

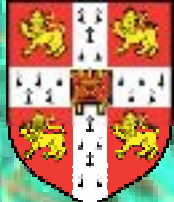
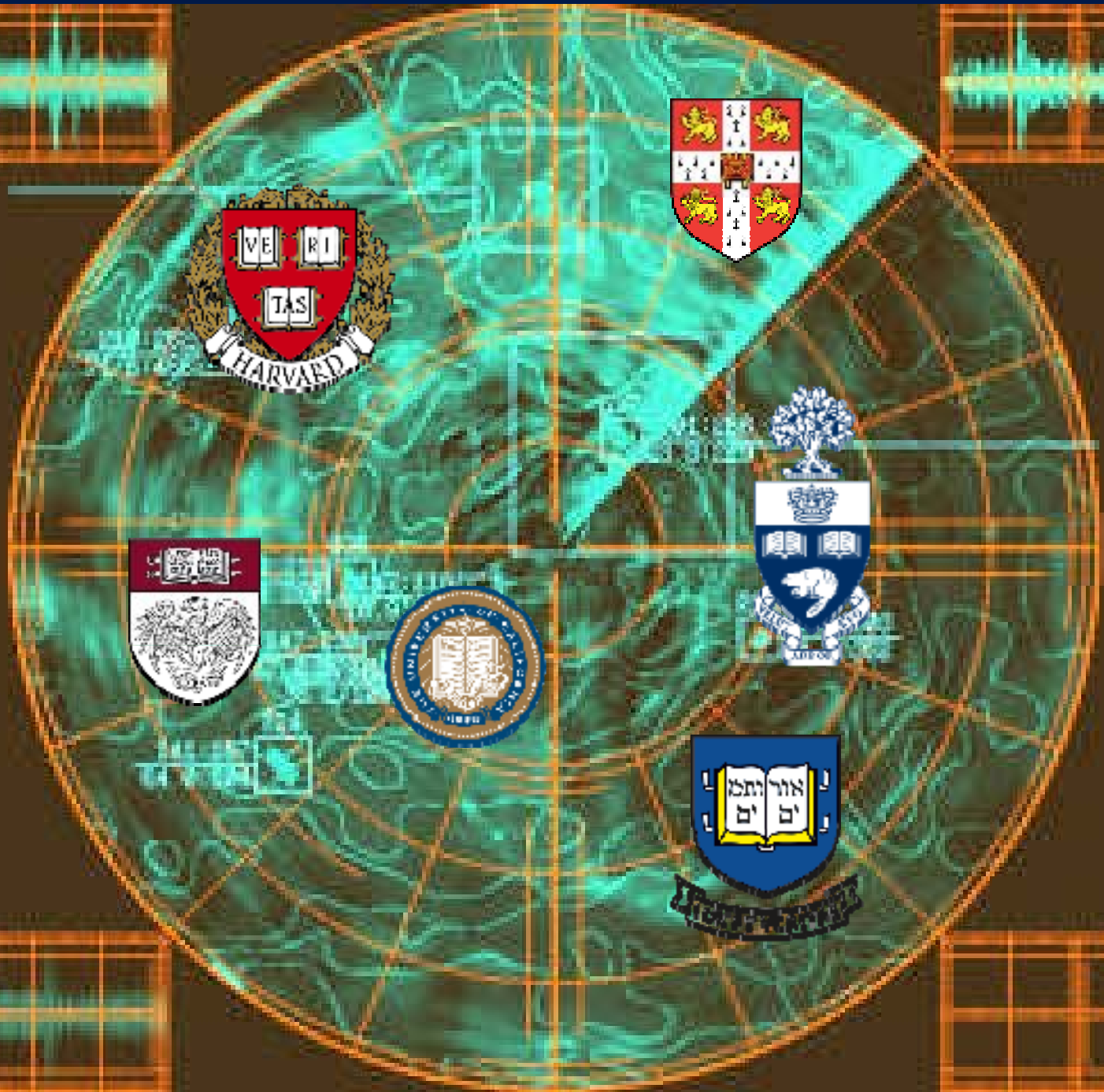
**New Paradigm of 21st Century
Higher Education in East Asia :
Governance, Accountability and
Autonomy**

*International Forum on University Governance
University of Macau
February 21-22*

Da Hsuan Feng 馮達旋
*Senior Vice President for Global Strategy,
Development and Evaluation
National Tsing Hua University*

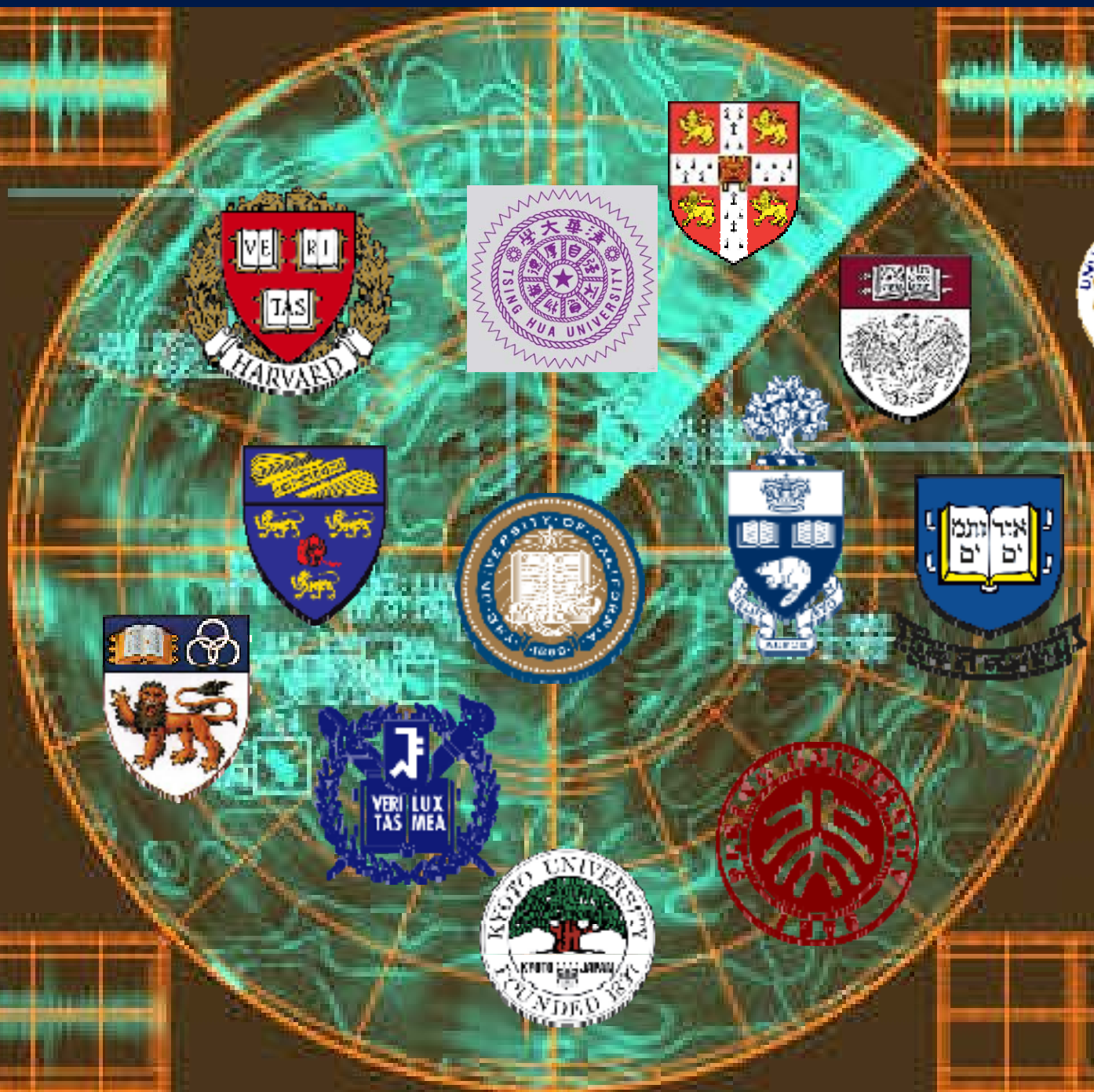
**Three or four decades,
higher education radar
screen looks like this...**





