education by offering more flexible and accessible learning models, such as online education and the integration of emerging technologies. These tools allow students to access educational content from anywhere and at any time, breaking the physical and temporal limitations of traditional education. Online education, for example, has democratized access to higher education by removing geographical and financial barriers, allowing more people to earn academic degrees and improve their professional skills.

In addition, technological innovation is transforming teaching and learning, enabling immersive and distance learning experiences. Online communication technologies, such as video conferencing, allow students to participate in classes and academic activities from anywhere in the world, encouraging collaboration and the exchange of ideas between people from different cultures and educational contexts. In line with Harris's ideas about the discipline and precision required by the industrial revolution, Rueda and Portilla (2020) state that innovative higher education would focus on the development of skills and competencies relevant to today's economy, such as critical thinking, creativity, resilience, and adaptability (p. 45-46).

Challenges of Implementing Educational Innovations

Nowadays, the implementation of pedagogical innovations in learning is a challenge, since innovation is not only about implementing virtual tools, nor is it simply about using applications; To innovate is also to generate change, which implies taking risks to obtain new knowledge and results, and this requires clear criteria to assess and measure its impact. Innovation in higher education can also involve changes in the organizational structure of educational institutions. According to Villa et al., (2007), innovation is presented not only as a series of technical or methodological changes, but as a comprehensive transformation in the way higher education is conceptualized and carried out with creative and multidisciplinary pedagogical approaches. In this regard, the creation of new business models to deal with financial challenges, and collaboration with industry and other sectors will ensure graduates are better prepared for the world of work. (Gros y Lara, 2009)

On the other hand, digitalization in higher education has revolutionized the way knowledge is imparted and received. Currently, the integration of digital tools in the classroom allows for greater interactivity and accessibility to learning. Battro (1997) states that: "The raw material of the 'new education' is the bit per second, the amount of information per unit of time" (p. 13).

The author highlights the importance of digital information, or "bits," in the evolution of contemporary education. The phrase "raw material of the new education" proposes that, in the digital age, electronically processed information has become the basic and essential element of learning and teaching. The transition to digital education requires higher education institutions to rethink and transform their pedagogical methodologies.



There are concerns about how methodological changes are handled in educational programs to incorporate new digital technologies. These initiatives often focus on maintaining existing structures and practices, rather than harnessing the transformative potential of technology in education, for which teachers must learn how to create and deliver content in digital formats and interact with students in virtual environments (Battro, 1997).

Types of Emergent Learning

Adaptive learning emerges as an innovative trend, using technology to personalize the educational process according to the unique needs of each student. Through the use of online platforms and algorithms, content and challenges are adapted in real-time based on learner performance and responses. This allows for a more personalized and dynamic learning experience, where students can progress at their own pace and focus on the areas that need the most attention. (Ramírez y León, 2023)

For Ramírez and León (2023):

It is important to generate strategies that strengthen the teaching-learning processes in a more individual way with specific routes where the student feels more valued and involved and that lead them to develop their competencies and skills, considering that students are different and therefore also learn differently (Ramírez y León, 2023, p. 2).

The authors state that each student is unique and therefore learns differently. It is necessary to take the time to design strategies that take this diversity into account, so that the competencies and skills of each student can be developed in the best possible way.

Personalized learning seeks to ensure that education meets the individual needs, abilities and interests of each student as Ramírez and León (2023) recognize, in many cases, with the help of artificial intelligence and data analysis, institutions can create educational itineraries that link the pace of learning with the preferences of students. This approach contrasts with the traditional model of mass education, driven by the industrial revolution, which emphasized uniformity and standardization.

MOOCs democratize access to education, allowing people around the world to access high-quality courses taught by prestigious national or international universities. These courses reflect the trend of massification, but also differentiation, as they offer a variety of topics and depths of study, making it a disruptive factor in education. In addition, they are related to internationalization, since students from anywhere in the world can participate, and to commodification, since they propose a different business model for higher education. Even so, there are debates that call into question the pedagogical component within these massive and open resources, but here we focus on why it is a disruptive factor in the educational field (Fernández, 2017, p. 448).



