



"To many, the essence of Chinese tradition consists in literature, history, and philosophy, while the merits at least of modern Western civilization have been science and democracy. Yet, Chinese culture if it is to continue to grow and prosper in its present historical and global setting must inherit the best that the East and the West has to offer. It is for this and other equally pressing reasons and in light e challenges faced by our young in T CCU from its inception conceived an undergraduate program comprehensive enough to include all that is relevant in the humanities, social sciences, and natural sciences.

# This is one of the most profound mission statements of an Asian university!

I see that in the 50 years of existence, CCU has adhered to this mission rigorously!

The change of mindset between East and West in the 20<sup>th</sup> century.

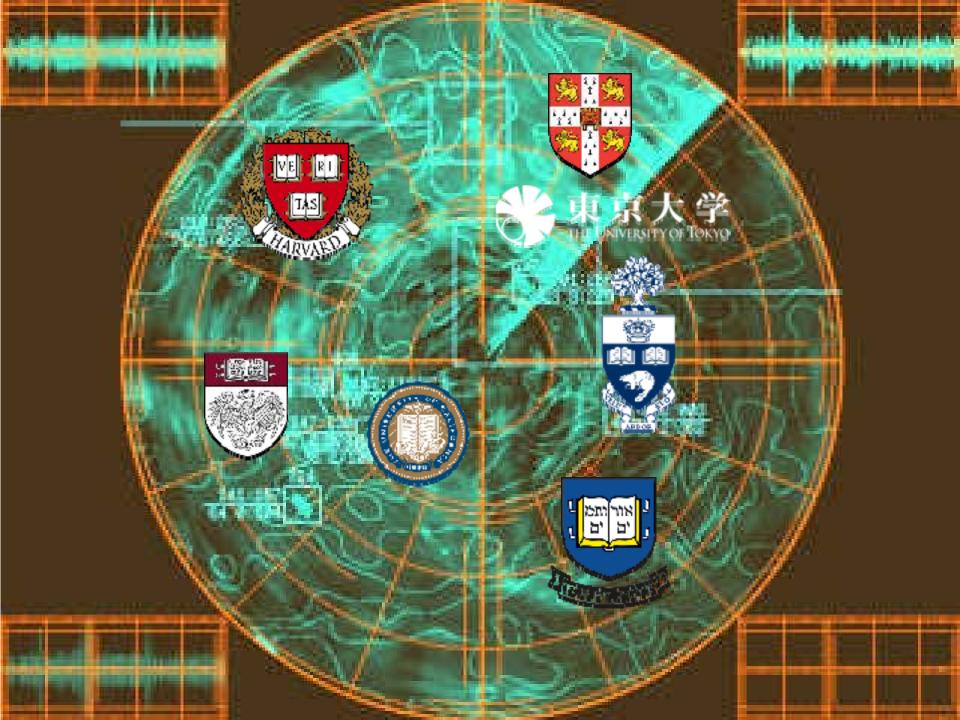
#### Nobel price in literature

- 1913文學獎
  Rabindranath
  Tagore (1861-1941)
- ... expressed in his own English words, a part of the literature of the West

- 2000文學獎
- Gao Xingjian (b. 1940)
  - 高行健
  - · · · has opened new paths for the Chinese novel and drama



