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REDEFINING HIGHER EDUCATION IN A DIFFERENT ERA

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Higher Education Missions

Teaching
Research
Service



Missions

An Economic Discourse

Teaching

preparing human resources, producing manpower

Research

producing papers, securing grants, research productivity

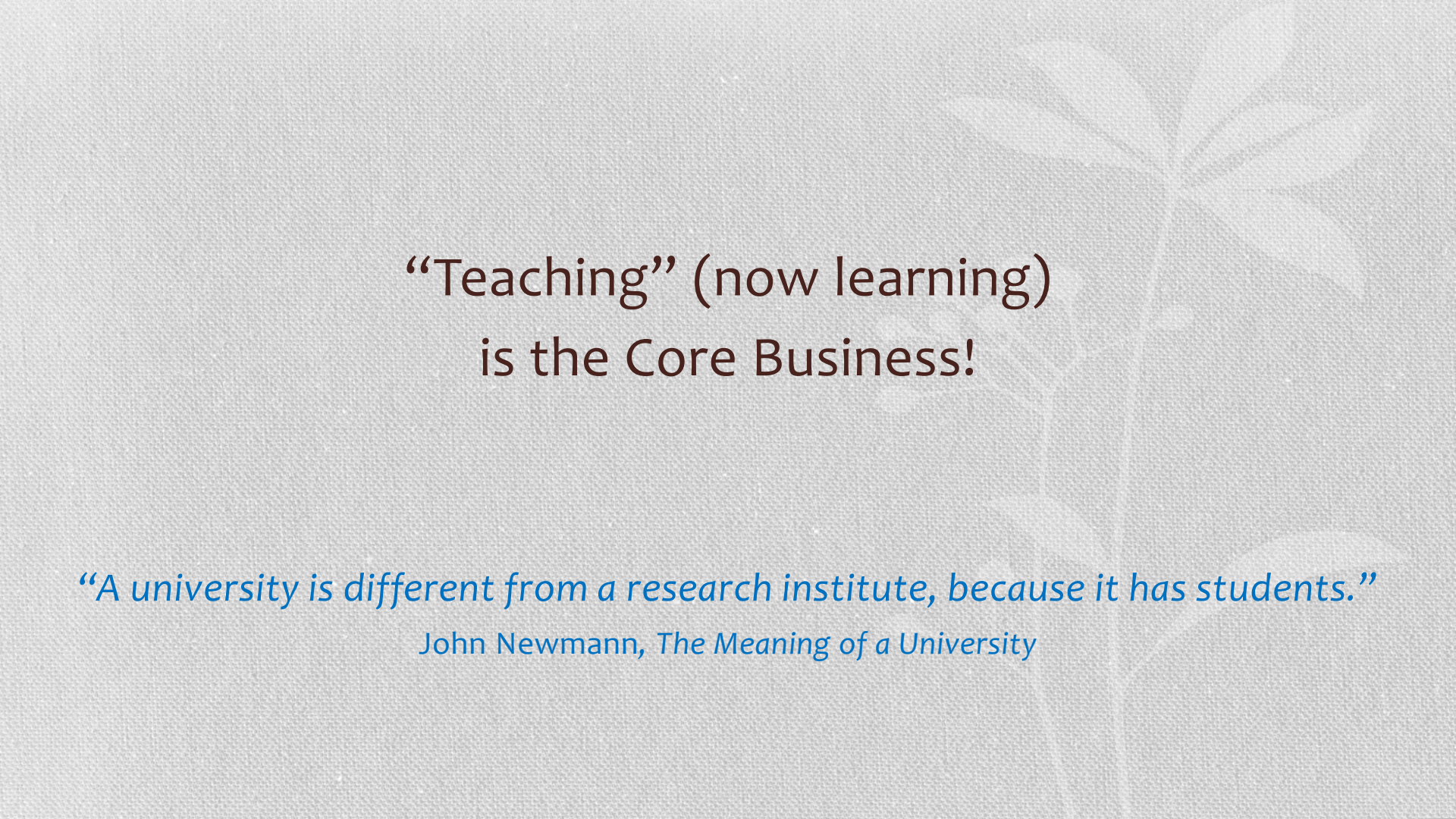
Service

technology transfer, patents, spinoffs, income generation

The Economic Discourse

National
GDP growth, global competitiveness

Individual
employability



“Teaching” (now learning)
is the Core Business!

“A university is different from a research institute, because it has students.”