**Today, it looks like
this...with Macau
trying to break into
the screen...**





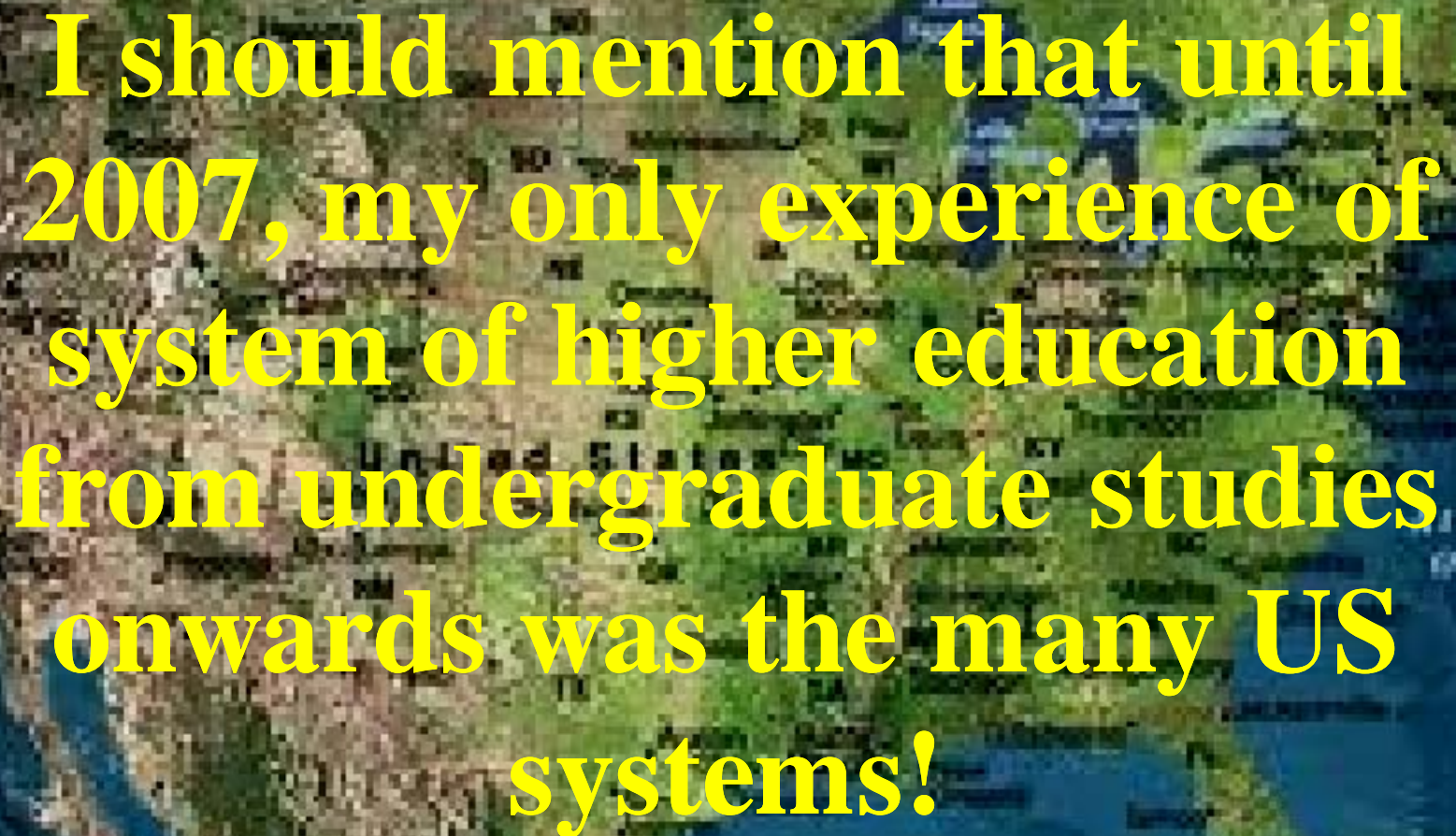
**Asia Universities have
transformed from supplying
talents for the Western World to
supplying the most talented
workforce for humanity in the
21st century!**



工欲善其事，
必先利其器

**To do a better job, you must
broaden your knowledge and
sharpen your skills.**



A satellite-style map of North America, showing the United States, Canada, and parts of Mexico. The text is overlaid in a large, bold, yellow font. The map shows the Gulf of Mexico, the Atlantic Ocean, and the Pacific Ocean. The text is centered over the United States.

**I should mention that until
2007, my only experience of
system of higher education
from undergraduate studies
onwards was the many US
systems!**



In 2007, after coming from the United States to National Cheng Kung University, I learned for the first time in my life a new terminology!

大學法人化

University

Fai-Ren-Hua

(FRH)





**“University
Legalization of
Persons?”**

A map of Taiwan is shown in the background, with various cities marked with red dots and labeled. The labels include Chi-Lung, Taipei, Pan-ch'iao, Hsinchu, Taoyuan, Feng-yuan, Tainan, and others. The map is set against a blue background with a compass rose in the top left and a brown mountain range at the bottom. Overlaid on the map is large, bold, yellow text.