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

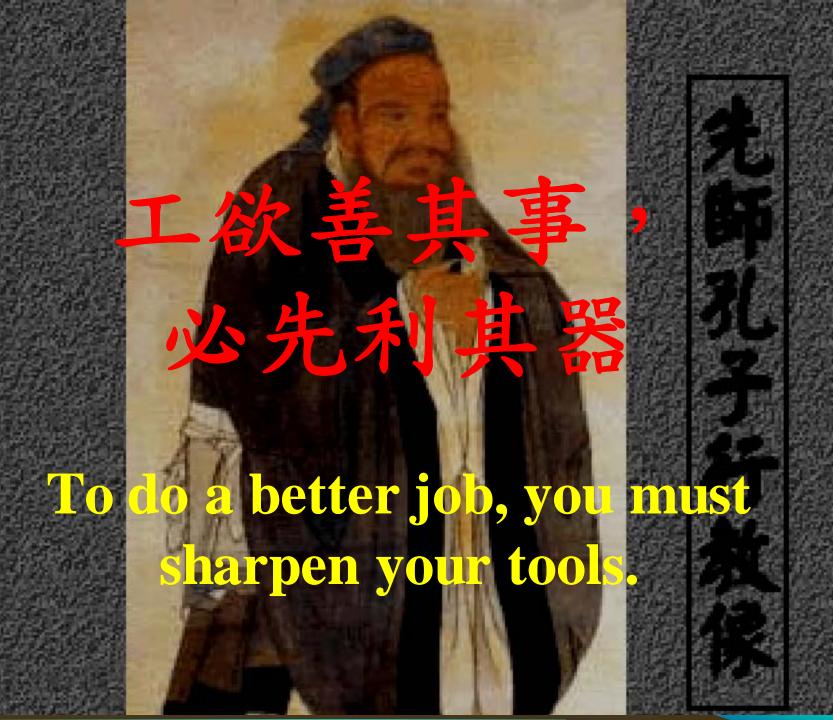


## Today, it looks like this ...



Asia Universities have made the giant transformation from the unwritten mission of "merely" supplying talents for the Western World to a new and bold mission of supplying the most talented workforce for humanity in the 21st century!

# Challenges on Asia Pacific universities on NEW mission









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!

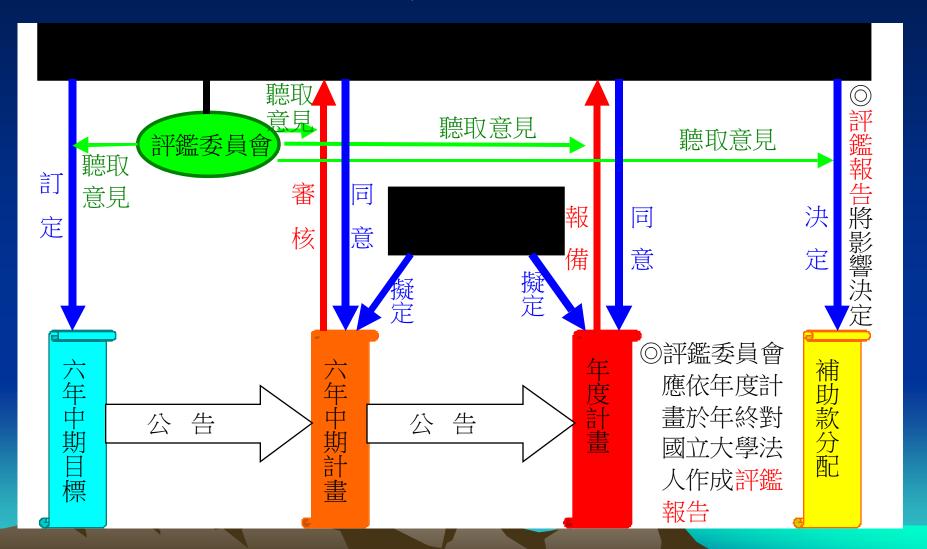
## 大學法人化 University Fai-Ren-Hua (ERH)





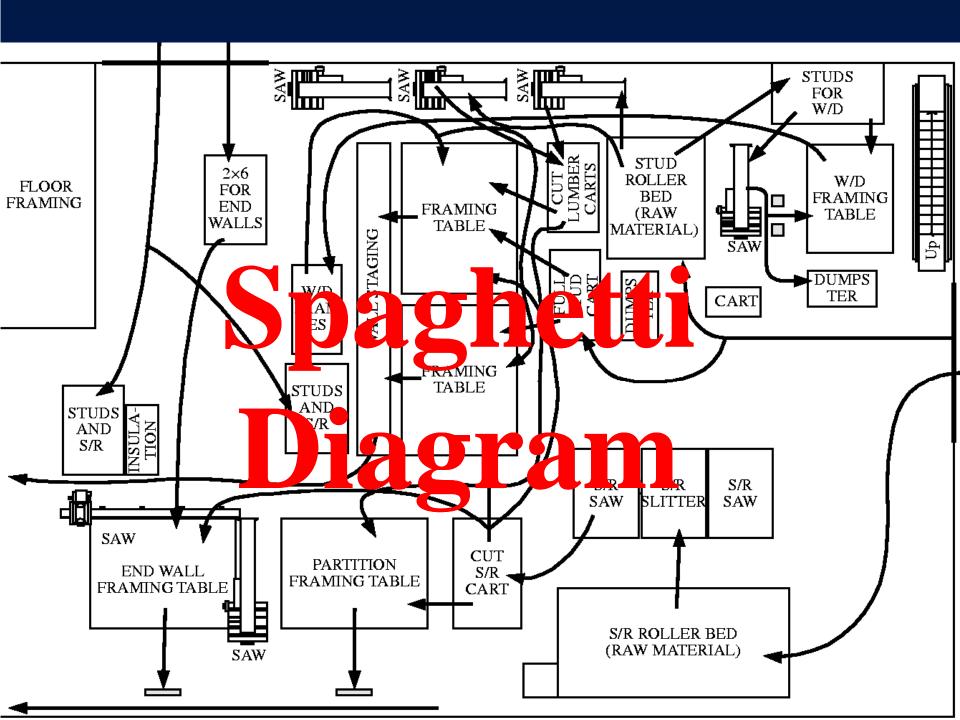
To pursue this, Ministry of Education commissioned a group of academicians with administrative legal expertise to develop a process to carry out this fundamental education transformation!