*John Newmann, *The Meaning of a University**

Tasks

The Economic Discourse

Fit for the Industrial Society

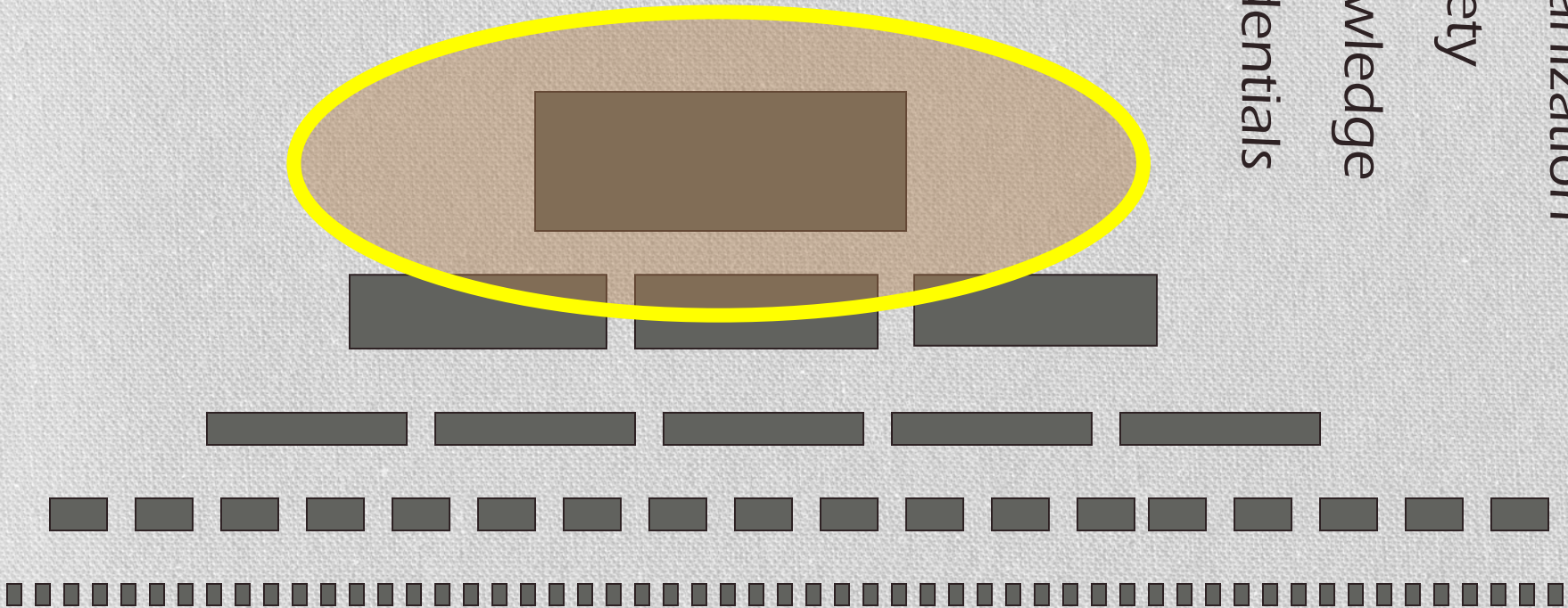
Organization

Society

Knowledge

Credentials

Industrial Society



Human beings
essential for

Education
output =
manpower
input

Education ranks
& classifies
human beings

Development =
economic

**Human
Resources**