I found out that in 2002, Taiwan Government proposes Executive University Fai-Ren-Hua

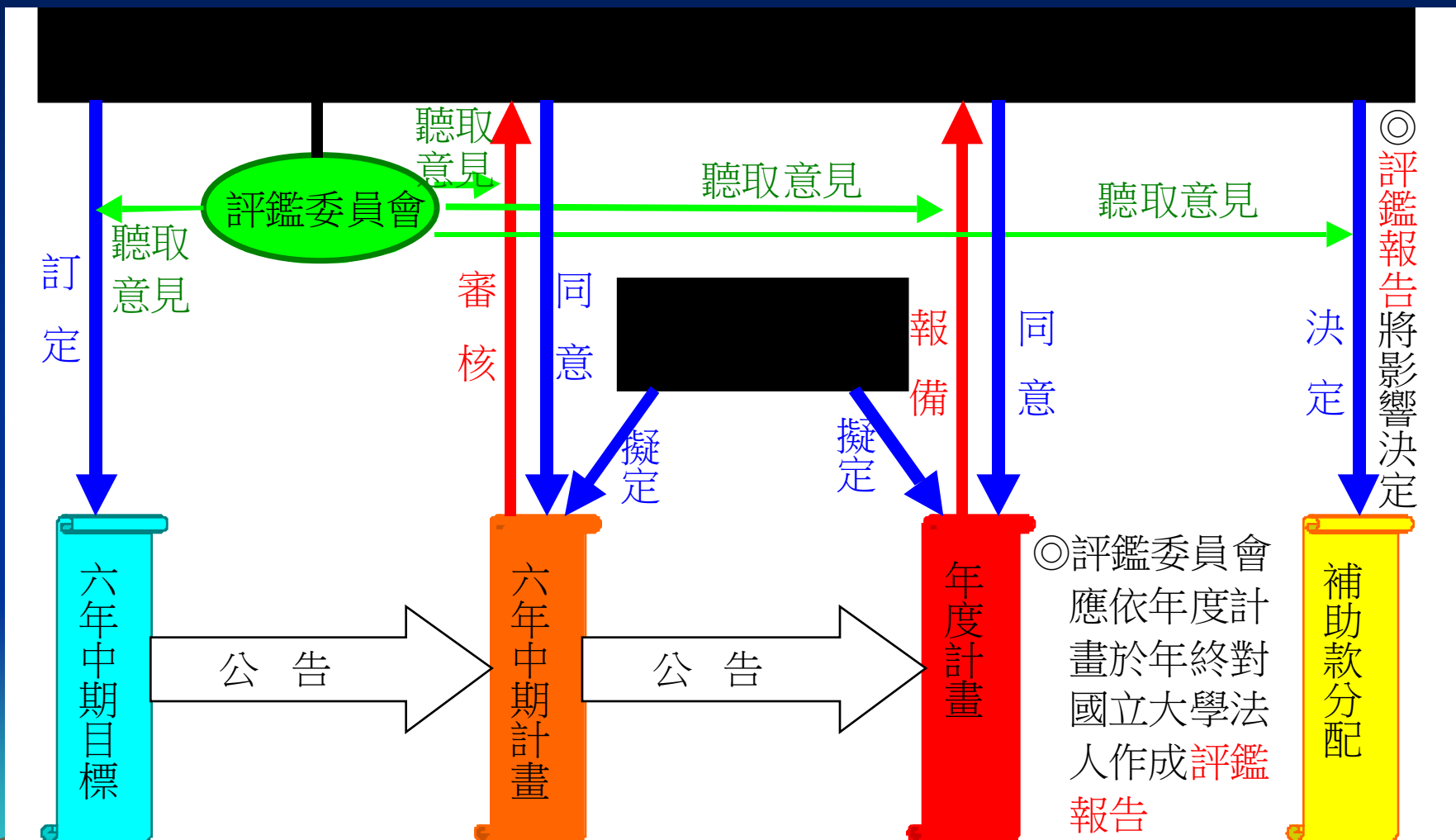
For reference only. Map is not up to scale

To pursue this, Ministry of Education commissioned a group of academicians with administrative legal expertise to develop a process to carry out this fundamental education transformation!



