

OECD PLENARY SESSION 3:

How Can Higher Education Reconcile Its Different Missions and Roles?

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The University of Alberta like other universities around the world faces competing demands. As a publicly-funded institution, we must:

- Serve the needs and demands of the province
- Provide high quality, broad, comprehensive range of programs across disciplines to 38,000 students
- Contribute to economic growth
- Conduct research and innovation that will help to diversify the economy

Our common challenge:

How should mass higher education contribute to broad economic and social objectives?



Founded in 1908,
the University of Alberta
emerged from the major
revolution in higher
education of the late
19th century:

- Germany's Humboldtian model
- US land grant universities

These models brought together the performance of scientific research and classical scholarship with the training of engineers, doctors, teachers, etc.

That revolution propelled America —and American universities—into the forefront of scientific and technical innovation.



Stanford University


Silicon Valley



MIT

Boston's Route 128

- 28,500 active companies
- 3 million employees
- \$2 trillion global revenues



Inspired by the American model, universities in other countries have sought similar results.

ISRAEL:

- More companies on the NASDAQ than any other country with the exception of the US.

Another **major change** in
higher education is underway.

What is pushing us toward major change?

- New information technologies
- Globalization
- Demographics
- Calls for direct economic outcomes
- Increased cost of undergraduate education
- Decreases in government funding
- New models of interdisciplinary, international collaborations



Demographics

- Aging western populations
- Exploding youth populations in developing world

CHINA

cannot meet the needs of its college-aged students, even though student enrollment was approximately 15 million in 2005.

(American Council of Higher Education)



INDIA

has set a goal of increasing enrollment among eligible students from 12% to 30%.

This will require 1000 new universities and 35,000 colleges.



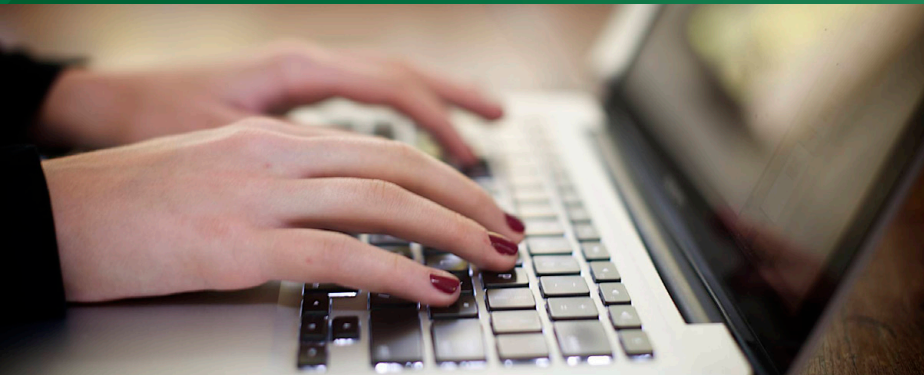
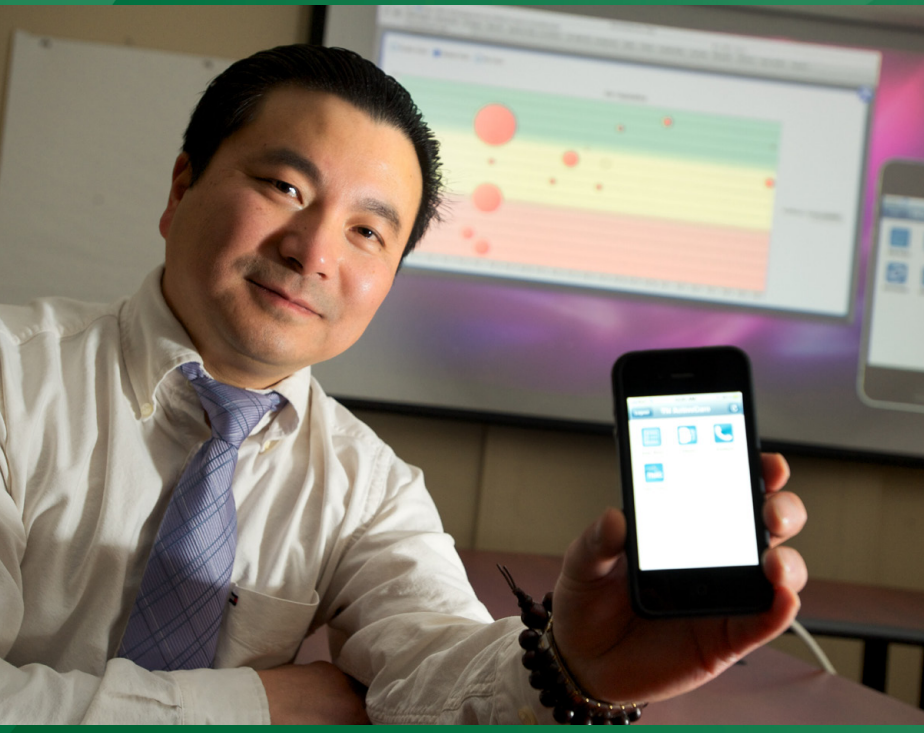
How can and should we rise
to the challenge of lowering
the cost of higher education?