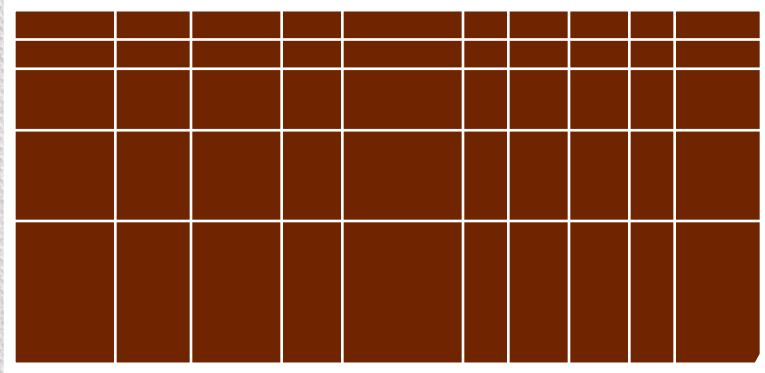
transforms
human beings

Human resources
for economic
returns

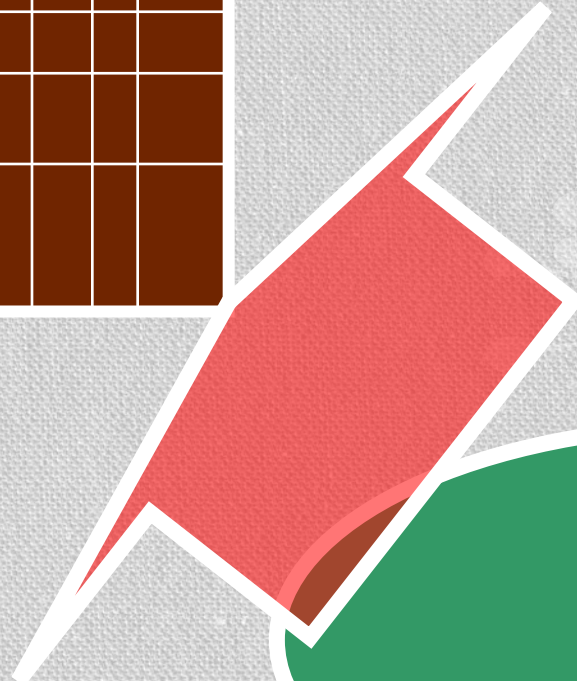
Human beings
as resources

formed by
knowledge and
skills

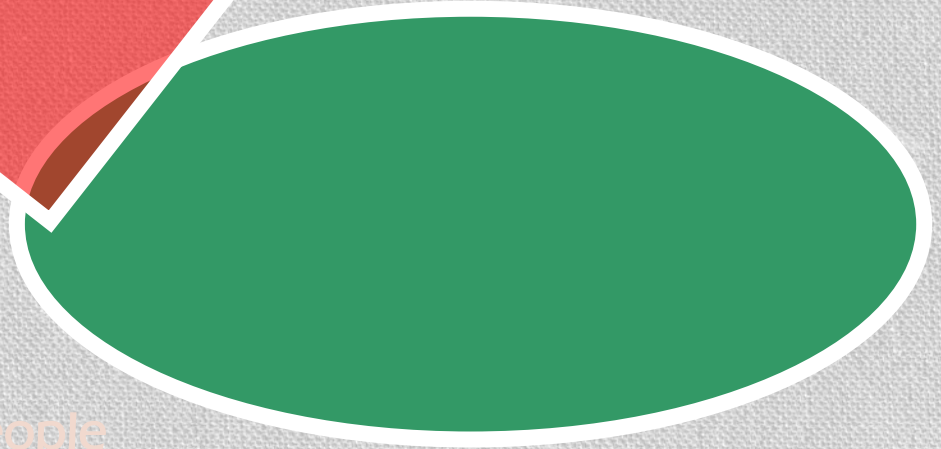
Manpower



Education



Young People

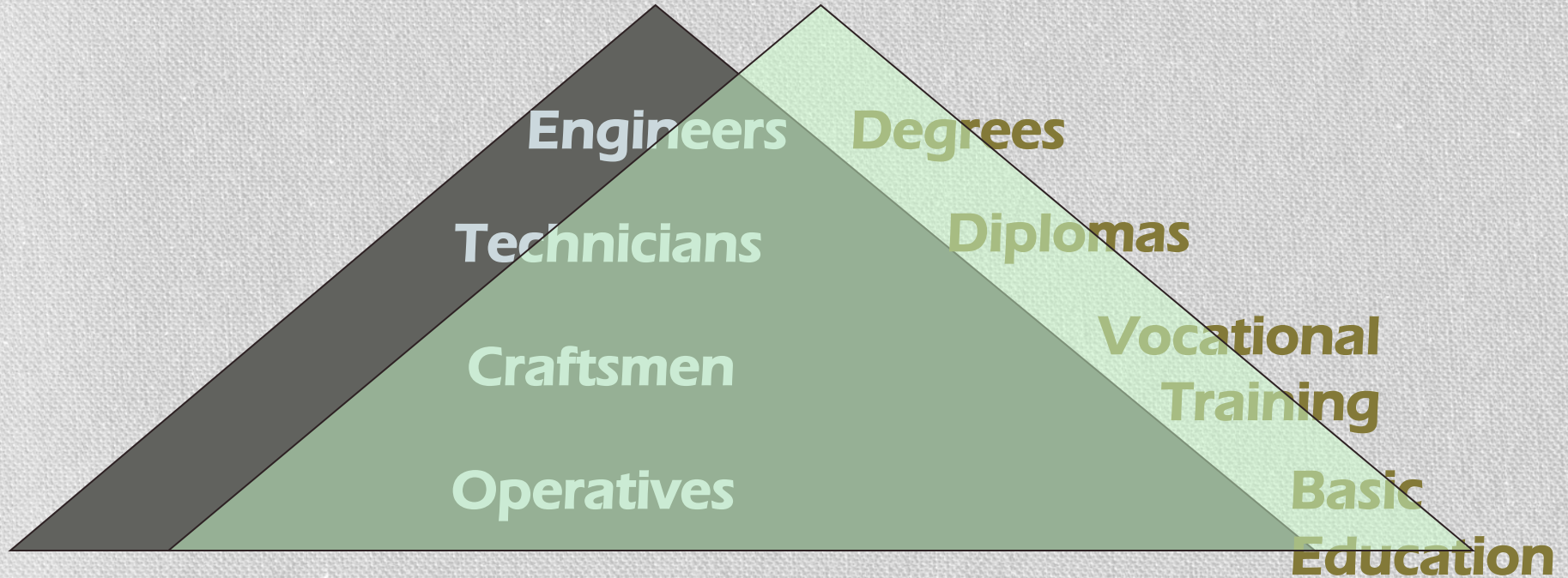


In other words,

Human beings have been processed
to become human resources!