### 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



2009年4月10日 21

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



Without extensive and indepth 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

## 1997, Japan Started to discuss IRH

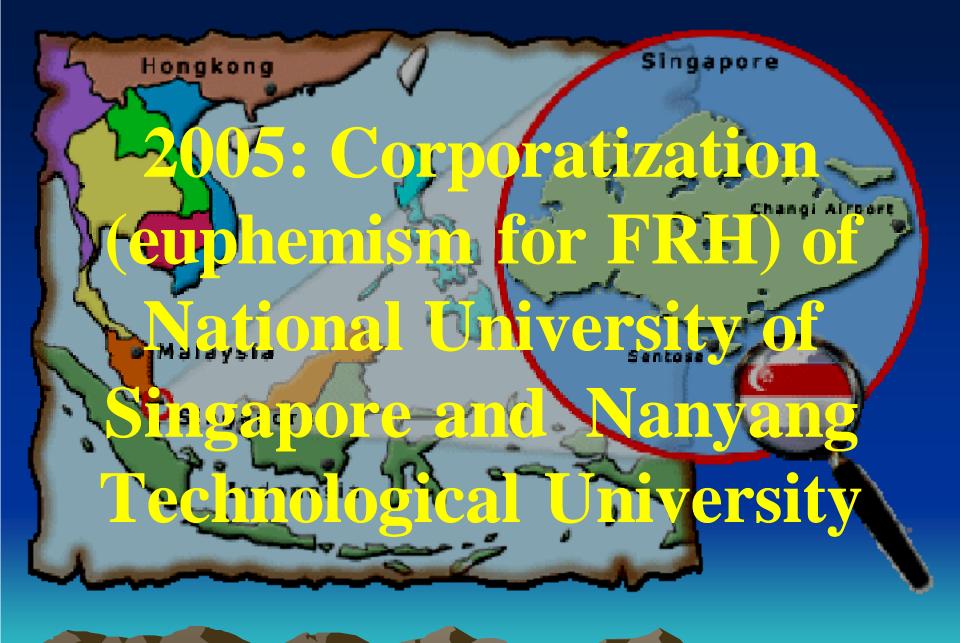
• Send

2004, Japan initiated FRH for all national universities

Kumamolo

Nagasaki

For reference only laken is not up to souls



## January 2012, Seoul National University after several years of "struggle" is now fully corporatized!

Macau University vast expansion and its 20 times larger new campus – It is now developing a new constitution in which University FRH corporatization is the underpinning!

## 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

Lidence Count of

### Why is GOVERNANCE

important?



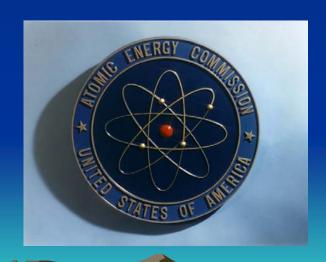
While teaching is fundamental, the structure of how a university operates, hence the GOVERNANCE, so that every stakeholder can reach his/her potential within this complex human organization is even more important!



