



DEC Executive Briefing #016 | April 2025

Jobs of the Future



New DEC Initiatives

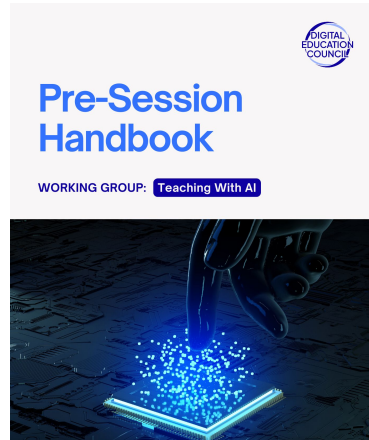
Teaching with AI Working Group

- EAST Session: Tuesday, 29 April at 20:30 EDT / 02:30 CEST (next day) / 08:30 SGT (next day)
- WEST Session: Wednesday, 30 April at 11:30 EDT / 17:30 CEST / 23:30 SGT

University Leadership Working Group

- EAST Session: Wednesday, 7 May at 20:00 EDT / 02:00 CEST (next day) / 08:00 SGT (next day)
- WEST Session: Thursday, 8 May at 10:00 EDT / 16:00 CEST / 22:00 SGT

Email maria@superchargerventures.com for more information or to nominate a delegate representing your institution.



Teaching with AI Working Group Chair



Jennifer Sparrow

Associate Vice President Research and Instructional Technology, Chief Academic Technology Officer
New York University



University Leadership Working Group Chair



Nancy Turner

Associate Provost, Teaching Innovation and Strategic Initiatives (Interim)
University of Saskatchewan

Happening Next Month

Upcoming TWG Meetings

Business School Deans Meeting #003

- WEST Session: Wednesday, 14 May at 09:30 EDT / 15:30 CEST / 21:30 SGT
- EAST Session: Thursday, 15 May at 03:30 EDT / 09:30 CEST / 15:30 SGT

ESG & Sustainability Meeting #003

- WEST Session: Monday, 19 May at 19:00 EDT / 01:00 CEST (day after) / 07:00 SGT (day after)
- EAST Session: Wednesday, 21 May at 03:30 EDT / 09:30 CEST / 15:30 SGT

Ten Dimension AI Readiness Framework Launch

28–29 May 2025

This Executive Briefing will present the Ten Dimension AI Readiness Framework - a comprehensive tool designed to help higher education institutions assess their preparedness and strategically advance AI integration.

Developed by the DEC AI Working Group 2025, this framework provides a structured, practical, and adaptable approach to advance AI adoption. Built on ten key dimensions, four guiding principles, and four distinct levels of readiness, it enables institutions to identify their current state and develop an actionable roadmap for advancing AI integration across different domains.

DEC Global Summit 2025 Agenda Available Soon

The 2025 Digital Education Council Global Summit will take place on 4 - 5 November 2025 in Hong Kong, hosted by The Hong Kong University of Science and Technology, a founding member of DEC.

Agenda will be released in May. We invite DEC members to RSVP to secure participation.



Key Takeaways



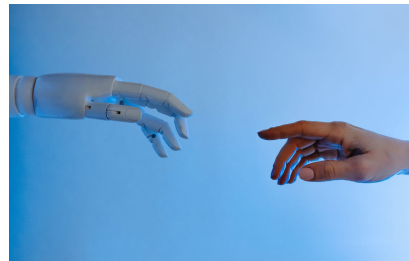
Human-centric skills are essential across jobs

Human-centric skills such as communication, collaboration, and creativity are key skills required in various job functions across industries and seniority levels. These skills are listed in job postings across job categories, both technical and non-technical. Overall, 87% of job postings now require human-centric skills.



Interdisciplinary capabilities are required

Interdisciplinary capabilities involving domain knowledge, skills, and experience in two or more fields are growing in demand. A significant portion of jobs (33%) explicitly require candidates with cross-disciplinary backgrounds, and inherently interdisciplinary industries, such as sustainability, are growing.



An AI-transformed workforce

AI will reshape the nature of work, often by transforming the tasks within jobs. The impact of AI on jobs is best understood at the task level, using two dimensions: 'AI-Fit' and 'Human Centric'. Tasks high in AI-fit are suited for automation; those high in human-centric traits remain human-led. Tasks high in both are ideal for AI augmentation.



Institutions must keep up with industry needs

As skills and jobs evolve, institutions must ensure they keep abreast of industry needs so as to keep curriculum informed and relevant to the job market. Institutions that offer updated and relevant executive programmes stand to benefit and there is an opportunity to offer retraining and upskilling to an increasing proportion of the existing workforce.

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1. Future Job Ready

Methodology

This report aims to provide insight into current and future industry demand for skill sets and domain knowledge. Higher education institutions can utilise these insights for curriculum design and updates for both degrees and executive programmes, and inform career development programmes and services. There also appears to be a large opportunity to deliver education and training to the existing workforce to help companies take advantage of AI technologies to drive productivity improvements and grow their businesses.