How can we create
access to the millions of
young men and women
from across the world
who want high quality
university education?

Brigham Young University reduced the cost per student through a variety of strategies:

- By moving to a full-year round operation
- By adopting more peer-to-peer learning, and team teaching methods pioneered at Harvard Business School
- By creating novel hybrid courses consisting of a mix of high quality on-line and face-to-face instruction (*The Innovative University* by Clayton Christensen and Henry Eyring)





New information and digital technologies also have a role to play in lowering costs and increasing access.

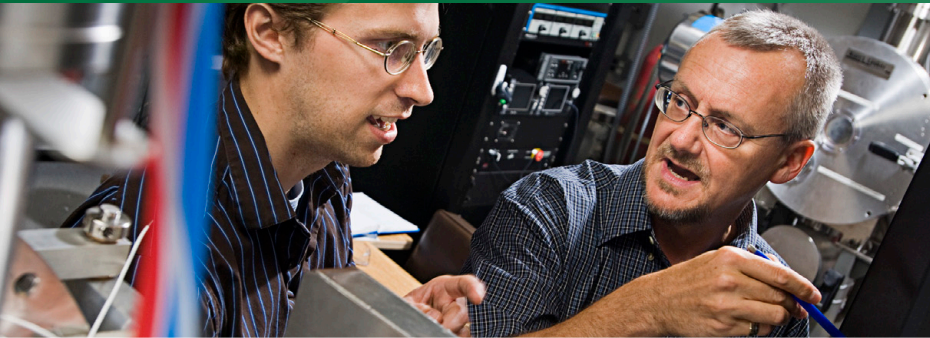
- Coursera (Stanford)
- Ed X (MIT, Harvard, and Berkeley)

How and to what extent should universities take into account the preferences and demands of students?

A university education must help students:

- Learn to think
- Learn to communicate
- Build character
- Prepare for citizenship
- Live with diversity
- Prepare for a global society
- Acquire broader interests
- Prepare them for a career

(Our Underachieving Colleges Derek Bok)



Value of on-campus education:



Extra-
curricular
experiences



Experiential
learning




Face-to-face
contact with
excellent
professors



“Magic” of the
classroom

Big challenges arise when we seek to balance the teaching and research functions of our universities and colleges.

Is balance the right way to go?



Should every university
aspire to be world-class
research institution?

Can we afford such
ambitions?

- Elite universities in tight competition for global talent
- Publication in the best journals increasingly competitive
- Cost of highly specialized research infrastructure becoming prohibitively expensive

The Benefits of Differentiation: University of California state system (in the beginning)

Three tiers
created:
research
universities,
teaching
universities,
community
colleges

Students
of different
abilities and
interests
served well

Campuses
could focus
resources on
their strengths
in research
and/or teaching

State could
distribute
limited
resources
for maximum
impact

University of California
Berkeley

UCIRVINE

UCSB

UNIVERSITY OF CALIFORNIA
SANTA BARBARA

UCRIVERSIDE

UCLA

UCMERCED

UCSF

University of California
San Francisco

UC San Diego

UCDAVIS
UNIVERSITY OF CALIFORNIA

UC SANTA CRUZ

University of California state system today?

Crumbling under the strain of too many of its institutions striving to emulate the success of Berkeley.

Universities should no longer attempt
to be the best at everything.

A new breed of universities is now emerging based on global networks and focused on major global issues and challenges:



SINGAPORE UNIVERSITY OF
TECHNOLOGY AND DESIGN

Singapore University
of Technology and Design



Cornell partnership with Technion
—Israel Institute of Technology



Are we witnessing a new mode
of differentiation on the rise?

