

CHANGES, CHALLENGES AND LEADERSHIP IN HIGHER EDUCATION

Presentation to the International Conference of
Southeast Asian Ministers of Education Organization (SEAMEO)

July 2016

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President and Vice-Chancellor
Professor of Law

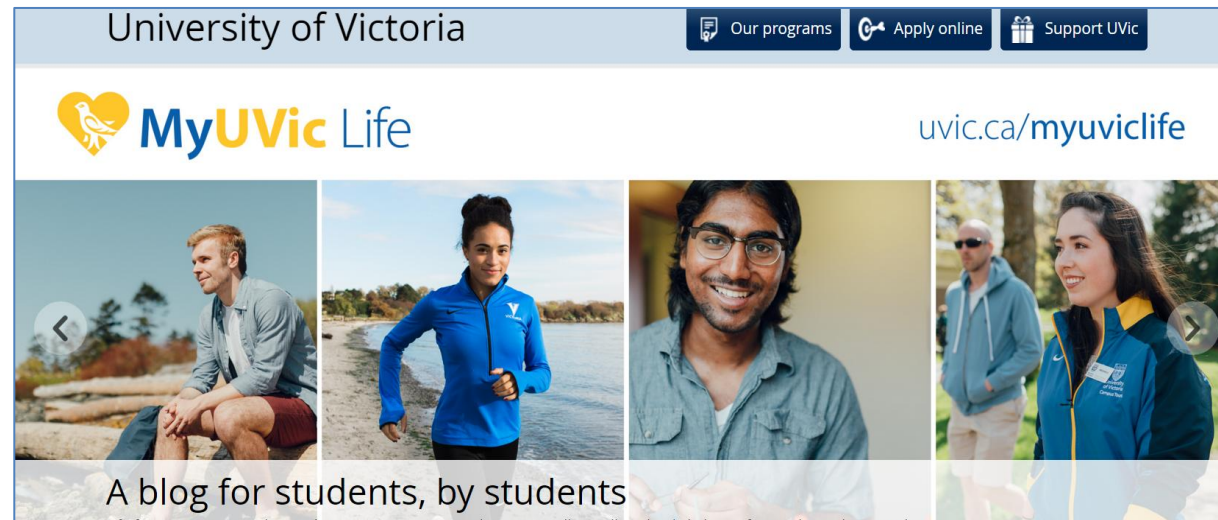


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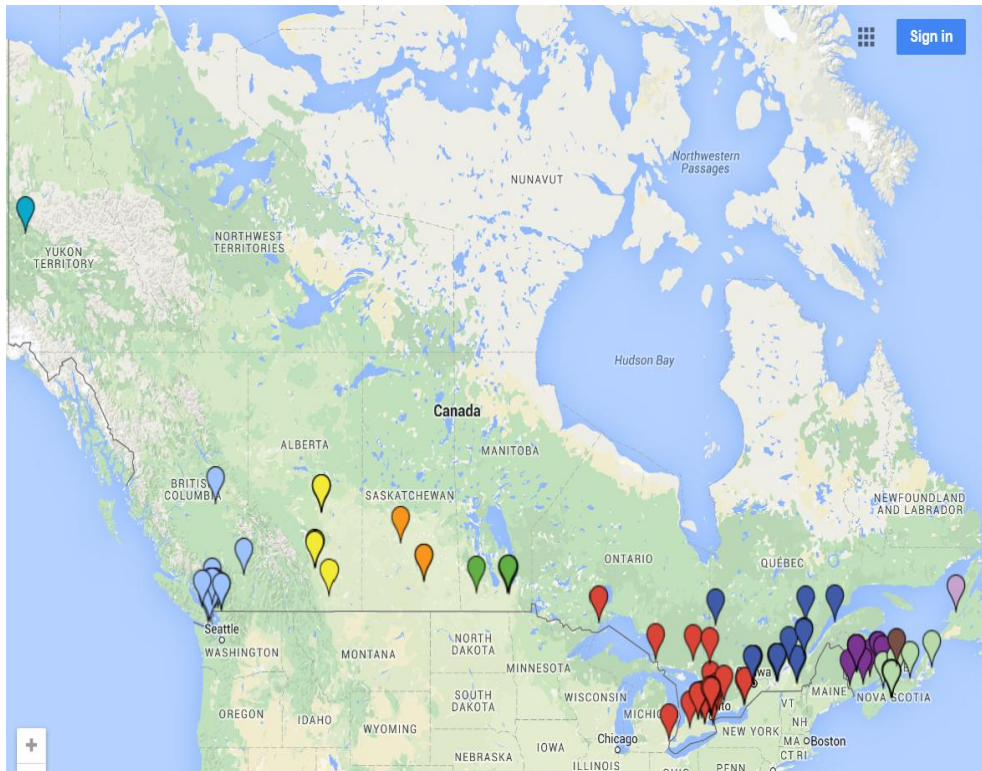
- Canadian context and the University of Victoria
- Changes and challenges in higher education
- Implications & opportunities for leadership
- Discussion