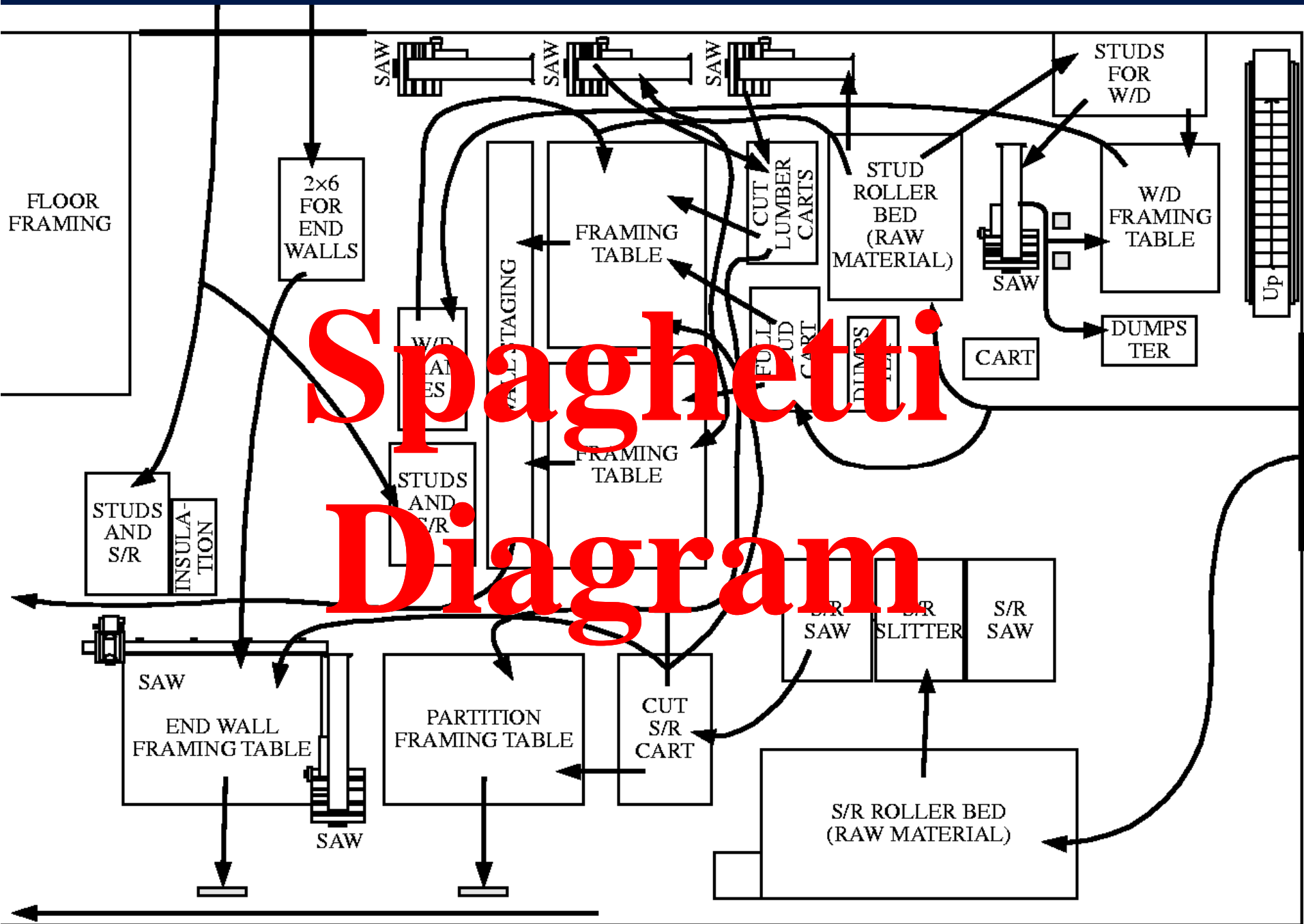
教育部與國立大學法人之關係⁴⁻³

國立大學法人評鑑流程



**This diagram
reminded me of the
so-called....**





Spaghetti Diagram

Without extensive and in-depth communications with all stakeholders, the process was naturally and understandably stalled!



**Then I also found out
that in the 21st
century, Higher
Education **FRH**
seemed to have swept
Asia Pacific**

A map of Japan is shown in the background, with various cities and regions labeled. The text is overlaid on the map. The text is in a large, bold, yellow font. The background is a dark blue gradient with a silhouette of mountains at the bottom.

1997, Japan started to discuss FRH

2004, Japan initiated FRH for all national universities

A stylized map of Southeast Asia is shown against a dark blue background. The map includes labels for Hongkong, Singapore, Malaysia, and Sentosa. A red circular magnifying glass is positioned over the Singapore region, with its lens focusing on the island. The text '2005: Corporatization (euphemism for FRH) of National University of Singapore and Nanyang Technological University' is overlaid in yellow. The bottom of the image features a silhouette of a mountain range.

**2005: Corporatization
(euphemism for FRH) of
National University of
Singapore and Nanyang
Technological University**



**January 2012, Seoul
National University
after several years of
“struggle” is now fully
corporatized!**

**So what is
Fai-Ren-Hua?**



**After much struggle, and
combining what I know
about US higher education
system, I decided that FRH
should be replaced by three
words:**



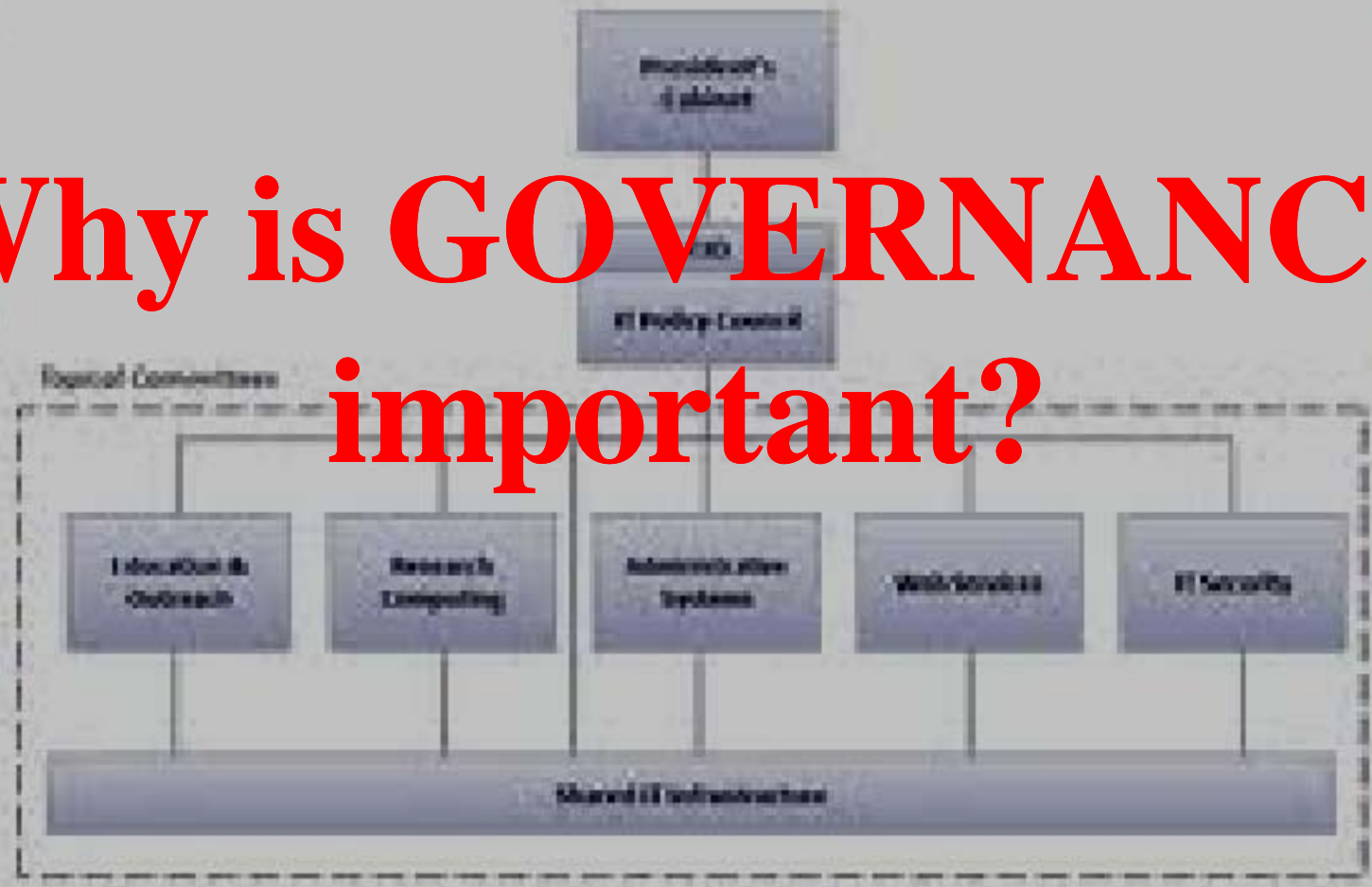
Governance, Accountability, Autonomy

管治、問責及自主

管理、課責及自治




Why is GOVERNANCE important?