### Four decades ago: Vice President for Research was a "non-job!"

#### Rubber Stamp proposals







#### **Today:**

#### Complex funding sources















#### Vice President for Research today

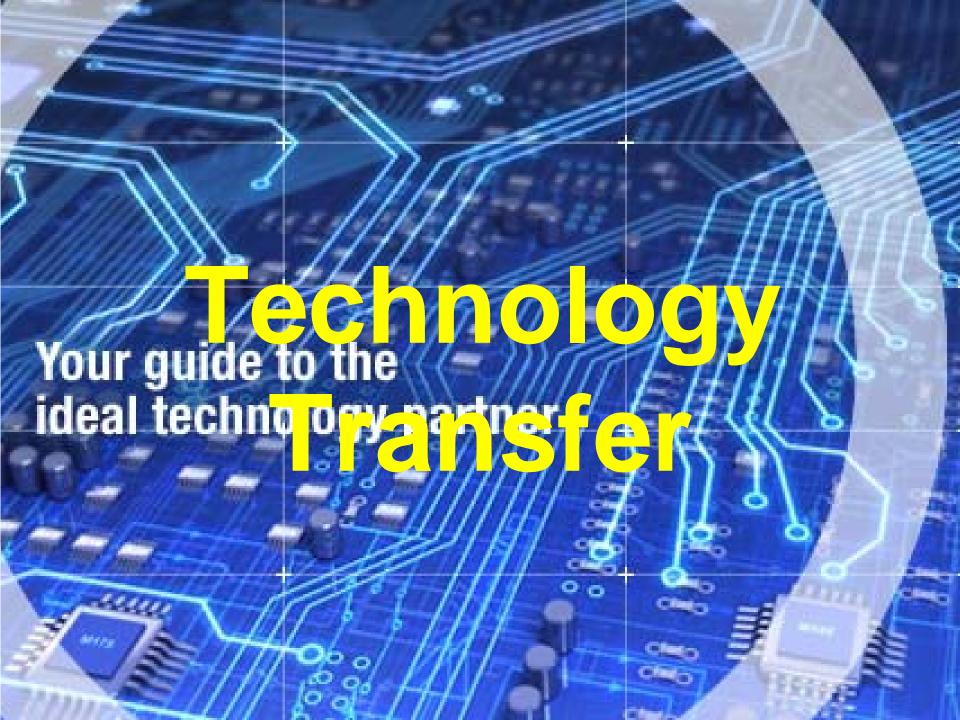
Push and develop research programs

**Economic developments** 

Government and Industrial Relations interface









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!



#### 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 evelopment







The Roosevelt Island NYC project requires deep understanding of technology, industrial relations, economic development, and human interactions of the most extensive kind.

Imagine Lavie only had academic knowledge and experience before becoming the president of Technion, how on earth he could negotiate with Cornell and NYC in reaching this collosal milestone!

## What did we learn from these case studies?

### Governance must be a dynamical process

Administrators must treat the positions full time and with strategic minded attitudes. Academic issues are no longer the only ones within 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

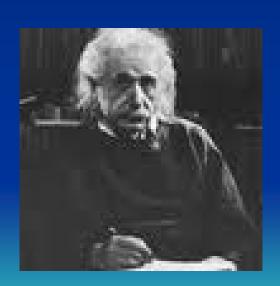
## Performance metrics!



Dr. Harvey Weingarten former president of the **University of Calgary and** currently CEO of Higher **Education Quality Council** of Ontario (HEQCO)

#### Attitudes about measurement

"Not everything that counts can be measured. Not everything that can be measured counts."



"What gets measured gets done."



Albert Einstein

**Peter Drucker** 





Both in the news!

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



Hence Lin is recountable, 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!

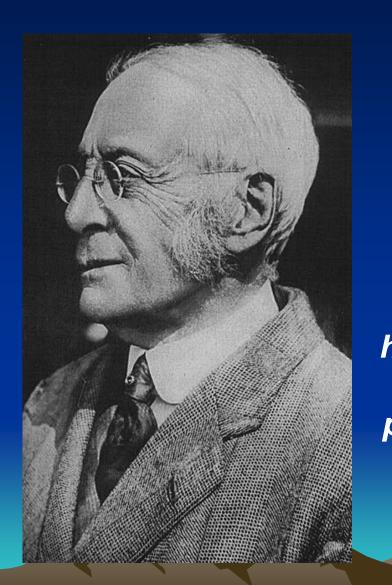
### Different stakeholders may and general do have different metrics

Students
Staff
Faculty
Board of Regents
Society (as a public university)

# "He/she who is not accountable should not be able to make decision or decisions!"

Harvey Weingarten

Hence, I believe accountability cannot be carried out in a fully democratic manner, because that will inevitably has the danger of reducing the effort to the lowest common denominator!