These elements can also be integrated into the analysis of innovation, considering the development of relevant skills, and can be seen in personalized learning, as they strengthen skills such as problem-solving, critical thinking and creativity, which are fundamental in the knowledge economy.

In this sense, it is important to characterize and identify the factors facing higher education worldwide and how they impact the implementation of pedagogical innovations and educational technology. One of the factors that resonates the most within the context of "innovation" is the resistance to change in pedagogical methodology and this is common in any institution, in fact, in the educational field it is more visible because teachers still show reluctance to modify their traditional teaching methods, especially when they are not familiar or convinced of the benefits of the new methodologies. for example, flipped teaching that is often used in MOOCs.

This factor affects the implementation of pedagogical innovations because it can limit the adoption of more personalized and technologically advanced educational approaches. The impact is varied, being more pronounced in contexts where the institutional culture is especially rigid or where there are insufficient incentives for teachers to update their skills.

Another factor is the digital skills gap between teachers and students, which, for the most part, creates barriers to the implementation of virtual education and emerging technologies in the classroom. Faced with students who are digital natives and adapt quickly to new platforms, some teachers may not be as comfortable with technology, which can limit their ability to integrate digital tools into their teaching.

On the other hand, in some institutions, the technological infrastructure is inadequate. The lack of access to high-speed computers, up-to-date digital tools, optimal connectivity, and adequate technical support can prevent the implementation of pedagogical innovations such as online learning, MOOCs, among others. Undoubtedly, such a factor is decisive for innovation, as it directly affects the ability of students and teachers to participate in digitized learning environments. In contexts with limited infrastructure, existing inequalities can be widened: students with fewer material resources will have fewer opportunities to benefit from educational innovations.

Based on these challenges, higher education institutions in Latin America must develop strategies to manage change, improve teachers' digital competencies, and strengthen technological infrastructure. This could include ongoing professional development programs for teachers, investments in technology, and partnerships with MOOC platforms to improve access to and quality of education.



Strategy for Resistance to Change in Pedagogical Methodology

In view of this, the following proposals have been thought of to address the identified factors that impact the challenge of implementing pedagogical innovations and educational technology in higher education. In this regard, the following strategies are proposed that could be implemented:

1. Development of teacher training programs:

- Create professional development programs focused on modern pedagogy and digital didactics.
 These programs would include workshops, seminars, and courses that present the advantages
 of new methodologies, such as flipped teaching, and provide practical examples of their
 successful implementation. (Bernate, 2020)
- A key element would be to involve teachers in the design process of these programs to ensure their relevance and increase acceptance.

According to Córica (2020): "Resistance to change in educational institutions manifests itself when the people involved lack interest in it". In fact, for Rumelt (as cited in Ahumada & Sánchez, 2021), resistance to change can arise due to a distorted perception caused by a lack of clear objectives, an insufficient long-term prospective vision, or the inability of the institution to correct past mistakes. In this sense, the authors point out that one of the reasons why people may resist change is because they perceive that the institution does not have defined goals, "this lack of clarity and direction can generate uncertainty and resistance in individuals in the face of proposed changes, especially when we talk about innovation in education" (Córica, 2020, p. 156).

2. Digital Skills Gap Strategy

Incorporation of ICT in teacher training:

 Integrating the use of ICTs into teacher education and training would not only improve teachers' digital skills, but also model how to integrate these tools into their own teaching.

In this regard, Perdomo and González (2020) state that the development of digital competences involves acquiring the knowledge, skills, and abilities necessary to effectively use ICTs in various contexts. "In the field of university education, teachers are immersed in a process of redefining practices and roles, which requires them to establish criteria to select the most appropriate proposals, strategies and tools to achieve pedagogical objectives" (p. 93).

In the article "Teacher training for the integration of ICT in educational practice", an experience is presented in the Faculty of Engineering of the Autonomous University of Querétaro, where the training of



teachers in the use of ICT was divided into two main phases: awareness of the value of ICT in education and technical training in web 2.0 tools. A content management system was developed and resources such as blogs, wikis, forums and educational platforms were provided. Two ICT training courses were conducted in 2010 and the integration of ICT in education was evaluated. The assessment of the integration of ICT in teaching also reflects a commitment to continuous improvement and adaptation to contemporary educational needs (Guzmán et al., 2011, p. 4).