Human beings have been tortured
until they confess to the job market!

Industrial Institutions



The Economic Discourse

Fit for the Industrial Society

- Division of labour for mass production
- Large bureaucracies with complex structure
- Individuals fit into organizational structure
- People in stable jobs and occupational identity
 - Human beings are classified and ranked
- People equipped with specific skills for specific jobs
- Education turns human beings into human resources



However, society has changed ...

Society has changed ..

Economy

“Less of More”: customized and personalized products, ...

Workplace

One-stop-shops: smaller, flatter, looser, ...

Expectations

On-demand just-in-time learning, innovations, human attributes, ...

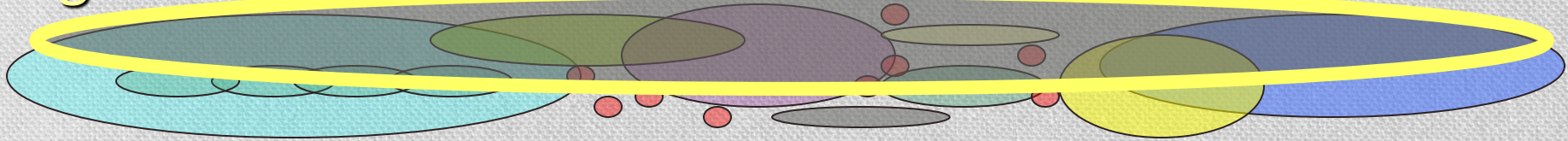
Post-industrial Workplace