Data Collection

We reviewed job postings over **500** companies from **67** countries on **6** continents. The postings reviewed were from the following categories listed below:

Job Categories

Leadership & Management

Strategy & Business Operations

Finance, Accounting & Legal

Marketing & Communications

Business Development & Customer Service

HR & Talent Management

Technology & Engineering

Product, Innovation & Research

Admin & Operations

Data Analysis

The job postings were analysed according to two variables:

1. Occurrence and mentions of skill sets from the following skill groups:
2. Requirements for domain/discipline knowledge and expertise from the following fields:

Skill Groups

Technical & Digital Skills

Cognitive & Analytical Skills

Human-Centric & Interpersonal Skills

Business & Strategy Skills

Leadership & Project Management

Self-Management & Adaptability

Ethical, Social & Sustainability Awareness

Disciplines

Technology & Engineering

Science & Mathematics

Business, Economics Finance

Social Sciences

Education & Learning Sciences

Arts, Design & Creative Media

Humanities & Cultural Studies

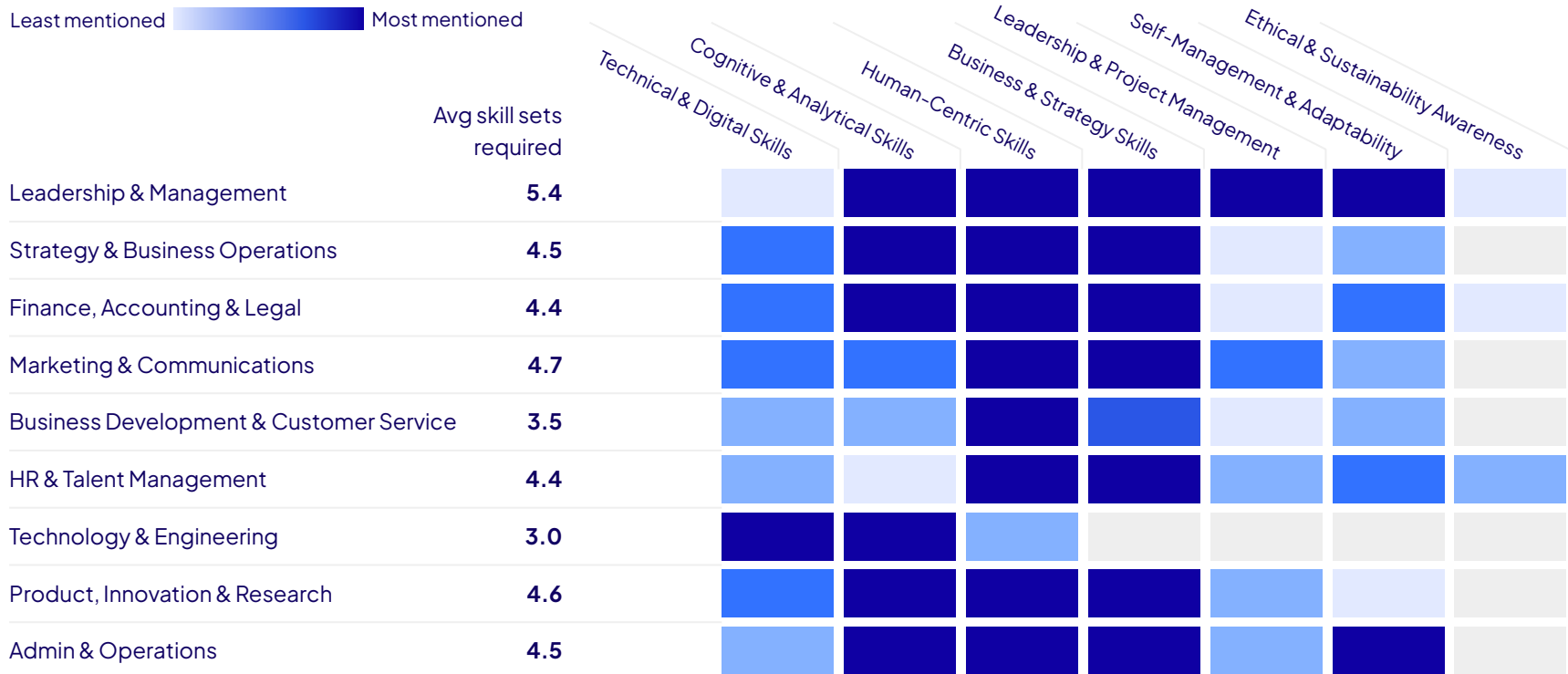
Law, Ethics & Governance

Health & Life Sciences

The Skill Matrix: What Today's Jobs Demand