3. Strategy for Insufficient Technology Infrastructure

Investment in connectivity and learning resources:

 Ensure investment in high-speed connectivity infrastructure and in the acquisition of digital devices that can be loaned to students and teachers. In addition, develop digital learning resources such as virtual libraries and online labs.

To exemplify a good practice in this strategy to be addressed, we can mention the experience of the EPDs of the ULP in San Luis, the Digital province of Argentina. The educational proposal focuses on the creation of a digital ecosystem focused on social inclusion and learning. Since 1998, the province has planned its integration into the 'Information and Knowledge Society', implementing an Information Highway that provides free WiFi to all inhabitants (Carrasco y Baldivieso, 2014).

This has achieved open access to the Internet for teachers, students and citizens in general, facilitating social inclusion and avoiding excess liquidity in society. These elements have been the basis of this digital ecosystem, enabling the development of educational content, the massification of online learning environments, and helping teachers transform their role from transmitters of information to learning facilitators and online tutors of their students.

Another important element of the ecosystem is the University of La Punta, a higher education institution that designs and develops technical careers specialized in issues of the 'Information and Knowledge Society' (Carrasco y Baldivieso, 2014, p. 26).

It is worth mentioning that these strategies must be supported by clear institutional policies and long-term financing commitments. Successful implementation will also require continuous evaluation and adjustment to ensure that interventions are effective and that the needs of all involved in the educational process are being met.

In this sense, to address pedagogical innovations and educational technology in Ecuador, considering the trends and challenges identified, it is important to contextualize the strategies to the reality of the country. Educational innovation is a complex process that encompasses various aspects, as it is influenced by political,



economic, ideological, cultural, and psychological factors that impact at various levels of context, from the classroom to the university group. This process involves the collaboration of several participants in the field of education, who analyze, reinterpret, select and shape the proposals for change, thus contributing their perspective and experience to the innovation process (Macanchí et al., 2020).

Proposals for pedagogical innovation and educational technology must be sensitive to the socioeconomic context of Ecuador, which has an urban area and rural areas, each with different levels of access to technological resources. The country's cultural diversity demands that educational solutions be inclusive and respectful of local knowledge and languages.

Focusing on the implementation of professional development programs for teachers in educational technology will need to consider variations in teachers' familiarity and comfort with technology. Partnerships with technology platforms for enhanced learning can be effective if they are adapted to the available technology infrastructures, which can vary between regions. In addition, the adoption of advanced learning management systems requires a reliable internet infrastructure, which may not be uniformly available across the country.

Specific challenges of implementing pedagogical innovations in Ecuador may include limitations in broadband infrastructure, especially in rural areas, and the need for technological training for both students and teachers. Ecuador's government policies on education and investment in educational technology are key factors in the success of these initiatives. In addition, it is important to mention that there may be cultural resistance to changes in traditional teaching methodology, and these attitudes need to be addressed with sensitivity and commitment.

To overcome these challenges, the following proposals could be considered:

- 1. Development of teacher training strategies that are mobile and flexible, able to reach teachers in remote areas using technology adapted to local conditions.
- 2. Strategic partnerships with telecommunications companies, private companies, non-governmental, among others, to improve Internet infrastructure in underserved rural and urban areas, ensuring that learning management systems are accessible to all students.
- Community awareness programs that involve parents and local leaders in the education process, promoting educational technology as a bridge to future opportunities and not as a replacement for traditional values and methods.
- Educational pilots in selected areas, adapted to Ecuador's cultural and linguistic diversity, to demonstrate the effectiveness of pedagogical innovations and collect data on best practices for wider implementation.



When considering these challenges in the local context, it is important to consider the complexity and diversity in the implementation of pedagogical innovations and educational technology in Ecuador, for which a governance model is established that can be linked to the challenge presented:

Governance model that involves collaboration of different actors:



Source: Macías, I. (2024), original versión in Spanish.