"... 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!

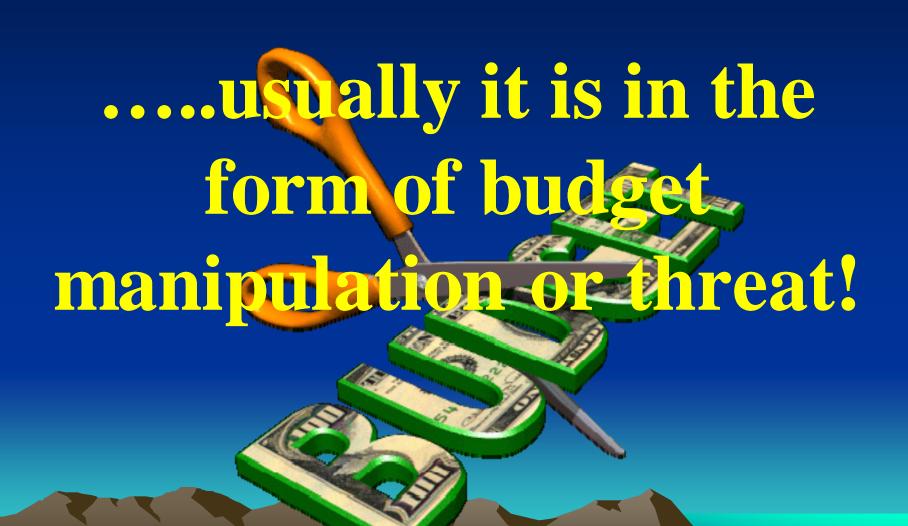
#### LAST BUT NOT LEAST

#### Why is AUTONOMY important?

#### In a nutshell:

## TO ENSURE ACADEMIC INTEGRITY!





### 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



Volume XXVIII





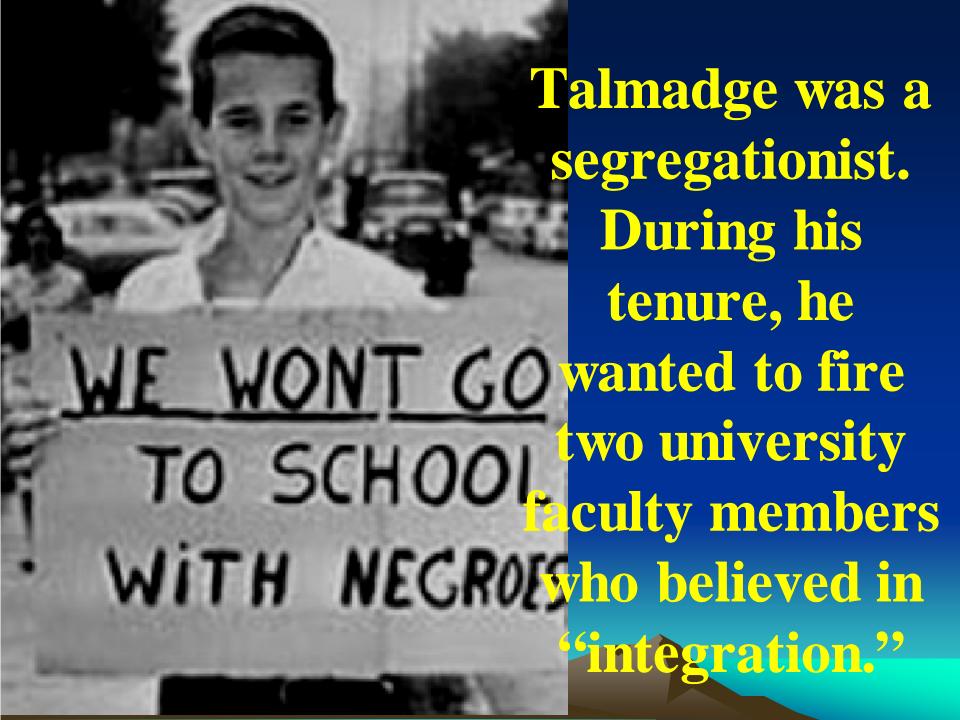
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GEORGIA'S EUGENE POUR GENE": TALMADGE

"For parties a relitor strep for sor" (See Surveyor, Arrican) 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.