Project Groups/Task Forces

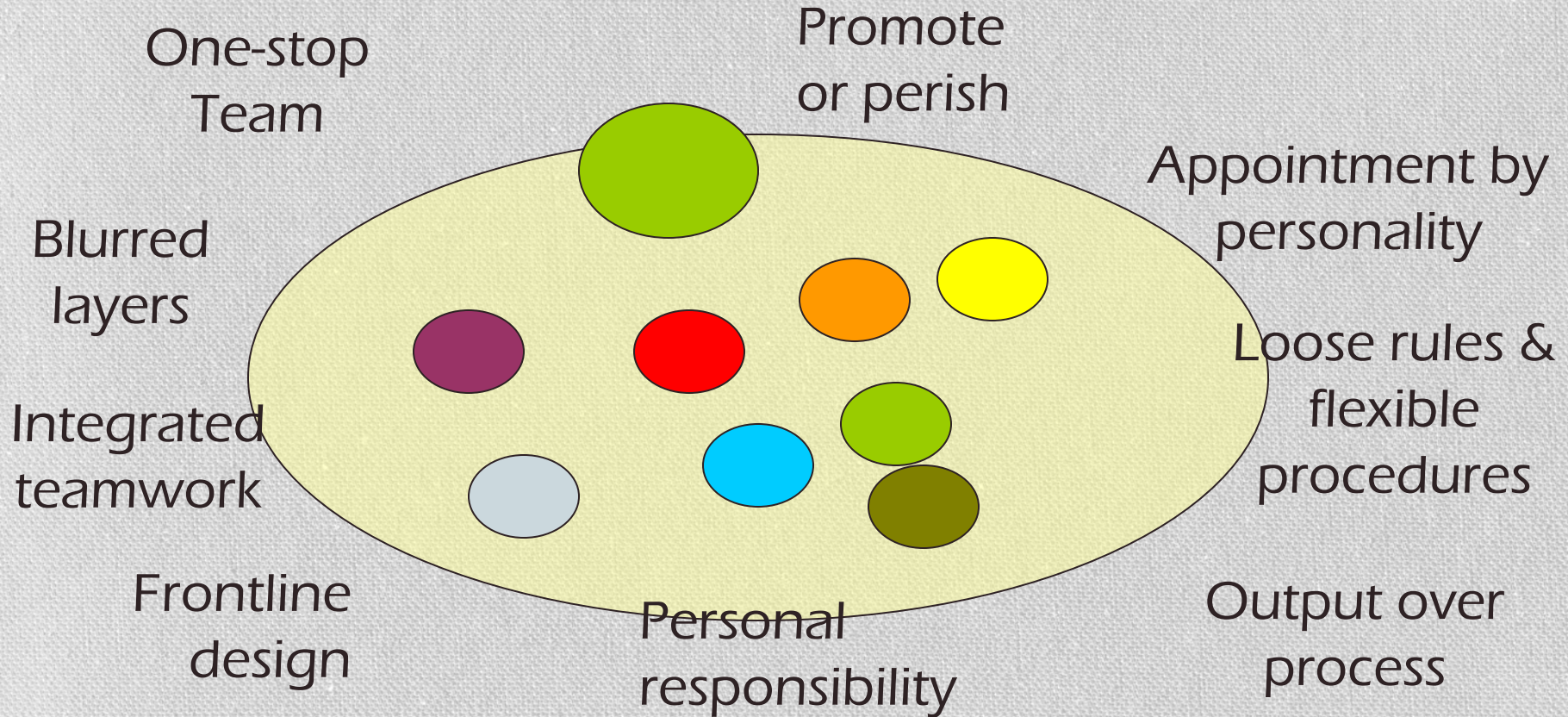
Small Enterprises

Free-lancers

Higher Education



Task Forces, Deal Teams, Project Groups, ...



HR: Supply = Demand?

University Graduates (HKU)

- Medicine: 1%
- Law: 15-20%
- Engineering: 35%
- Arts & Social Sciences varied

UK 2006

13 jobs/lifetime

US 2006

10.4 jobs/lifetime

US 2002

4.2 occupations/lifetime

Careers: What are young people facing?

A Job?

Many unplanned opportunities
Likely study-work mismatch
Frequent changes of jobs
Changes in occupational identity
Blurred organizational loyalty

.....

Careers: What are young people facing?

A Job?

Non-employee status
Innovative start-ups
Free-lancing
Multiple portfolios
Probable unemployment

.....

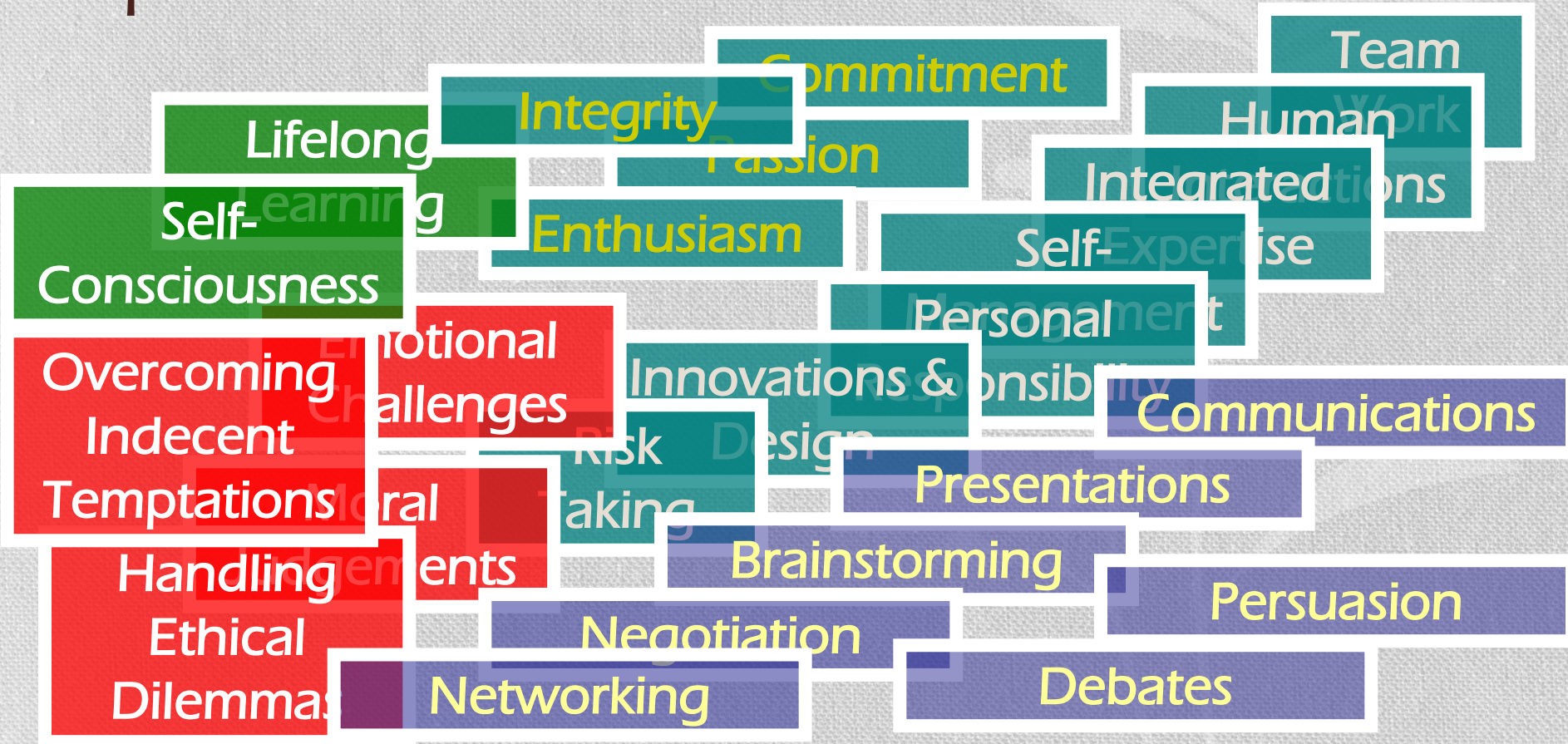
Careers: What are young people facing?