Adult Learners / Supervising / Coordinating Committees
(e.g. SPP units, Colleges, Departments, RPOs)

IT Governance Framework

A photograph of a modern university building at dusk. The building is a multi-story structure with a mix of light-colored panels and dark window openings. The sky is a deep blue, and the building's lights are beginning to glow. In the foreground, there is a road with a black and white striped curb and some greenery. The text is overlaid in a bright yellow font.

University is a complex and highly dynamical human organization with the mission of educating the best workforce for the Globe in the 21st century.

While teaching is fundamental, the structure of how a university operates, hence the **GOVERNANCE**, so that every stakeholder can reach his/her potential within this complex human organization is even more important!





Case study:

**Vice President for
Research**

**Vice President for External
Relations and Resource
Developments**

**Four decades ago: Vice President
for Research was a “non-job!”**

Rubber Stamp proposals



Today:

Complex funding sources



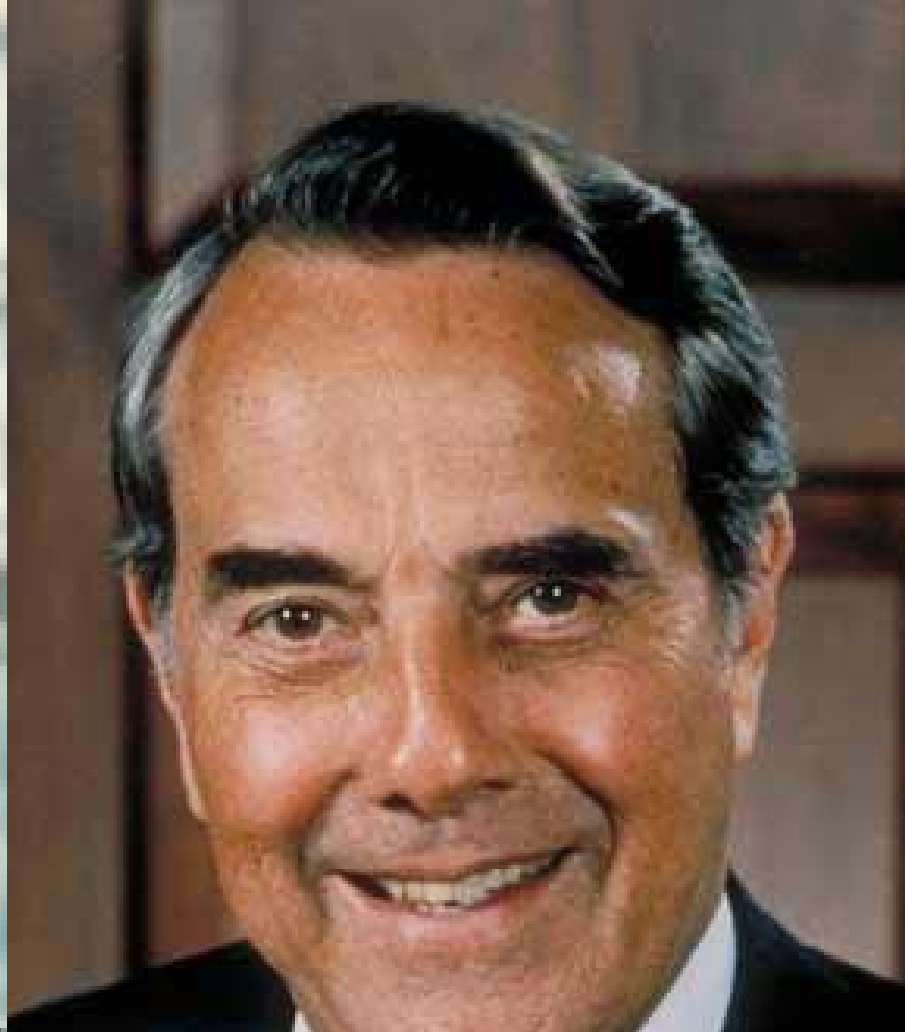
Vice President for Research today

Push and develop research programs

Economic developments

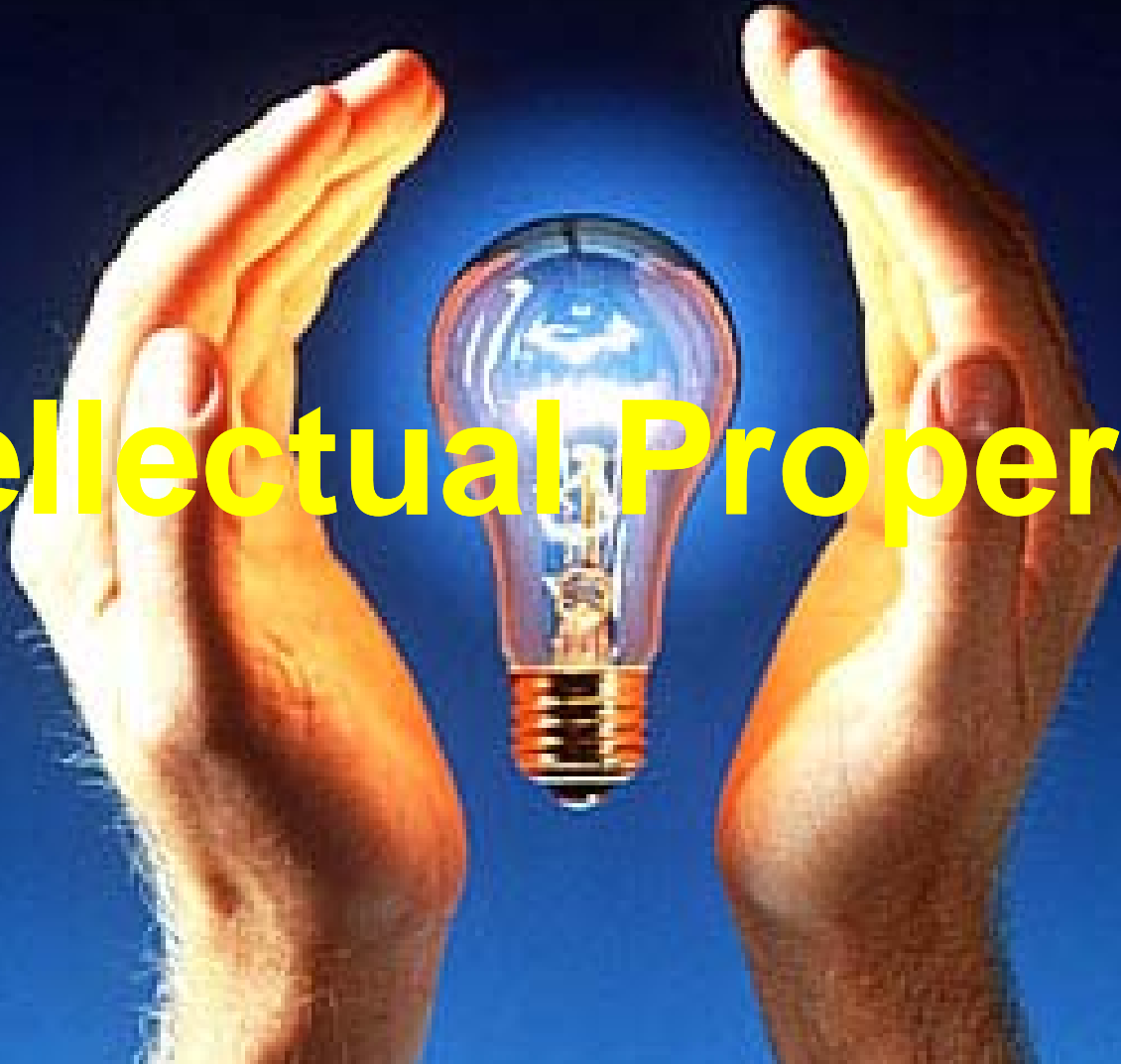
**Government and
Industrial Relations interface**