- World's second-largest country by area
- 150th anniversary in 2017
- Population: ~36,000,000
- Constitution:
 - Federal government
 - 10 Provinces and 3 Territories





- 224 public universities and colleges
- >500 private universities and colleges
- Legal jurisdiction in the federal system
- Statutory and regulatory basis (general and special purpose)
- Governance
- Funding models



UVic is one of the province of British Columbia's research universities within a differentiated and coordinated PSE ecosystem.

- Dynamic Learning
- Vital Impact
- Extraordinary academic environment





STRATEGIC RESEARCH PLAN 2016 – 2021



Prepared by the Office of the Vice-President Research

Research strengths

- Ocean Science & Technology
- Physics & Astronomy
- Climate & Energy
- Global Studies & Social Justice
- Indigenous Research

- Ranked 201-250 in the world
- Top 8-13 in Canada
- 175th in the world's most international universities





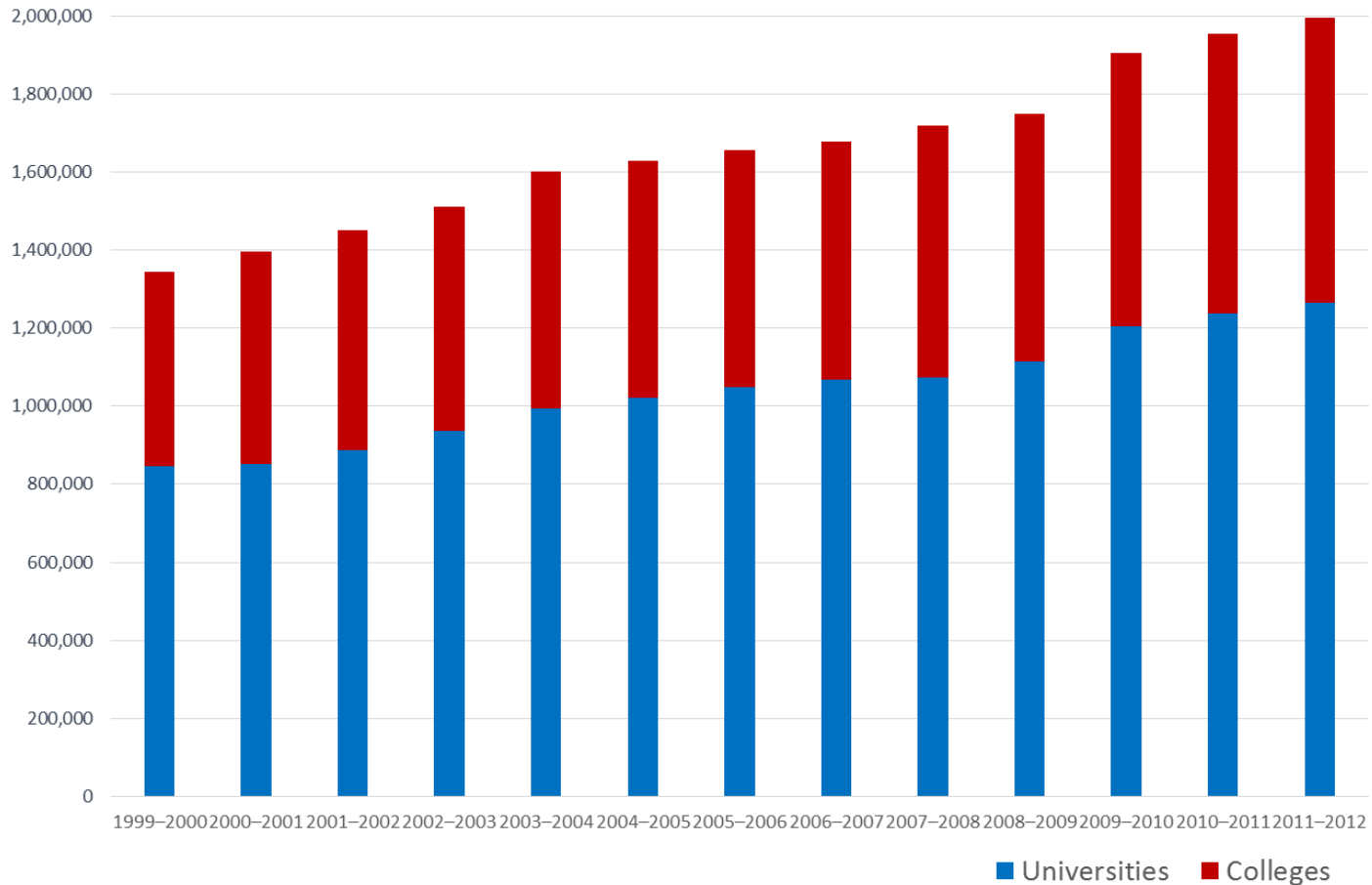
Pay attention to history and to patterns of change