A Job?

Intermittent jobs
Zero retirement aspirations
Precarious incomes
Preferred jobless
Instability and insecurity

.....

Expectations on individuals ...



OECD Summary :Key competencies

Interacting in socially heterogeneous groups

ability to relate well to others; ability to cooperate; ability to manage and resolve conflicts

Acting autonomously

ability to act within the “big picture”; ability to form and conduct life plans and personal projects; ability to defend and assert one’s rights, interests, limits, and needs

Using tools purposively and interactively

ability to use language, symbols, and text; ability to use knowledge and information; ability to use technology

Challenges to teaching

Preparing job-specific human resources?

Now

Broad knowledge base

Ability to specialize

T-shape knowledge

Generic capacities

Social competencies

High level of integrity

....

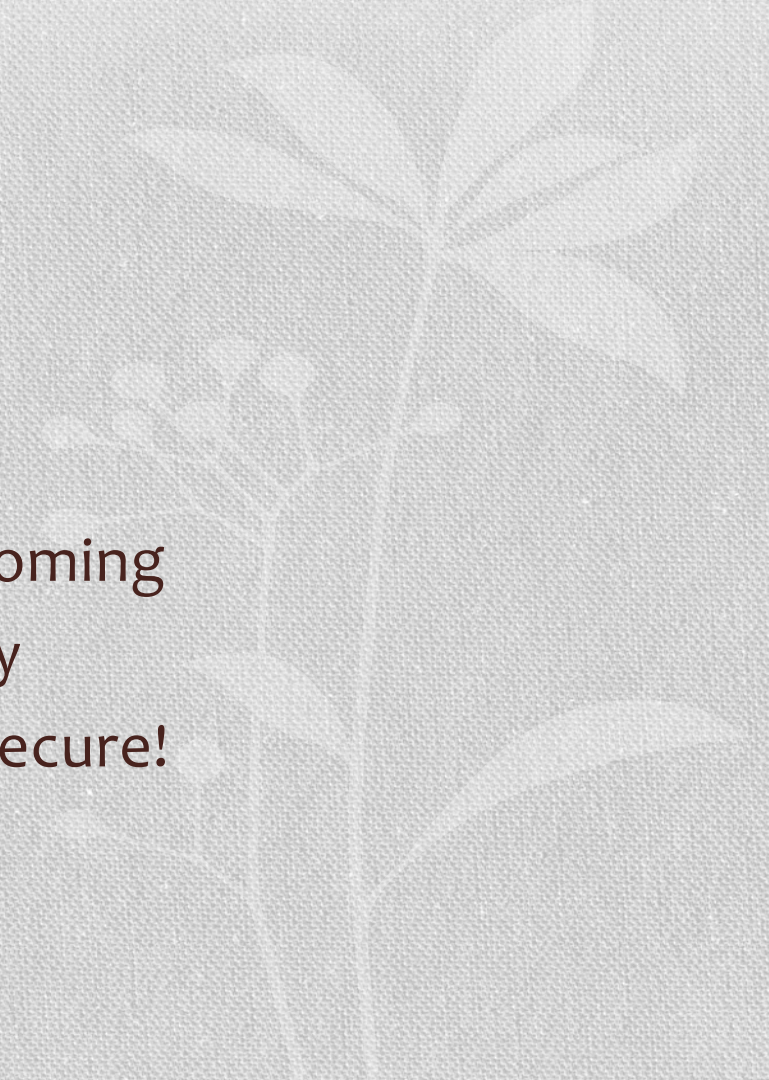
Higher Education is no longer only job-preparation!

But that's not the whole picture ...

Work, jobs, careers, ...
are not all about life.

There is life beyond economic life ...

family life, cultural life, media life, sports life, political life,
religious life, leisure life, retirement life,



Moreover,
the world is becoming
increasingly
unstable and insecure!

World Crises...

Severe Damage due to natural disasters

Frequent man-made accidents

Unpredictable economic crises

Spontaneous political unrest

Recurrence & emergence of epidemics

Irresponsible politicking

Increasing potentials of war

Organized and unorganized terrorist activities

Widespread serious corruption

Unstoppable tides of refugees

Unexpected fakes and cheating

Unwanted results of democratic processes

All these will not go away in 20-30 years!