**Senator Birch Bayh
and Senator Bob Dole**

Intellectual Properties





Technology

Your guide to the
ideal technology partner

Transfer



Interactions and negotiations with Industry

Vice President for Research and X
(**X**= research directions, economic development, government and industrial relations, tech transfer office, IP...) requires a person with vast intellectual and administrative skills



**It is a full time and
intensive position.
Requires strategic
and problematic
thinking, beyond the
usual bureaucracy!**



麻雀雖小，
五臟俱全

Small as the sparrow is, it
possesses all its internal organs.

Vice President for Research in Taiwan

**1. Name is inappropriate. Dean of
Research**

**2. The person holds a “full time”
joint appointment as a faculty.
Usually could not fully devote to
strategic thinking and planning.**



I would be remiss if I did not mention about my friend Professor Peretz Lavie who became president of the TECHNION after many years as Vice President for External Relations and Resource Development



**What did we learn
from these case
studies?**



**Governance must be a dynamical
process**


**Administrators must treat the
position as full time and with
strategic minded attitude.**

**Academic issues are no longer
the only ones within a research
universities today!**



Bottom line:

We are entering a totally different higher education landscape and university governance must be extraordinarily agile in order to be ahead of social, economic and intellectual developments.



Accountability



Bottom line

**Performance
metrics!**





Jeremy Lin



Nam P. Suh

Both in the news!

**Lin as a Knick player and Suh as
President of KAIST are both
PUBLIC FIGURES and
PERFORMERS!**



Even the youngest basketball fan
can understand the metric of
measuring Lin's performance!

Hence Lin is accountable, which
is measured in **REAL TIME**, to
his fans (from local, to national
and now international!)



**The metrics of measuring
Nam P. Suh as President of
KAIST is almost infinitely
more nebulous!**



**Different stakeholders may, and
general do, have different metrics**

Students

Staff

Faculty

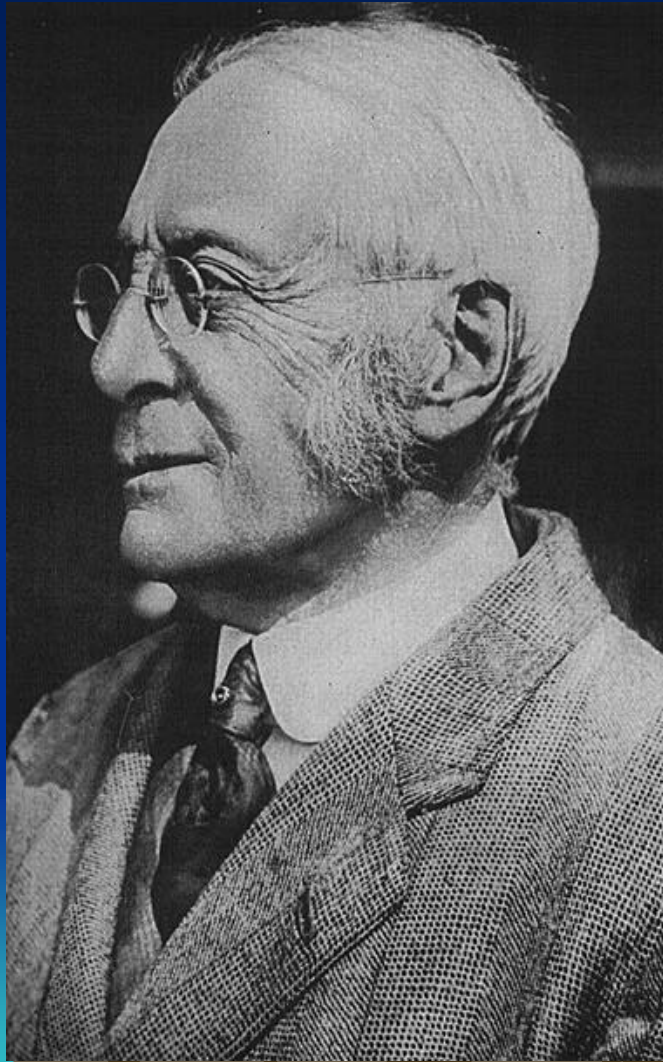
Board of Regents

Society (as a public university)



In general, I believe it cannot be carried out in a fully democratic manner, which will inevitably has the danger of reducing to the lowest common denomination!





*"... a university, in any worthy sense of the term, must grow from seed. It cannot be transplanted from England or Germany (**United States**) in full leaf and bearing. ... When the American (**Asia Pacific**) university appears, it will not be a copy of foreign institutions, or a hot-bed plant, but the slow and natural outgrowth of American (**Asia Pacific**) social and political habits... The American (**Asia Pacific**) college is an institution without a parallel; the American (**Asia Pacific**) university will be equally original."*

**Charles Eliot, Harvard
President 1869-1909**

**It is fundamental that Asia
universities must work out
accountability process in order to
fulfill their destiny of becoming
one of the, if not the, most
important higher education
centers of the Globe in the 21st
century!**



LAST BUT NOT LEAST

Why is AUTONOMY important?