**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.

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."

# So, ladies and gentlemen, let me repeat the last sentence of Michael Stevenson:

"....I have suggested to defend their autonomy and to avoid becoming victims of repoliticization and control!"

# THAT IS THE BOTTOM LINE OF AUTONOMY!



# Globalization is NOT action. It is changing MINDSET!

## Global case study 1

### South East Asia







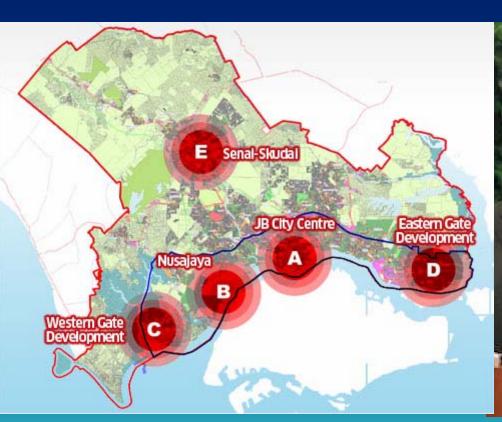
# ASEAN is undergoing tremendous transformation!

### Political stability

## Even Myanmar is now transforming



# Prime Ministers Lee of Singapore and Najib of Malaysia to discuss Iskandar collaboration











June 15, 2011

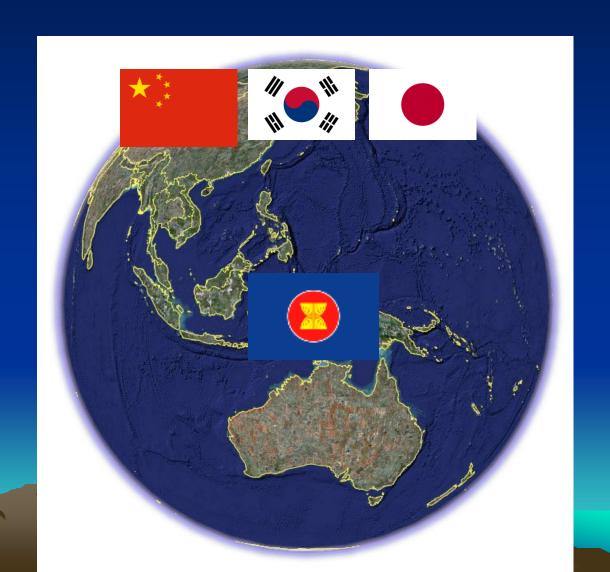
YUDHOYONO, (through translator):"..... in the next five to 10 years, we have plans to prioritize infrastructure development....."

# 經濟整合 Defragmentation



ASEAN and
China
10+1
Jan 1, 2010

#### + **3**



## 地理整合: Geographical defragmentation

#### Guiyang Kunming 贵阳 Myanmar (Burma) Thailand กรุงเทพมห Cambodia Andaman Tần Châu Ho Chi Gulf of Thailand Banda Aceh Bunguran Medan

#### 北京(Beijing) – 新加坡(Singapore) 2020HSR



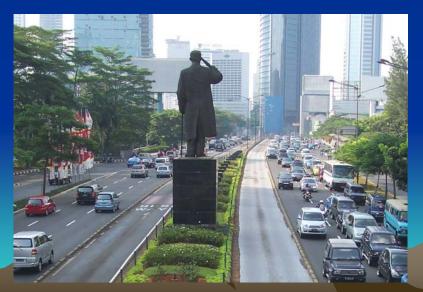


Vice Chancellor of the University of Malaya Ghauth Jasmon informed me that Malaysia and Indonesia are planning an underwater tunnel!









Combining the above two projects, together with political stability, I am imagining that in 10-15 years, one can actually take a fast train from Beijing to Jakarta!