*Our next generation has to be much stronger!
Our children have to be much stronger individuals!*

**School education is simply not adequate!!!
and
Higher Education is no longer just for HR preparation!**

Learning ...

Now we understand ...

Learning is a human instinct, but education is not!

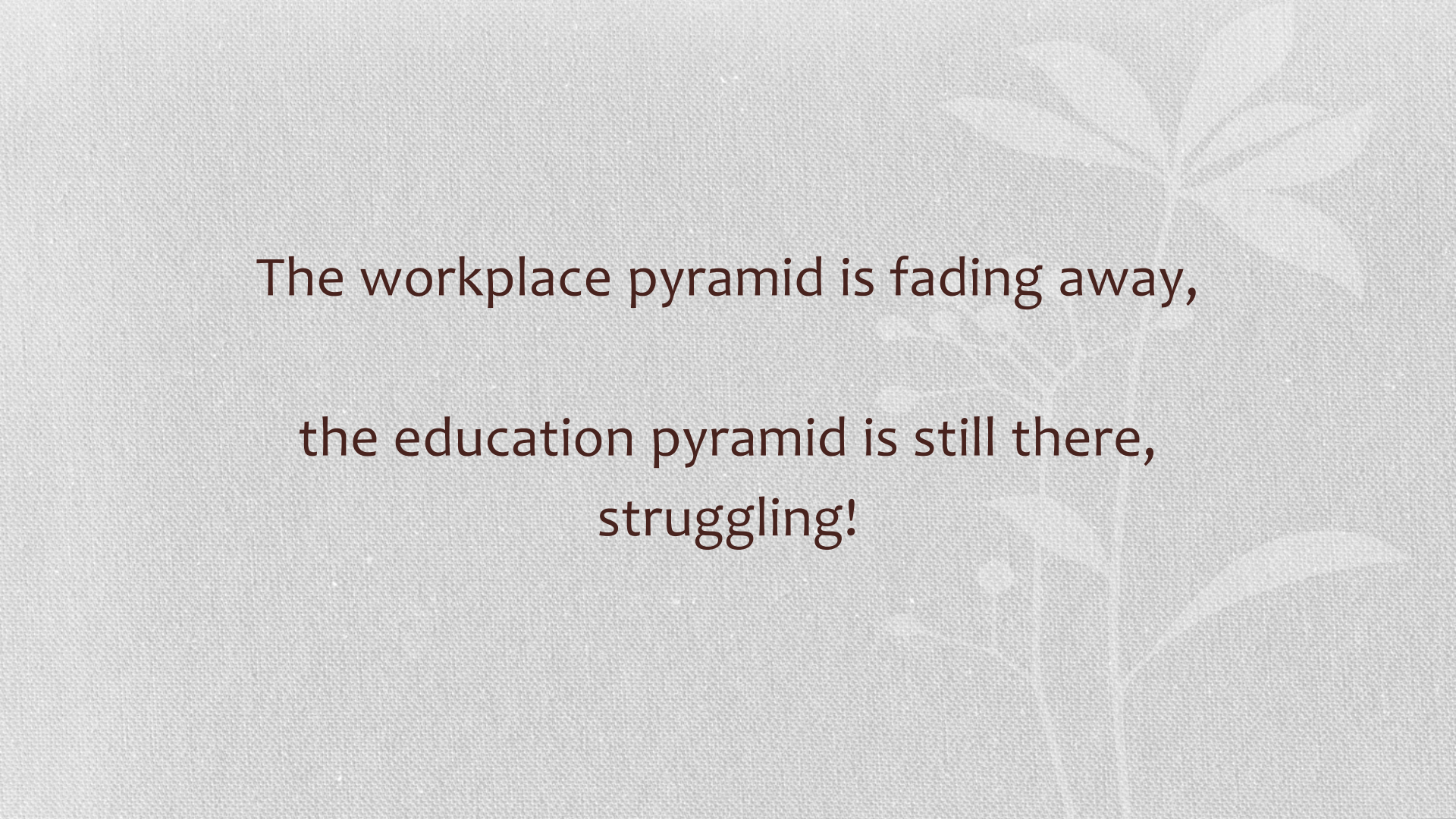
Education is what adults design for the young for systematic learning.

Learning ...

There is no limit to ***Learning***,
but there is limit to ***Education***.

And some of the limits to Education
are artificial!

And has to change with time!



The workplace pyramid is fading away,
the education pyramid is still there,
struggling!

In Hong Kong, the DSE repeaters (school students):

2013 2.9%


2014 2.7%

2015 1.1%

Repeating S6 is no longer seen as an option!