In a nutshell:

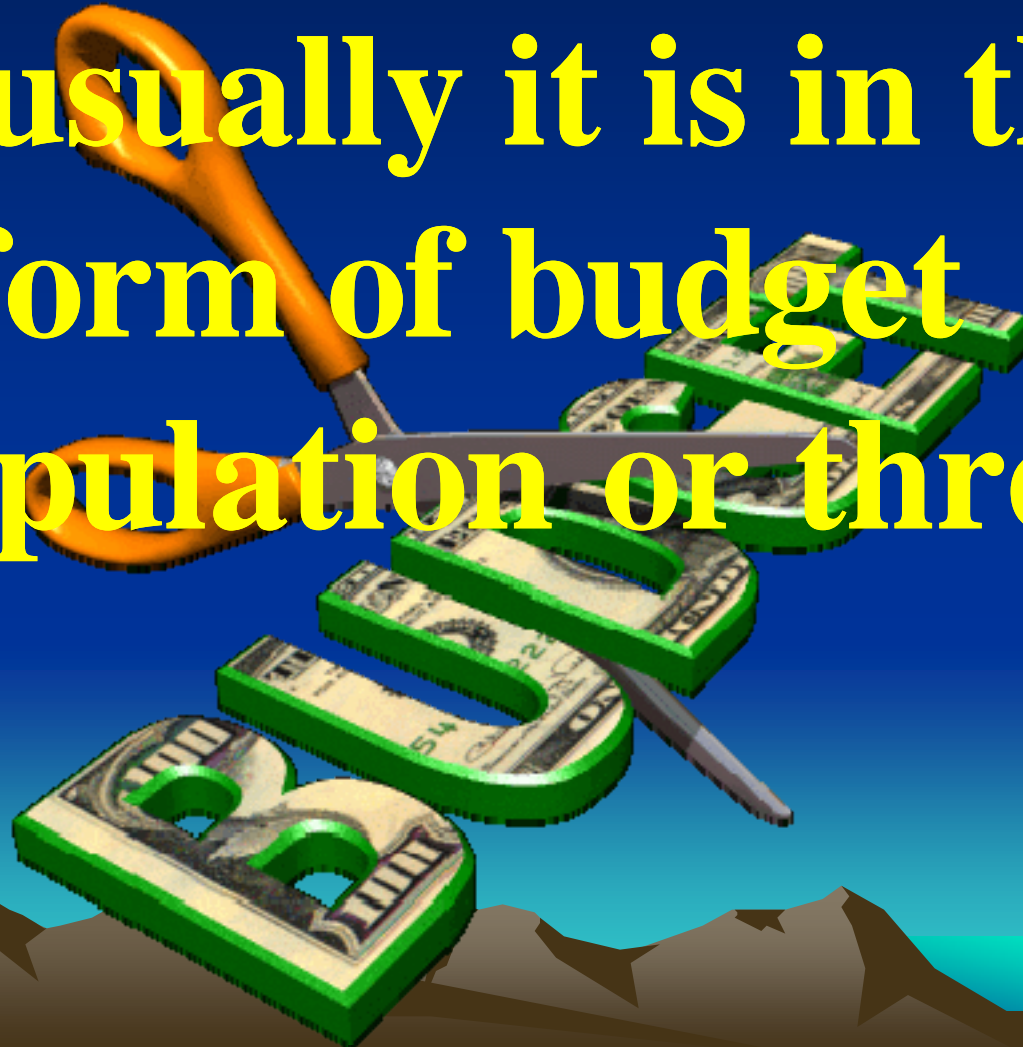
**TO ENSURE
ACADEMIC
INTEGRITY!**





Unless the political interferences were in the form of violence, as in China or Mexico in the 1920's...

.....usually it is in the
form of budget
manipulation or threat!



Case Study:

University System of Georgia

Chairman of the Board Hank Huckaby



This is a system of 35 public colleges and universities, with a combined endowment of approx. \$2.5 billion.

**Georgia Tech
University of Georgia
Georgia State University**

TIME

The Weekly Newsmagazine



Portrait by

Volume XXVIII

GEORGIA'S EUGENE ("DUB GENE") TALMADGE.

"For you has a roller along the way."
(See National Edition)

Number 10

Georgia's
Governor
Eugene
Talmadge
1941-1943

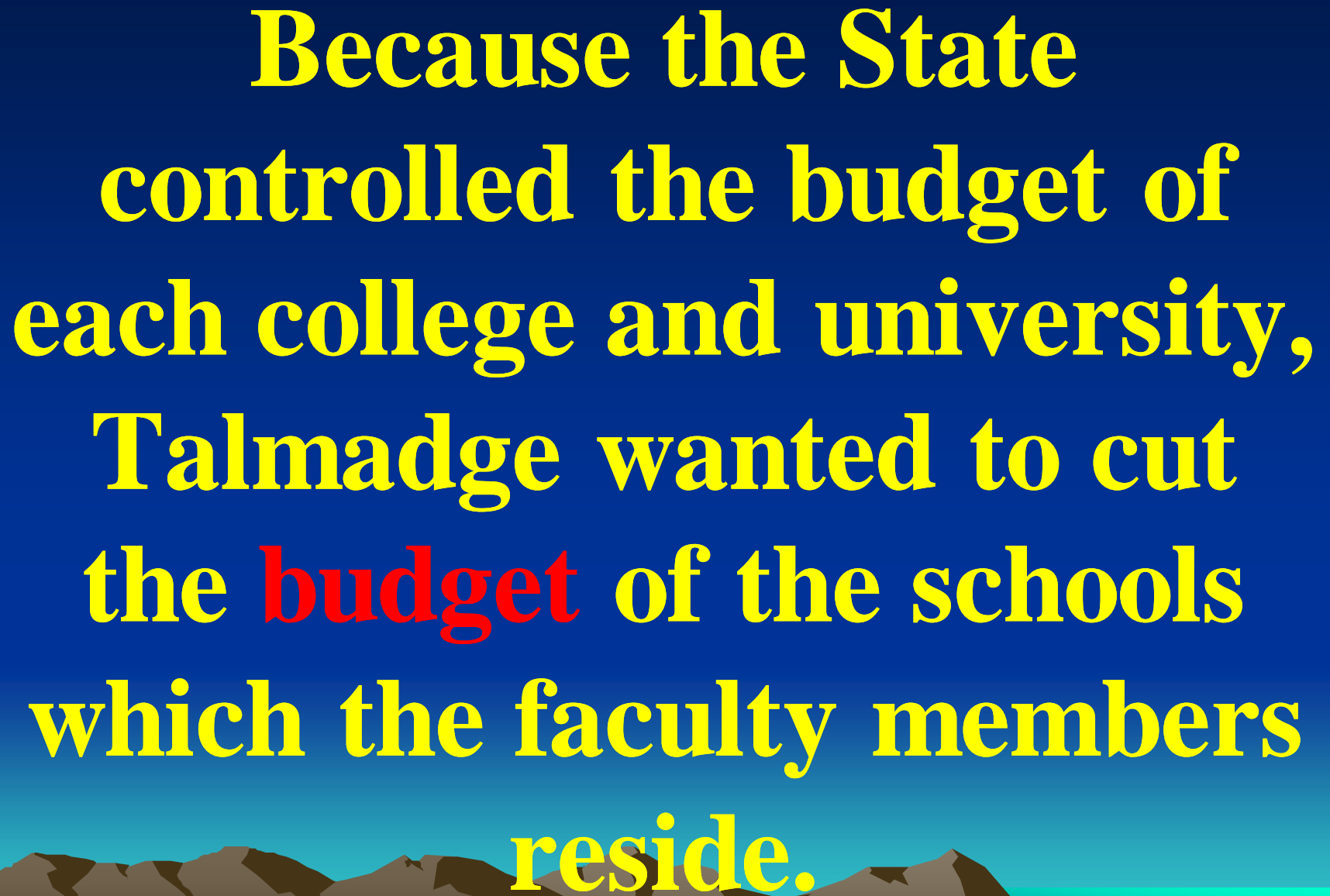
Before Talmadge, the budget for each college and university in Georgia System of Universities was individually decided by the State appropriation.