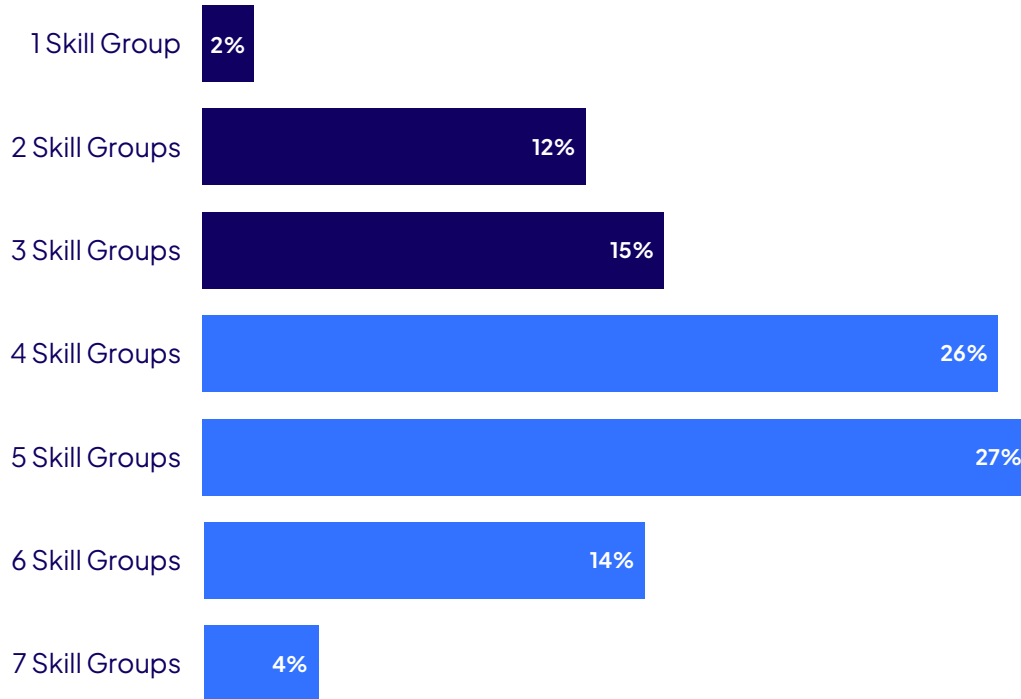
Skill sets required by each job category

Least mentioned Most mentioned



Employers Seek Multi-Skilled All-Rounders

Skill groups required by open job positions, % of job posts



71%

of open roles require candidates to demonstrate proficiency across at least four distinct skill groups.

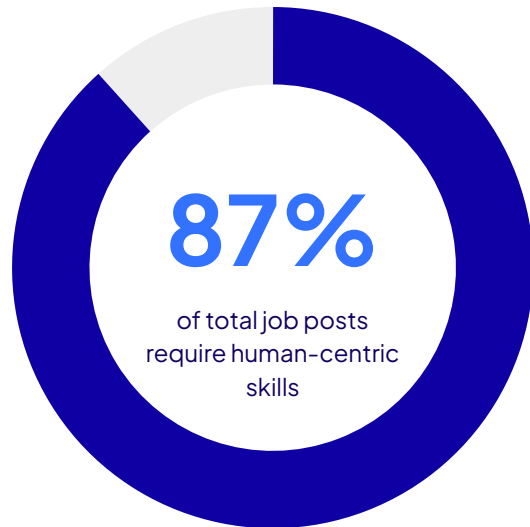
This signals a growing demand for well-rounded professionals who combine digital literacy, critical thinking, strong communication skills, and the adaptability to thrive in fast-changing environments.

Human-Centric Skills Becoming a Baseline Requirement

Human-Centric Skills

Communication, collaboration, coordination, presentation, team player

Human-centric skills required, % of job posts



Human-centric skills required by roles, % of job posts

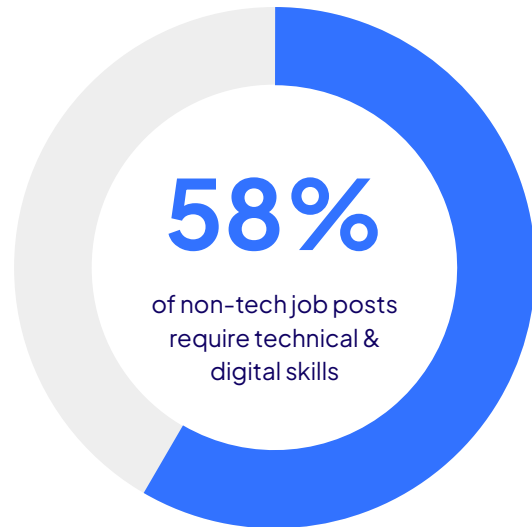


Technical & Digital Skills on the Rise

Technical & Digital Skills

Programming, data analytics, software systems, AI skills

**Technical & digital skills required by non-tech roles¹,
% of job posts**



**Technical & digital skills required by roles,
% of job posts**



¹Non-tech roles refers to all roles excluding Technology & Engineering roles
Source: LinkedIn, Digital Education Council analysis