- Massification
- Amplification of the Research Mandate
- Globalization
- Technology/Information explosion
- Changes in public policy and public finances
- Rising expectations and evolving social contract



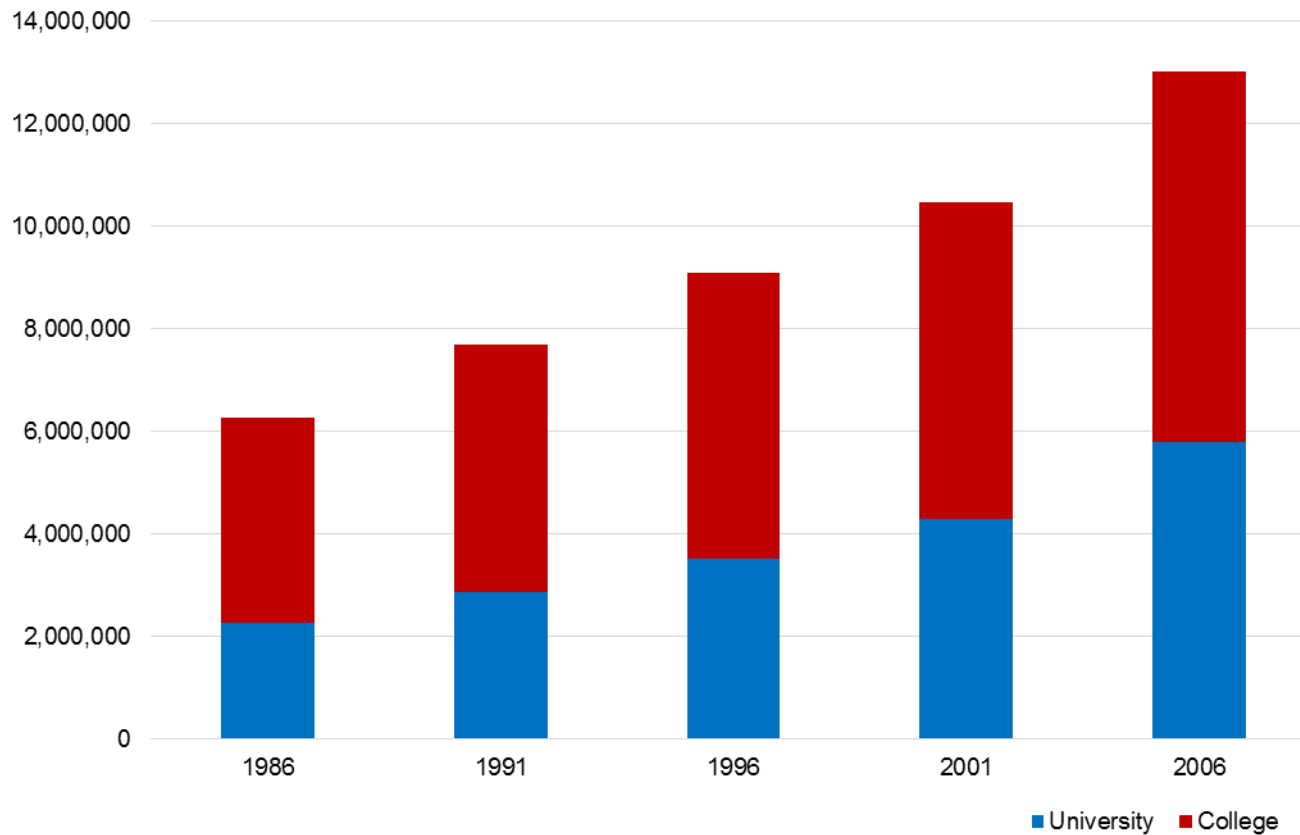


Growth in total enrolments in Canadian universities and colleges



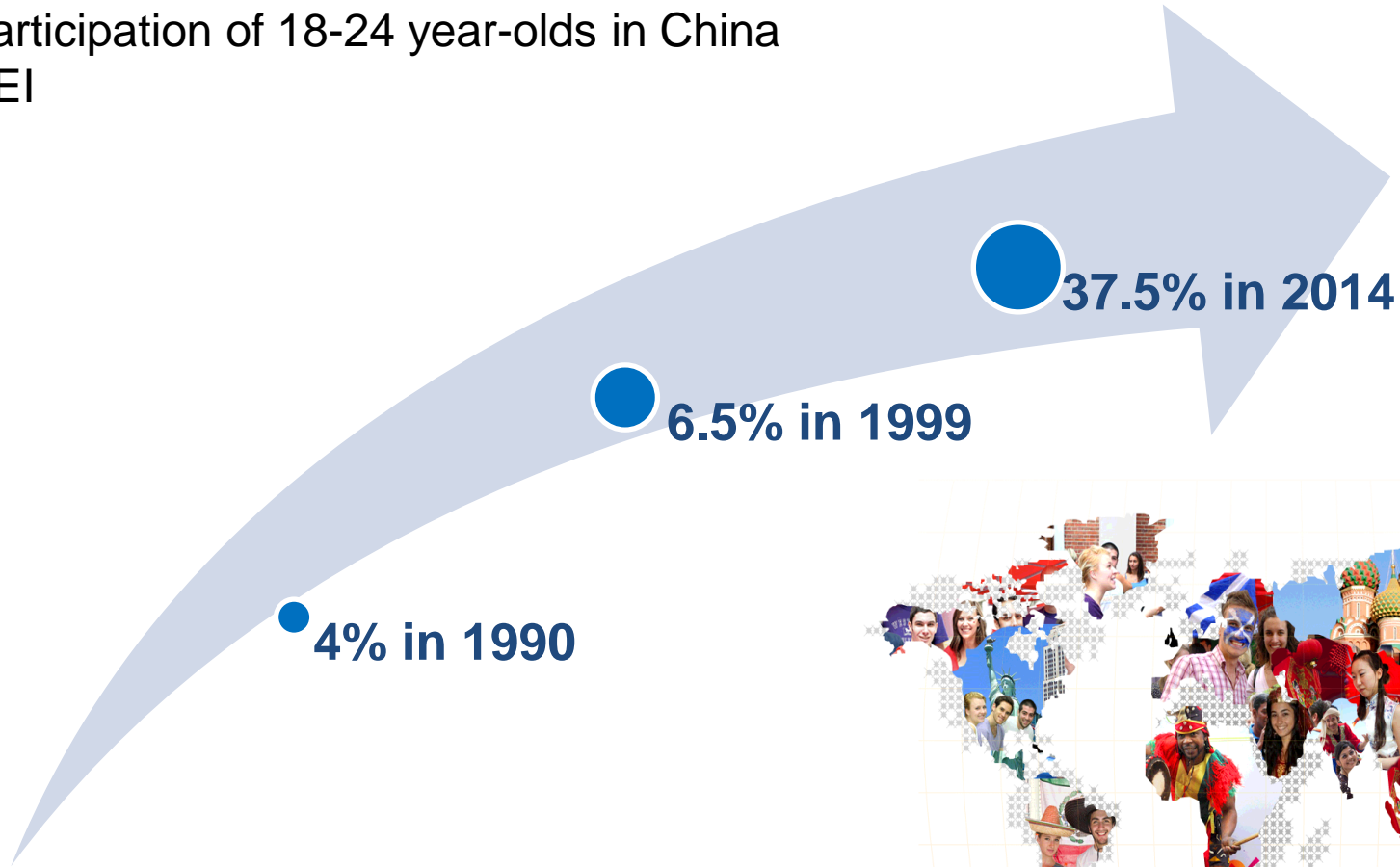


Canadians with college and university credentials: 1986 to 2006