Talmadge was a segregationist. During his tenure, he wanted to fire two university faculty members who believed in “integration.”

**Because the State
controlled the budget of
each college and university,
Talmadge wanted to cut
the **budget** of the schools
which the faculty members
reside.**

The background is a solid dark blue color. At the bottom of the image, there is a silhouette of a mountain range in a dark brown or black color. The text is centered and written in a bold, serif font. The word "budget" is highlighted in red, while the rest of the text is yellow.

When the Board of Regents declined to go along with Talmadge's order, he fired the entire board, replacing them with members who would abide by his demands. Ten public colleges and universities ended up losing their accreditation over the incident and Talmadge lost his first ever-gubernatorial contest.

To ensure non-political interference of academic integrity, the State of Georgia made the decision that the annual budget will be one lump sum to the Board of Regents. *The State has NO SAY as to how the budget is to be distributed.*



...I am confident that if Georgia's colleges and universities do not have autonomy from the State Government, then it is unlikely that Georgia Tech, University of Georgia and even Georgia State University today would be as great as they are!





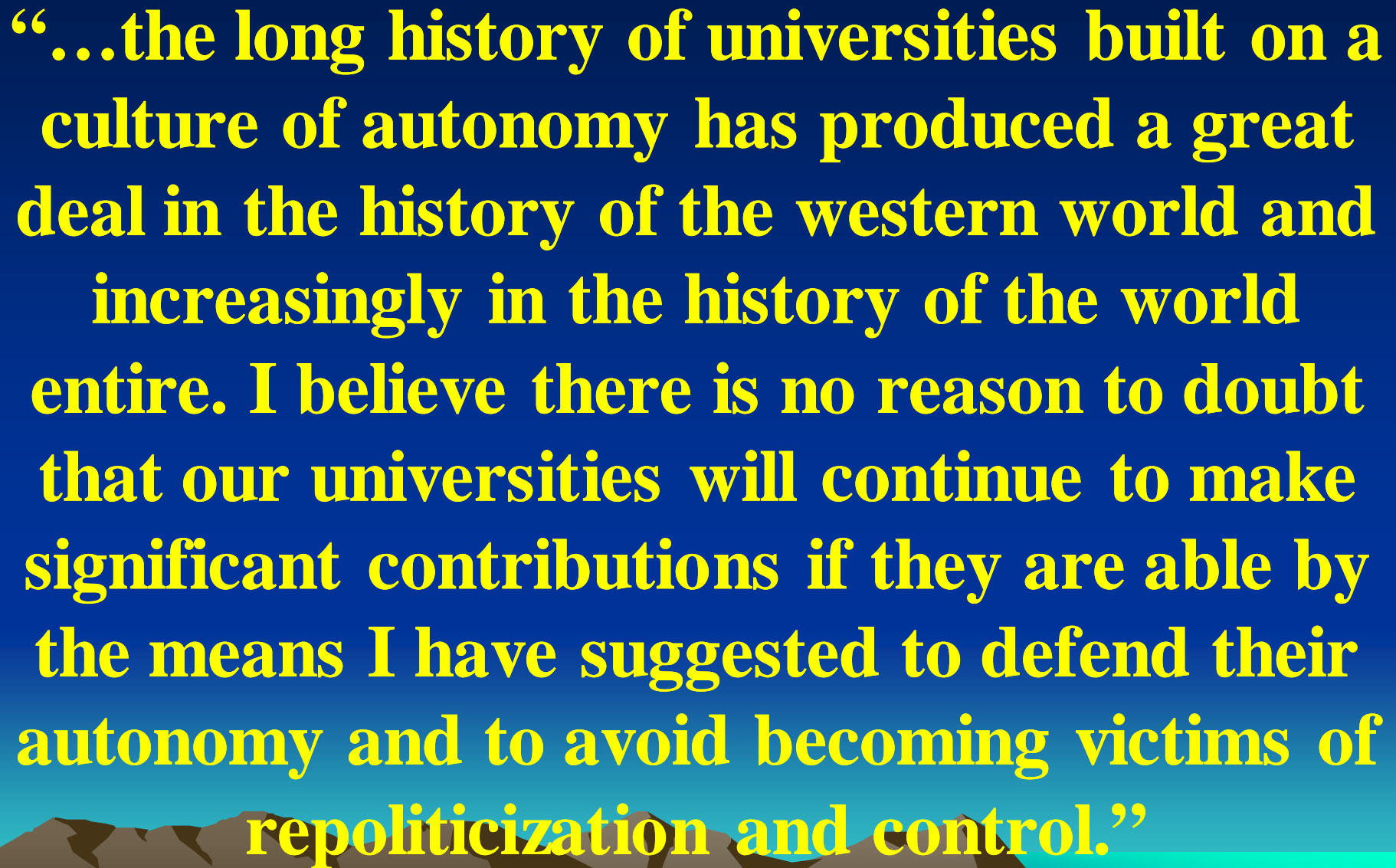
**Michael
Stevenson
Former President
of Simon Fraser
University**

University Governance and Autonomy Problems in Managing Access, Quality and Accountability

*Keynote Address to ADB Conference on
University Governance
Denpasar, Indonesia
April 26, 2004*



“...the long history of universities built on a culture of autonomy has produced a great deal in the history of the western world and increasingly in the history of the world entire. I believe there is no reason to doubt that our universities will continue to make significant contributions if they are able by the means I have suggested to defend their autonomy and to avoid becoming victims of repoliticization and control.”



谢谢!

立
龍
2012