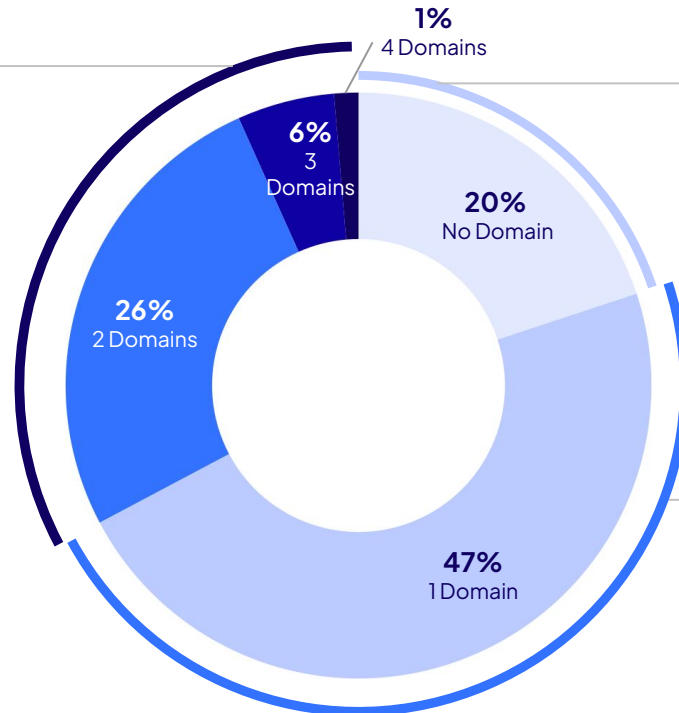
The Future of Work is Interdisciplinary

Domain expertise required, % of job posts

33% Multiple domain expertise required

A significant portion of job posts (33%) explicitly require candidates with cross-disciplinary backgrounds.

For example, business roles often require fluency in data analysis and technical literacy. Sustainability analysts and AI product managers, which are interdisciplinary by nature, blend multiple domains such as engineering, data analysis, business, and legal compliance.



20% Not specified

Approximately 1 in 5 roles do not require a specific academic discipline or domain expertise. These are typically roles in customer service, administrative support, and operations, where core competencies lie in soft skills, responsiveness, and workflow efficiency rather than in specialised knowledge.

47% Single domain expertise

47% of jobs adhere to a traditional model, where deep expertise in a single field is both necessary and sufficient. Examples include legal counsel, accountants, strategy consultants, and engineers.

2. Impact of AI on Jobs

AI as an Emerging Skill

AI Skills: The Hidden Shift in Workforce Expectations

While the transformative impact of AI on the workplace is widely acknowledged, this shift is not yet fully reflected in job postings. Mentions of AI-related skills remain very limited—especially in non-technical roles.

However, these rare references are revealing. When employers do call for AI proficiency in formal job descriptions it often signals an expectation of a broader move toward AI-integrated workflows, productivity enhancements, and decision support.

This is likely to point to a hidden shift: **the formal demand for AI skills is merely the visible tip of a much larger transformation.** Beneath the surface, AI is pervasively reshaping roles, redefining competencies, and becoming an implicit— and perhaps soon explicit—requirement across sectors, even when job descriptions don't say so at the moment.

Example Job posts that require AI related skills

| Job | Location | AI skill requirement |
|-------------------------------|-------------|---|
| Sales & Business Development | UK | <ul style="list-style-type: none"> Utilise AI-powered and automated systems. Work smarter with technology that simplifies and enhances your client acquisition efforts. |
| Business Operations Associate | Canada | <ul style="list-style-type: none"> Proficiency with AI: Familiarity with AI/ML tools and frameworks and an understanding of how to leverage AI solutions to automate processes or derive additional insights |
| Digital Public Relations | Philippines | <ul style="list-style-type: none"> Strong knowledge of AI tools, AI agents, and workflows Improve digital PR processes and workflow automation using AI tools and agents |

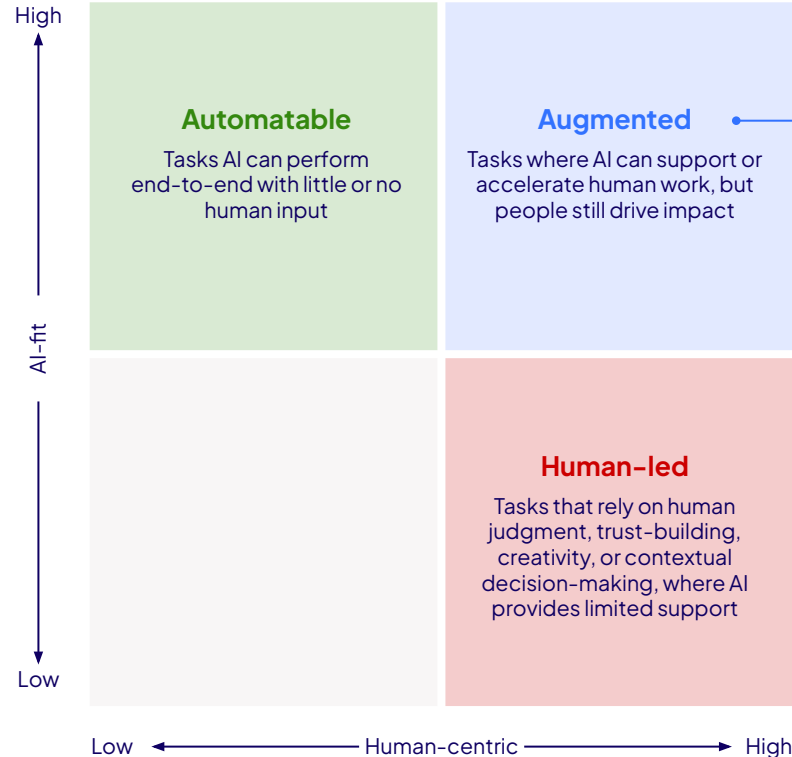
DEC Job Transformation Matrix

An AI Transformed Workforce

The question of whether AI will replace human jobs is still open and may never have a single answer. The core focus is understanding how AI will **reshape what work looks like**.