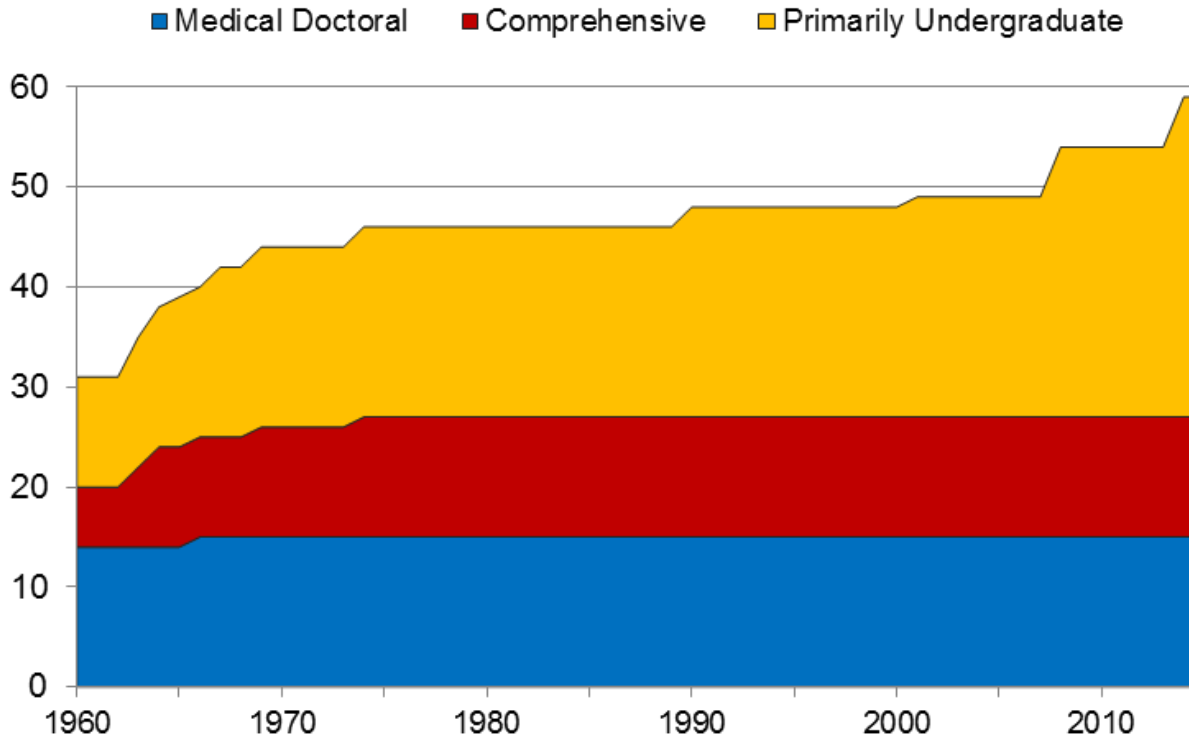


Participation of 18-24 year-olds in China
HEI





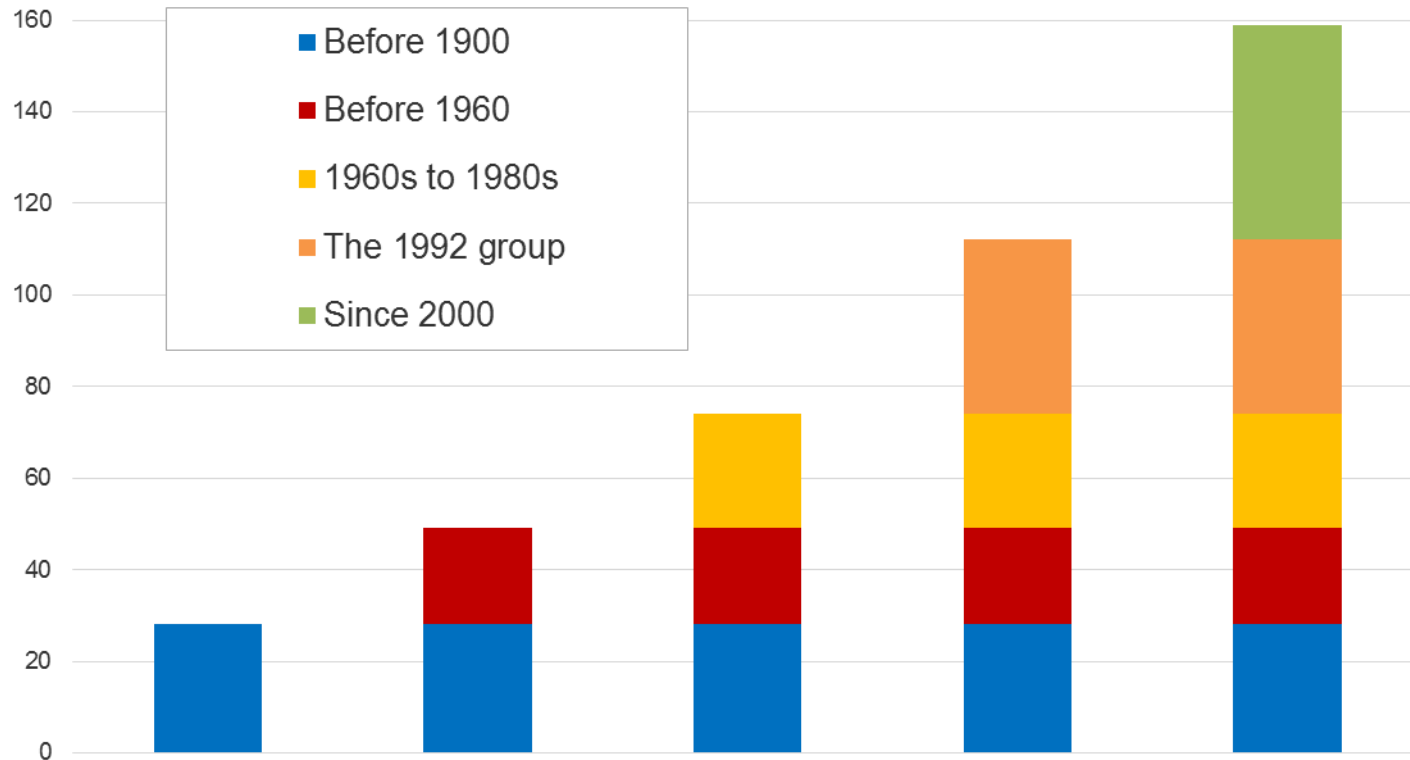
Number of Canadian universities ~ doubled from 1960 to 2015