S6 School Leavers, 2015

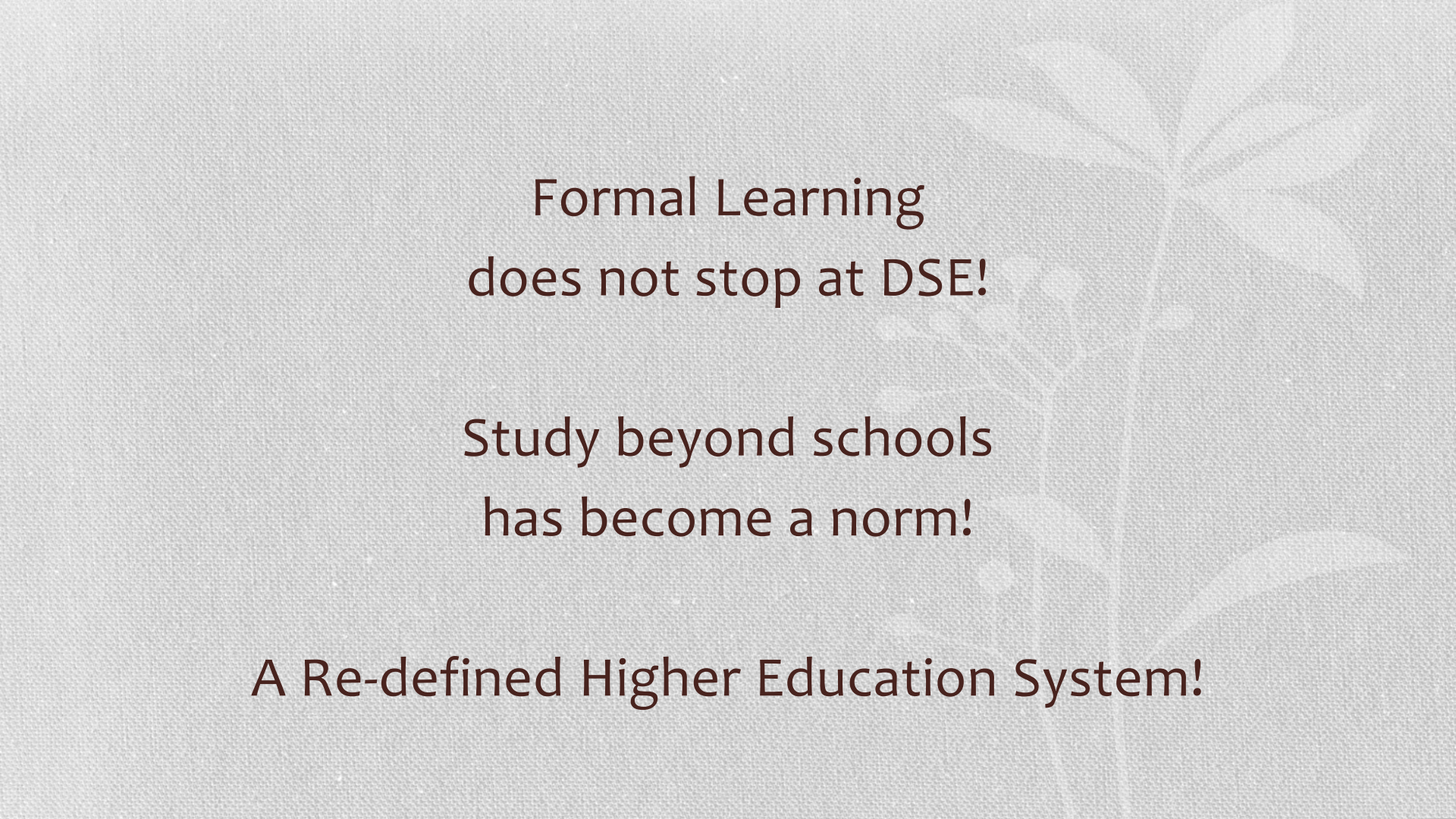
- **Further education 87.8%**
 - Degree study 27.8%
 - Non-degree study 49.5%
 - Repeating 1.1%
 - Degree study outside Hong Kong 7.7%
 - Non-degree study outside Hong Kong 1.7%
- **Employment 6.4%**
- **Others 5.8%**



Society has changed!
Education has also changed!

Higher Education is no longer a screening machine!

The classification of institutions is blurred!
The hierarchy among institutions is obsolete!

A faded, grayscale background image of a person sitting and reading a book. The person is positioned on the right side of the frame, and the book is held open in front of them. The overall tone is soft and educational.

Formal Learning
does not stop at DSE!

Study beyond schools
has become a norm!

A Re-defined Higher Education System!



Alternative institutions of higher education

well-designed academic studies
teachers of excellent academic background
whole-person development
autonomous student organizations
ample learning resources
spectrum of student learning experiences

They are not very different from “Universities”!
Except that students came in with lower scores!!!



For Self-financing Higher Education

New Roles!

New Opportunities!

Despite New Challenges!

Thank you!

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