In many professions, we may not see jobs vanish, but rather shift into new forms.

What is emerging is a redefined workforce—built around a hybrid of AI-automated, AI-augmented, and human-led tasks.



AI Literacy as a Core Competence

As AI increasingly augments tasks, workers must be equipped with strong AI literacy and tool fluency to effectively collaborate with AI. **Upskilling in AI is essential.**

In a world where increasing amount of tasks will be transformed by AI, those who can confidently leverage AI tools will stand out and remain indispensable in the evolving workforce.



Please refer to:
[Digital Education Council AI Literacy Framework](#)

DEC Job Transformation Criteria

Professionals can assess the specific tasks involved in their role against AI-Fit criteria and Human-Centric criteria:

- High in AI-fit criteria → Task is likely **automatable**
- High in human-centric criteria → Task is likely **human-led**
- Mixed → Task may be **augmented** with AI

AI-Fit Criteria

High = Suitable for AI

| Key Criterion | Description |
|--------------------------------|---|
| Repeatability | The extent to which a task follows consistent, structured steps and is performed in a recurring manner |
| Insight Generation | The extent to which a task requires drawing meaningful conclusions from data to guide actions or decisions |
| Scalability Requirement | The degree to which a task must be performed at scale |
| Workflow Structure | The extent to which a task fits within a clearly defined, structured process or workflow that can be digitised or automated |
| Content Generation | The extent to which a task involves producing written, visual, audio, or multimedia content |
| Information Volume | The quantum of data a task needs to process |

Human-Centric Criteria

High = Suitable for Humans

| Key Criterion | Description |
|-------------------------------|---|
| Cognitive Complexity | The level of reasoning, synthesis, or abstract thinking required to complete the task |
| Contextual Variation | The degree to which a task changes based on situational, social, or environmental factors |
| Relational Sensitivity | The extent to which a task relies on emotional intelligence, trust, stakeholder influence, and personal relationships |
| Creativity Requirement | The need for original thinking, ideation, problem solving, or narrative construction |
| Human Collaboration | The extent to which a task relies on active collaboration, coordination, or interpersonal exchange between people |
| Expert Judgment | The extent to which a task requires expertise, or sensitivity to social or ethical considerations |

Leadership & Executives

Job Category
Leadership & Executives

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|---|---------------------|--------------------|------------------------|------------------------|----------------|
| | Insights Generation | Information Volume | Contextual Variation | Relational Sensitivity | |
| Develop organisational vision and direction | Medium | Medium | High | High | Human-led |
| Identify emerging risks and opportunities | High | High | High | Medium | Augmented |
| Make high-stakes strategic decisions | Medium | Medium | High | High | Human-led |
| Monitor and interpret company-wide performance | High | High | Medium | Low | Augmented |
| Align departments and execute strategy | Low | Low | High | High | Human-led |
| Stakeholder management and partnership building | Low | Low | High | High | Human-led |



Transformation Prospect

- AI can synthesise performance data from across the organisation to highlight strategic risks and anomalies in real time
- AI can model financial and operational scenarios, providing insights that can inform high-stakes decision-making and investment evaluation

Strategy & Business Operations


 Job Category
Strategy & Business Operations

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|-------------------------------------|-------------------|--------------------|------------------------|---------------------|----------------|
| | Repeatability | Insight Generation | Cognitive Complexity | Human Collaboration | |
| Develop and execute strategic plans | Medium | Medium | High | Medium | Augmented |
| Analyse internal processes and gaps | High | High | Medium | Low | Augmented |
| Lead cross-functional projects | Low | Low | High | High | Human-led |
| Track KPIs and metrics | High | High | Low | Low | Automatable |
| Identify opportunities for growth | Low | Medium | High | Medium | Augmented |
| Communicate and present findings | Medium | Low | Medium | High | Human-led |



Transformation Prospect

- AI can surface emerging market and competitor trends from vast unstructured data sources
- AI can analyse internal workflows to identify bottlenecks and recommend process improvements

Finance, Accounting & Legal


 Job Category
Finance, Accounting & Legal

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|---|-------------------|--------------------|------------------------|-----------------|----------------|
| | Repeatability | Insight Generation | Contextual Variation | Expert Judgment | |
| Financial modelling and financial reports preparation | High | High | Medium | Medium | Augmented |
| Manage budgets and cash flow | High | Medium | Medium | Medium | Augmented |
| Conduct audits and risk assessments | Medium | High | High | High | Human-led |
| Draft and review contracts and policies | Medium | Medium | High | High | Augmented |
| Ensure compliance with laws and standards | Medium | Medium | Medium | High | Augmented |
| Advise on financial/legal risk | Low | Medium | High | High | Human-led |