1960: 31
1980: 46
2015: 59

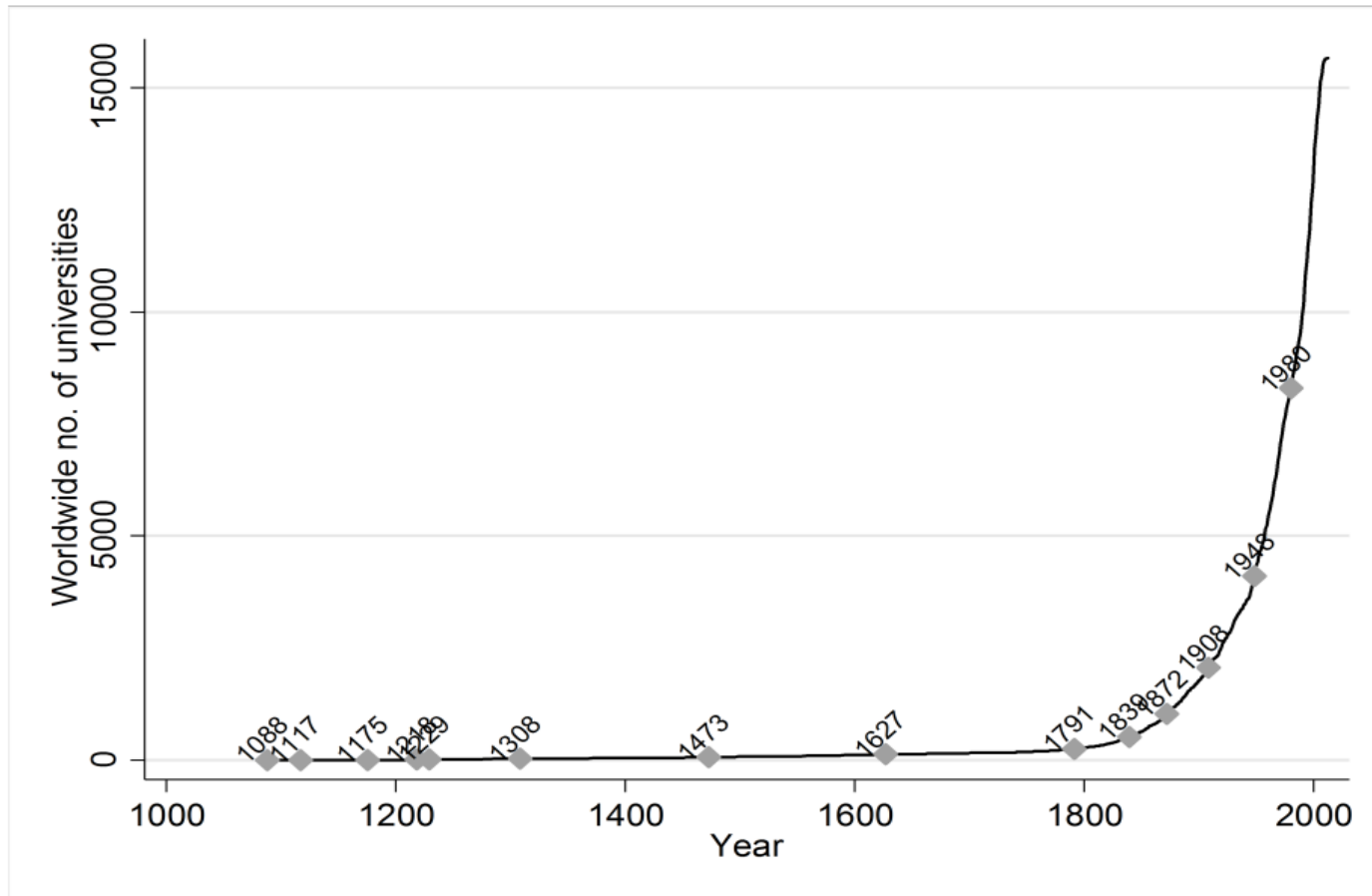


In the United Kingdom:





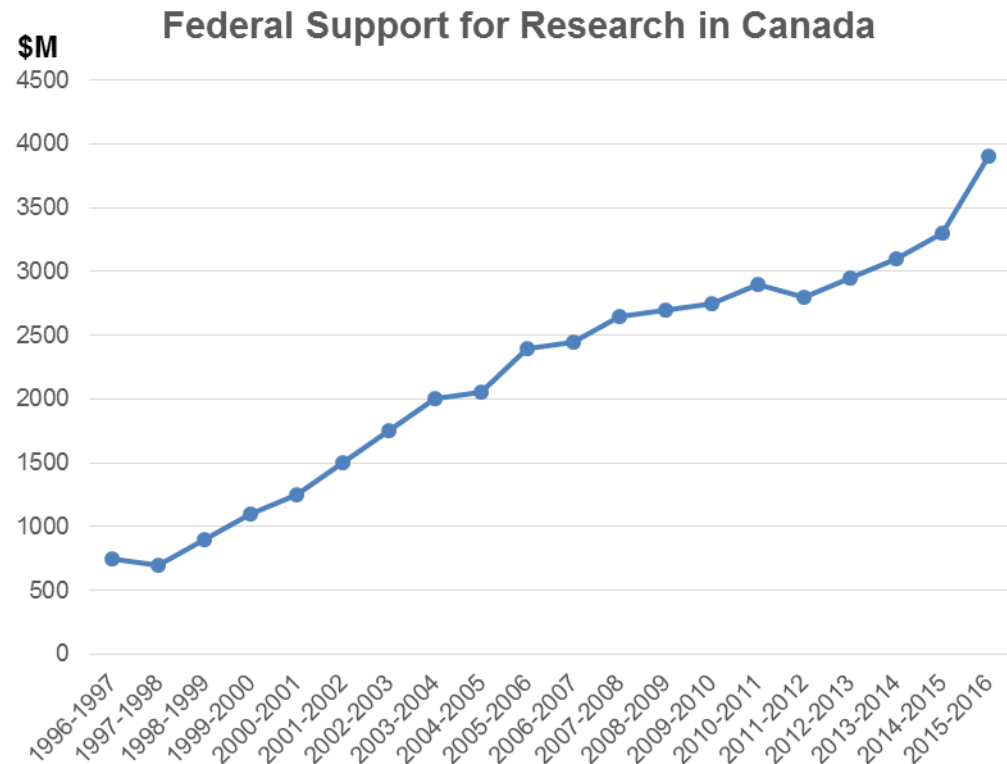
The global growth of universities over the last thousand years





Growth in federal support for research from \$0.75 billion to close to \$4 billion per year in Canada

- “Traditional” granting councils
- New initiatives in the last couple of decades, e.g.:
 - Canada Research Chairs and Canada Excellence Research Chairs
 - Canada Foundation for Innovation
 - Vanier Canada Graduate Scholarships
 - Canada First Research Excellence Fund (est. 2014)





- Public expectation of ROI (knowledge mobilization, innovation, commercialization)
- Faculty focusing on research performance
 - Trade-offs and changes in faculty complement
- Organizational change to adapt to research mandate
- Reputational implications
- Research infrastructure needs to be managed
- Attendant risks



Pacific Institute
for Climate Solutions
Knowledge. Insight. Action.



- research, mitigation & adaptation
- multi-disciplinary approach
- measurement & modelling
- tools for long-term planning