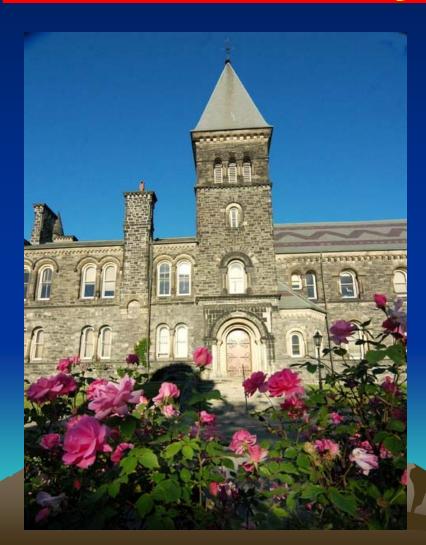
After the completion of these monumental infrastructures construction, it is inconceivable that economic, cultural and even political transformations will not follow!

That means just when the students in universities now are ready to embark on their careers, Asia Pacific will be undergoing a monumental transformation.

### Global Case study 2

#### Canada

## **Beautiful Campus of University of Toronto**







Ontario: 1,076,395 km<sup>2</sup> (415,598 sq mi)

Texas: 700,000 km<sup>2</sup> (268,581 sq mi)

Eat your heart out, Texas!



## **Toronto Asian Population**

South Asian at 298,372 or 12.0 per cent; Chinese at 283,075 or 11.4 per cent; Filipino at 102,555 or 4.1 per cent;

700 Thousands

With nearly 800 thousand Asians calling themselves Torontonian, this city could evolve into a mindset that not only is it a great North American city, it is also a great Asian city.



Push this mindset further, the University of Toronto could be viewed not only as a GREAT NORTH **AMERICAN** UNIVERSITY, it is also a **GREAT ASIAN UNIVERSITY!** 

I am confident that sooner or later, such a MINDSET is bound to be ubiquitous. This implies that the students we produce in Asian universities, such as Chinese Culture University, must seriously consider reorienting their modus operandi in order to meet onslaughts coming not only from Asia, but from all areas in the world where the mindset of being Asian is substantiating.





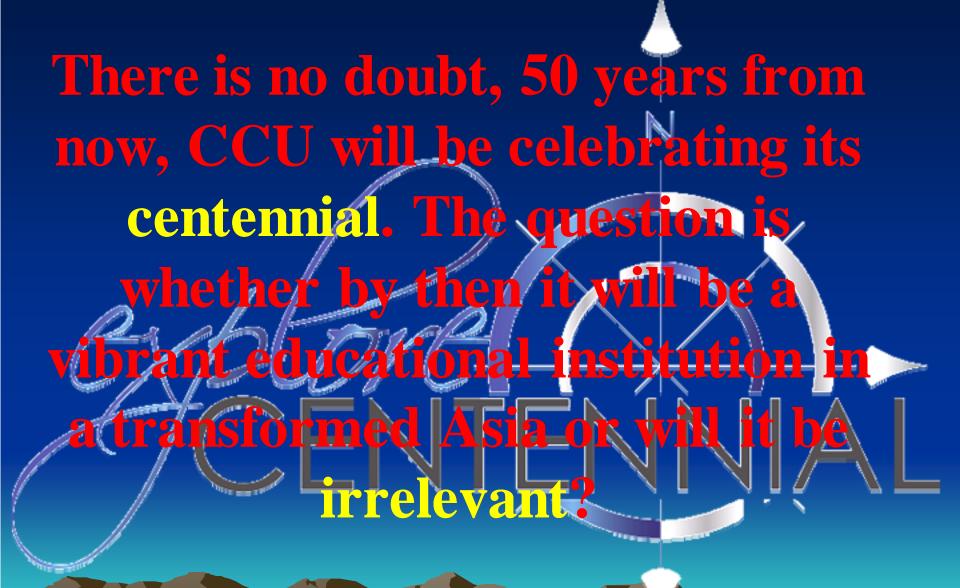
dreamstime.com



Dr. Jung Uck Seo former Minister of Science and Technology of the Republic of Korea and a proud Seoul **National** University alumnus

"Some twenty years ago, if one were to ask which universities in Korea would be the top twenty in the country, you would probably find 15 national universities and 5 private ones. Today, the situation is reversed. This tells me that Korean higher education has progressed!"

At this stage, with Chinese Culture University completing its first 50 years, it is imperative that it begins thinking about the next 50 years.



## The time to plan for the next 50 years is NOW!

I am confident that CCU leadership today does have the vision and courage to begin planning!

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