Transformation Prospect

- AI can generate financial models and forecasts by analysing historical data, external trends, and real-time inputs
- AI can monitor budget usage and provide contextual insights
- AI can track regulatory updates and cross-check internal documents to ensure compliance

Marketing & Communications

Job Category
Marketing & Communications

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|---|--------------------|--------------------|------------------------|------------|----------------|
| | Content Generation | Insight Generation | Relational Sensitivity | Creativity | |
| Plan and execute marketing campaigns | Medium | Medium | High | Medium | Augmented |
| Create visual, written, or video content | High | Low | Medium | High | Augmented |
| Analyse performance and metrics | Low | High | Low | Low | Automatable |
| Public/media relations | Medium | Low | High | High | Human-led |
| Branding and positioning | Medium | Low | High | High | Human-led |
| Partnership building and community engagement | Low | Low | High | High | Human-led |



Transformation Prospect

- AI can assist in planning marketing campaigns by analysing past campaign performance and emerging trends to suggest optimal timing, channels, targeting, and budgets
- AI can accelerate content creation, spark new creative ideas, and check the appropriateness of content

Business Development & Customer Service

Job Category
Business Development & Customer Service

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|---------------------------------|-------------------|--------------------|------------------------|----------------------|--------------------|
| | Repeatability | Insight Generation | Relational Sensitivity | Contextual Variation | |
| Lead generation & prospecting | High | High | Low | Low | Automatable |
| Meetings & needs discovery | Low | High | High | High | Augmented |
| Relationship building | Low | Low | High | Medium | Human-led |
| Proposal & quotation creation | High | High | Low | Medium | Augmented |
| Customer onboarding and support | Low | Medium | High | High | Augmented |
| CRM & pipeline management | High | High | Low | Medium | Augmented |



Transformation Prospect

- AI can assist in generating live insights and feedback in clients calls and meetings
- AI can analyse usage data, buying signals, or behavior patterns to flag accounts ready for upsell
- AI can lead interactive demos through chatbots or guided walkthroughs, dynamically adapting based on user questions

HR & Talent Management



Job Category
HR & Talent Management

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|-------------------------------------|-------------------|--------------------|------------------------|----------------------|----------------|
| | Repeatability | Insight Generation | Relational Sensitivity | Contextual Variation | |
| Screen and shortlist candidates | High | High | Low | High | Augmented |
| Conduct interviews | Medium | Medium | High | High | Human-led |
| Design and deliver onboarding | High | Low | High | Medium | Augmented |
| Manage performance reviews | High | High | High | High | Augmented |
| Coordinate training and development | Medium | Medium | Low | Medium | Augmented |
| Manage employee relations | Low | Low | High | High | Human-led |



Transformation Prospect

- AI can screen candidates by matching resumes to job requirements
- AI can deliver personalised onboarding journeys through automated workflows and chat-based assistants that adapt to each role and department
- AI can analyse employee feedback data and suggest areas for improvement

Technology & Engineering

Job Category
Technology & Engineering

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|---|-------------------|--------------------|------------------------|---------------------|----------------|
| | Repeatability | Insight Generation | Creativity Requirement | Human Collaboration | |
| Develop algorithms and write code | Medium | High | High | Low | Augmented |
| Maintain IT infrastructure | High | Medium | Low | Low | Automatable |
| Design system architecture | Low | Medium | High | High | Human-led |
| Optimise performance and scalability | Medium | High | Medium | Low | Augmented |
| Troubleshoot technical issues | High | High | Medium | Medium | Augmented |
| Collaborate with cross-functional teams | Low | Low | Medium | High | Human-led |



Transformation Prospect

- AI can support code writing by providing recommendations and flagging errors
- AI can help maintain IT infrastructure by monitoring system health, and predicting failures
- AI can analyse model usage patterns, identify bottlenecks, and suggest adjustments

Product, Innovation & Research

Job Category
Product, Innovation & Research

| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|--|-------------------|--------------------|------------------------|---------------------|----------------|
| | Repeatability | Insight Generation | Creativity Requirement | Human Collaboration | |
| Define product vision and roadmap | Low | Medium | High | High | Augmented |
| Conduct user and market research | Medium | High | High | High | Augmented |
| Design products | Low | Medium | High | High | Human-led |
| Coordinate cross-functional teams | Low | Low | Medium | High | Human-led |
| Monitor product performance and analyse feedback | High | High | Medium | Medium | Augmented |
| Drive innovation initiatives | Low | Medium | High | High | Human-led |



Transformation Prospect

- AI can support user and market research by analysing large volumes of feedback, reviews, and competitor data to identify key themes and opportunities
- AI can monitor product performance in real time and automatically flag usage trends, anomalies, or drop-offs across user segments

Admin & Operations



| Task | High = Fit for AI | | High = Human-dependent | | AI Suitability |
|--|-------------------|--------------------|------------------------|----------------------|----------------|
| | Repeatability | Workflow Structure | Human Collaboration | Contextual Variation | |
| Source and negotiate with vendors | Medium | Low | High | High | Human-led |
| Manage procurement contracts and budgets | High | Medium | Medium | Medium | Augmented |
| Track inventory and logistics | High | High | Low | Low | Automatable |
| Organise internal facilities and resources | High | Medium | Low | Medium | Augmented |
| Provide admin support to teams | High | High | Medium | Medium | Augmented |
| Support internal ops reviews and reporting | High | Medium | High | Low | Augmented |



