Table 2. Four phases of higher education institution (HEI) development from a worldviews' perspective.[1]

	Traditional HEI 1.0	Modern HEI 2.0	Postmodern HEI 3.0	Integrative HEI 4.0
general focus on	• input, authority and hierarchy	• output, efficiency and competition	• dialogue with stakeholders and learners	• systemic solutions, co-creativity and sustainability
education	• teacher-centric • the scientist reads his books • memorizing standardized knowledge • learning for recognition and academic titles	• test-centric • disseminating factual knowledge, analytic strategies and sound methods • modules and projects • learning for the test • learning as a competitive game for future success	• learner-centric • competencies-oriented transfer of self-reflective knowledge • focus on dialogical seminars and project-based learning • blended learning • learning as personal growth	• system-centric, holistic • whole-person approach • dynamic balance between subject matter, group, individual learners and context • research-based learning • co-creative and mindful learning
research	• search for absolute truths • self-concept: observing universal natural laws • focus on strong theories based on both deduction and induction • construction of disciplines	• standardization of research processes and peer-review • self-concept: testing and applying natural laws • competition for grants • measurement of success with rankings, impact factors etc. • focus on quantitative methods	• inter- and transdisciplinarity • action research • self-concept: understanding social dynamics • dialogical research processes dealing with societal issues • integration of qualitative research methods	• transdisciplinarity • co-creative research • self-concept: co-creating systemic transformation • global action university • living lab approach • focus on real-life solutions • idea of open science
governance, operations and culture	• focused on teaching, basic research and technological transfer • building palaces of knowledge: impressive buildings and extensive libraries • legitimacy by authority • compliant to regulation, e.g. waste management and safety • one-dimensional approach to sustainability	• focused on quantitative growth • rapid growth in functional buildings with little energy awareness • control of cash flows and process management • entrepreneurial activity • science parks • sustainable development as a management task	• HEI as a place for meeting diverse yet like-minded people • facilitating community and individual expression • diversity management • legitimacy by participation • goal of climate neutrality • sustainable development as a community task and third mission content	• HEI as a space for encounter, reflection and inspiration • physical and virtual integration of different societal and ecological systems • whole-institution approach to sustainability • additional fourth mission: co-creation for sustainability

[1](Based on Giesenbauer & Tegeler, 2020; Müller-Christ, 2017; Niedlich et al., 2019; Scharmer, 2018b, 2019)