This model involves collaboration between different actors, including educational institutions, private companies, non-governmental organizations, and the government, to implement pedagogical innovation and educational technology proposals. Each actor would contribute resources, knowledge, and experience to address the identified challenges in a comprehensive and sustainable manner.

Here it can be identified that educational institutions would focus on curriculum development and pedagogical innovation, integrating technology in the classroom and promoting applied research. While the **government** would play an important role in establishing favorable public policies, regulating, and offering tax incentives and financing for innovation projects.

On the other hand, private companies could invest in higher education initiatives, provide mentoring and create internship opportunities for students, as well as support start-ups and encourage networking. Involving NGOs is also important as they would work on social programs, volunteering, community outreach to ensure that education is accessible and relevant to social needs.



Methodology

To analyze the trends and challenges in higher education in the digital age, a literature review methodology was used. Relevant academic and research sources in the field of higher education and educational innovation were selected, prioritizing recent studies and works by recognized authors in the area. Selection criteria included relevance to the topic of study, methodological quality, and diversity of perspectives.

To identify the relevant trends and challenges, a thematic analysis of the selected texts was carried out, highlighting those aspects that reflect characteristic changes in higher education, such as digitalization, the personalization of learning and the integration of emerging technologies.

In the context of the transformation of higher education in Ecuador, pedagogical and technological innovation plays an important role. The implementation of virtual tools and applications goes beyond a simple technological use; It implies generating characteristic changes in the educational process. This requires taking risks to obtain new knowledge and results, which in turn demands clear criteria to assess and measure their impact. The digitalization of higher education has revolutionized the way knowledge is imparted and received, allowing for greater interactivity and accessibility to learning. The integration of emerging technologies such as adaptive learning, which uses algorithms to personalize the educational process, reflects the adaptation of institutions to the unique needs of each student.

Ecuador's cultural and linguistic diversity demands that educational solutions be inclusive and respectful. Professional development programs for teachers in educational technology should take into account regional variations in familiarity and comfort with technology. In addition, the implementation of pedagogical innovations faces specific challenges, such as limitations in broadband infrastructure, especially in rural areas, and the need for technological training for both students and teachers. These challenges require teacher training strategies that are mobile and flexible, capable of reaching teachers in remote areas using technology adapted to local conditions.

The evaluation of the transformation of higher education in Ecuador was carried out through an analysis of global trends and the challenges faced by the implementation of pedagogical and technological innovations. It was concluded that transformation in higher education is a complex process that requires comprehensive strategies adapted to the specific realities of each context. Trends were identified that are transforming the educational landscape, requiring educational institutions to adopt innovative approaches to respond to these changes. The implementation of these innovations is relevant to overcome obstacles and requires strategies adapted to the specific realities of each context, considering the cultural and socioeconomic diversity of the region.



Conclusion

In the analysis carried out on global trends in higher education and the challenges faced by the implementation of pedagogical and technological innovations, it is concluded that the transformation in higher education is a complex process that requires comprehensive strategies adapted to the specific realities of each context. Digitalization, the personalization of learning, the adoption of emerging technologies, and the expansion of higher education are all trends that are transforming the educational landscape, requiring educational institutions to adopt innovative approaches to respond to these changes.

It is critical to recognize that the implementation of pedagogical and technological innovations faces various challenges, such as resistance to change in pedagogical methodology, the digital skills gap between teachers and students, and insufficient technological infrastructure. To overcome these obstacles, strategies such as the development of teacher training programs, the integration of ICTs in teacher training, and investment in connectivity and learning resources are proposed.

In addition, the importance of collaborative and participatory governance involving different actors, such as educational institutions, private companies, non-governmental organizations, teachers, students, and the community in general, is highlighted to ensure that pedagogical and technological innovation proposals are sustainable, inclusive, and effective.

In the Latin American scenario, and in particular in Ecuador, the growth in access to higher education, together with trends such as personalization, digitalization, globalization, commercialization and regulations, presents significant challenges, but also opens doors for innovation and progress. The effective implementation of these innovations is essential to overcome obstacles and requires strategies adapted to the specific realities of each context, considering the cultural and socioeconomic diversity of the region.

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