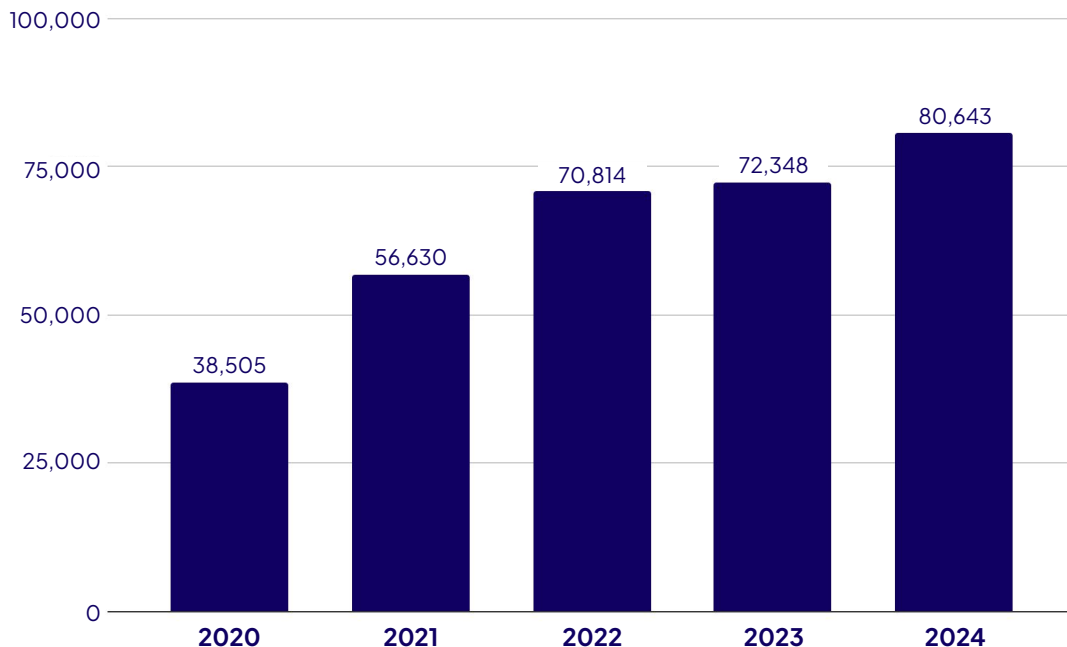
Transformation Prospect

- AI can manage procurement contracts and budgets by tracking spend, flagging contract renewals, and forecasting cost overruns
- AI can monitor and optimise internal facilities and resources utilisation
- AI can handle routine admin support such as scheduling and document formatting

3. Jobs in AI

Employment Growth Among Top AI Companies¹

Employment growth among top 50 AI companies²



84,293

People are employed by the top 50 AI companies by April 2025

1,686

Employees on average per AI company.

AI's Workforce Boom

The top 50 AI companies, with a combined valuation exceeding US\$1 trillion, serve as a strong representation of the industry's explosive growth. These companies have also driven significant job creation: total employment rose from 38,505 in 2020 to 80,643 in 2024.

¹ This research focuses on 50 AI companies selected based on their valuation rankings. Companies included are those focussed on foundational AI models, AI infrastructure, or AI-native products where AI is core to the offering. Excluded are hardware firms (e.g., semiconductor, automotive, robotics), AI-enhanced product providers, and large tech companies where AI is not the only focus.

² Nebius Group's employment data is excluded in the growth chart due to a 2024 company restructuring, which led to a sharp headcount reduction from 26,361 to 1,303.

Source: Pitchbook, LinkedIn

Job Categories in AI

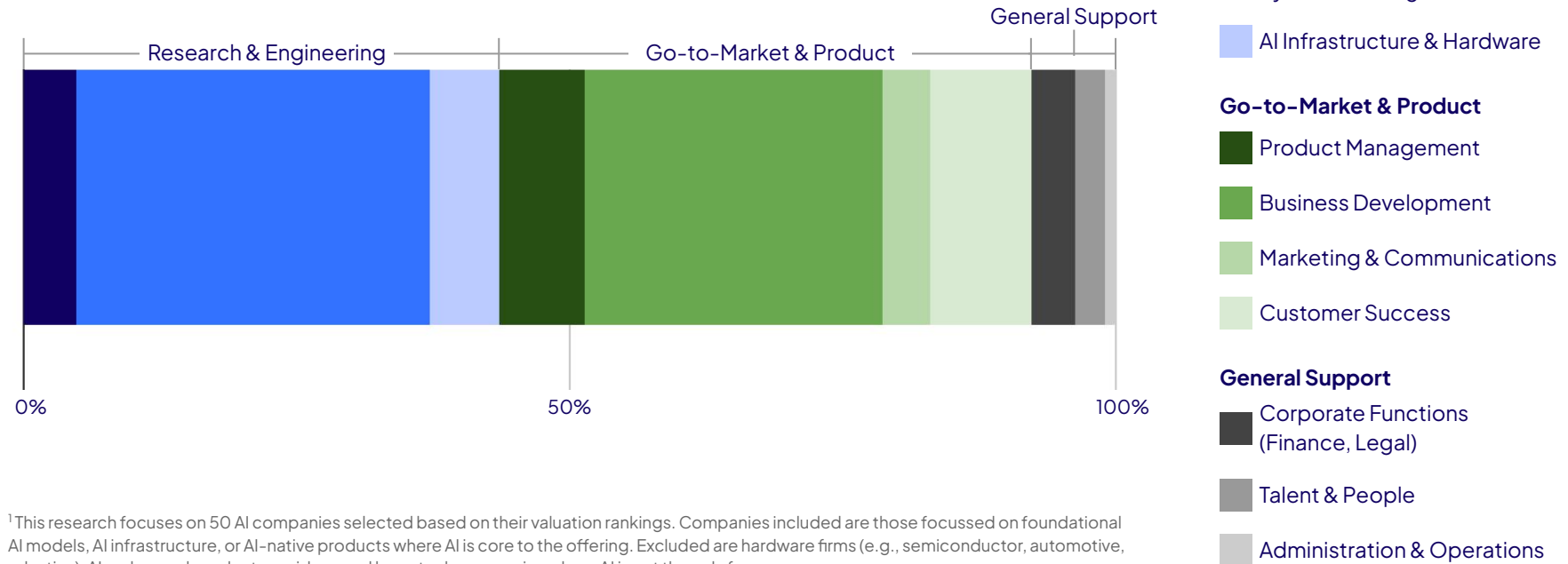
Jobs in AI can be broadly categorised into three main groups and ten subcategories.



Open Positions in AI

Distribution of open positions in the top 50 AI companies¹

Total job openings: 4,795



¹This research focuses on 50 AI companies selected based on their valuation rankings. Companies included are those focussed on foundational AI models, AI infrastructure, or AI-native products where AI is core to the offering. Excluded are hardware firms (e.g., semiconductor, automotive, robotics), AI-enhanced product providers, and large tech companies where AI is not the only focus.

Source: Company websites.

Beyond Coding: Low-Code / No-Code Roles in AI

Emerging / key low-code / no-code roles in AI

Responsible / Trustworthy AI Officer

This role focuses on ensuring AI systems are ethical, trustworthy, and aligned with societal values.

Responsibility

- Research societal risks and integrate ethical considerations into AI model design.
- Design AI validation methods (bias, explainability, compliance).
- Stay updated on AI regulations and industry standards and support safe product launches.
- Improve internal platforms and tools for AI evaluation and safety.
- Collaborate across teams to deploy safe AI systems.

AI Policy / Communication Manager

This role drives AI policy and communications by shaping narratives, engaging stakeholders, and guiding governance efforts.

Responsibility

- Develop and execute communication plans and narratives around AI progress, risks, governance, and policy.
- Build and manage external stakeholder relationships to influence policy and public perception.
- Develop and implement AI governance frameworks; lead risk assessments and ensure compliance with evolving regulations.
- Collaborate across teams to align messaging, manage issues, and embed responsible AI practices.

AI Data Manager / Curator

This role curates high quality data for AI model training by designing annotation workflows and enforcing standards.

Responsibility

- Establish procedures for data collection and annotation to maintain high data quality and accuracy.
- Conduct audits across AI data labelling and training operations.
- Collaborate across teams to align data quality with AI model development needs.
- Identify opportunities for data pipeline optimisation, synthetic data generation, and scalable data infrastructure.
- Oversee quality in complex or sensitive content domains, ensuring compliance with safety and ethical standards.

Beyond Coding: Low-Code / No-Code Roles in AI

Emerging / key non-tech roles in AI

AI Prompt Engineer

This role specialises in designing and optimising prompts to guide generative AI models to produce desired outcomes.

Responsibility

- Craft and fine-tune prompts to enhance the performance of AI models.
- Analyse AI-generated responses, conduct testing, and iterate on prompts to improve accuracy, relevance, and coherence.
- Work closely with tech teams to integrate prompt engineering solutions into AI-driven products and services.
- Maintain comprehensive records of prompt strategies, test results, and best practices.
- Stay updated on latest developments in AI technologies and prompting techniques.

Business Development Manager

This role identifies market opportunities and forges strategic partnerships to expand the customer base and AI training database.

Responsibility

- Stay updated on latest developments in AI technologies and inform product positioning and sales strategies.
- Understand complex AI technologies and explain how they can be applied to relevant industries.
- Understand customer needs and identify AI-specific business opportunities for upselling or cross-selling.
- Negotiate long-term partnerships with cloud providers, client institutions, and data holders to scale their business.

AI Product Manager

This role guides the development of AI products from conception through launch.

Responsibility

- Manage the product development process from ideation to launch, including testing, iteration, and performance monitoring.
- Establish a clear product vision and roadmap that addresses customer needs, while considering bias and regulatory risks in product design.
- Stay updated on new AI model capabilities and evaluate how these affect product direction.
- Translate information from deeply technical teams to business and design stakeholders.



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