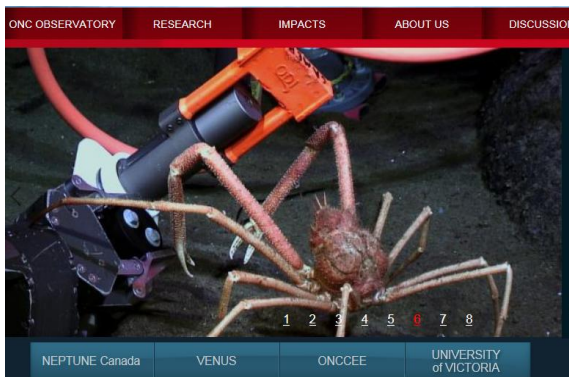
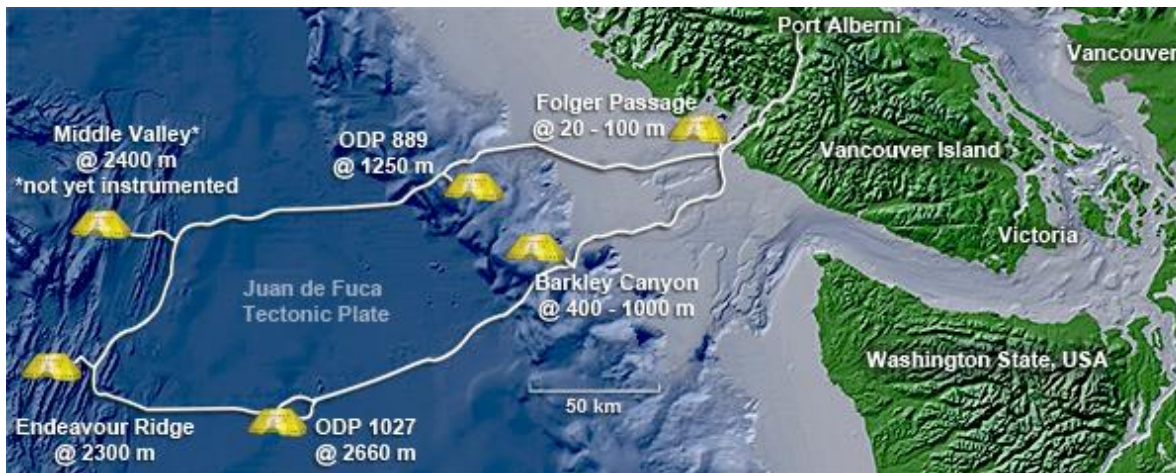
Institute for Integrated Energy Systems

- renewable energy
- energy system planning
- low carbon transportation
- energy efficiency





ONC Observatory: Projects NEPTUNE and VENUS + installations in the Bay of Fundy and in the Arctic



Life



Life in the environments of the Northeast Pacific Ocean and Salish Sea

Interconnections



Interconnections Among the Seafloor, Ocean, and Atmosphere

Seafloor in Motion



Seafloor and Sediment in Motion



- Technology & communications
 - Transportation
 - International trade
 - Talent & ideas without borders
 - Problems without borders
 - Growth of universities globally
- ***Leads to changes in the orientation of research and education -- and global competition***



- For reputation, resources, students and faculty
- The rankings





Changes the *what* and the *how* of research and education and the organization of the university



Changes in Learning Focus



- From information to skills
- From knowledge mastery to knowledge creation and management
- From knowing “what” to knowing “how”
- From answers to questions and problems
- Lifelong learning

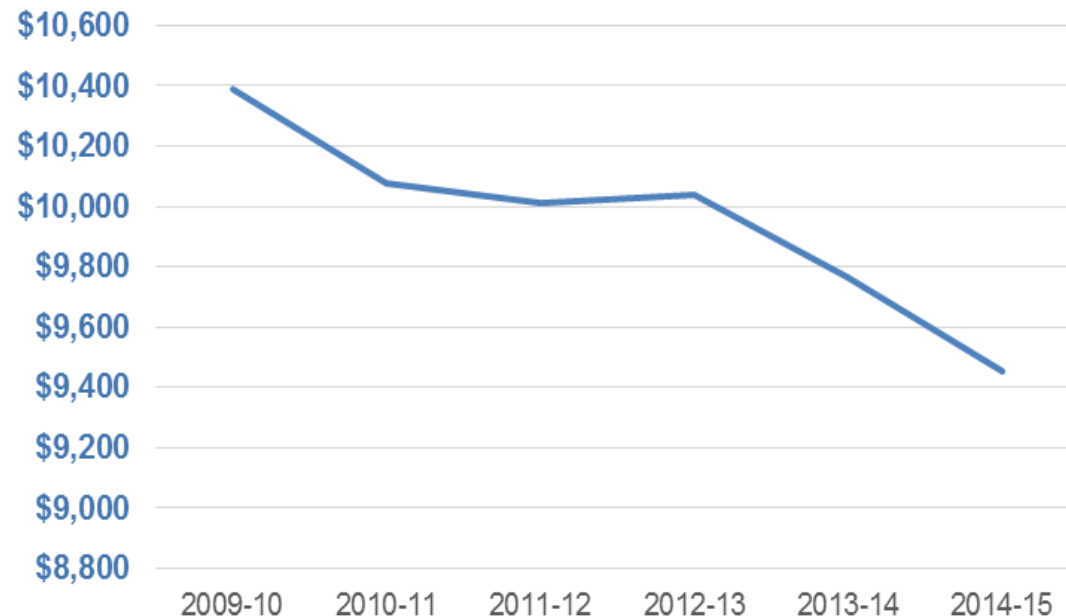




Constrained funding environment at both the federal and provincial levels:

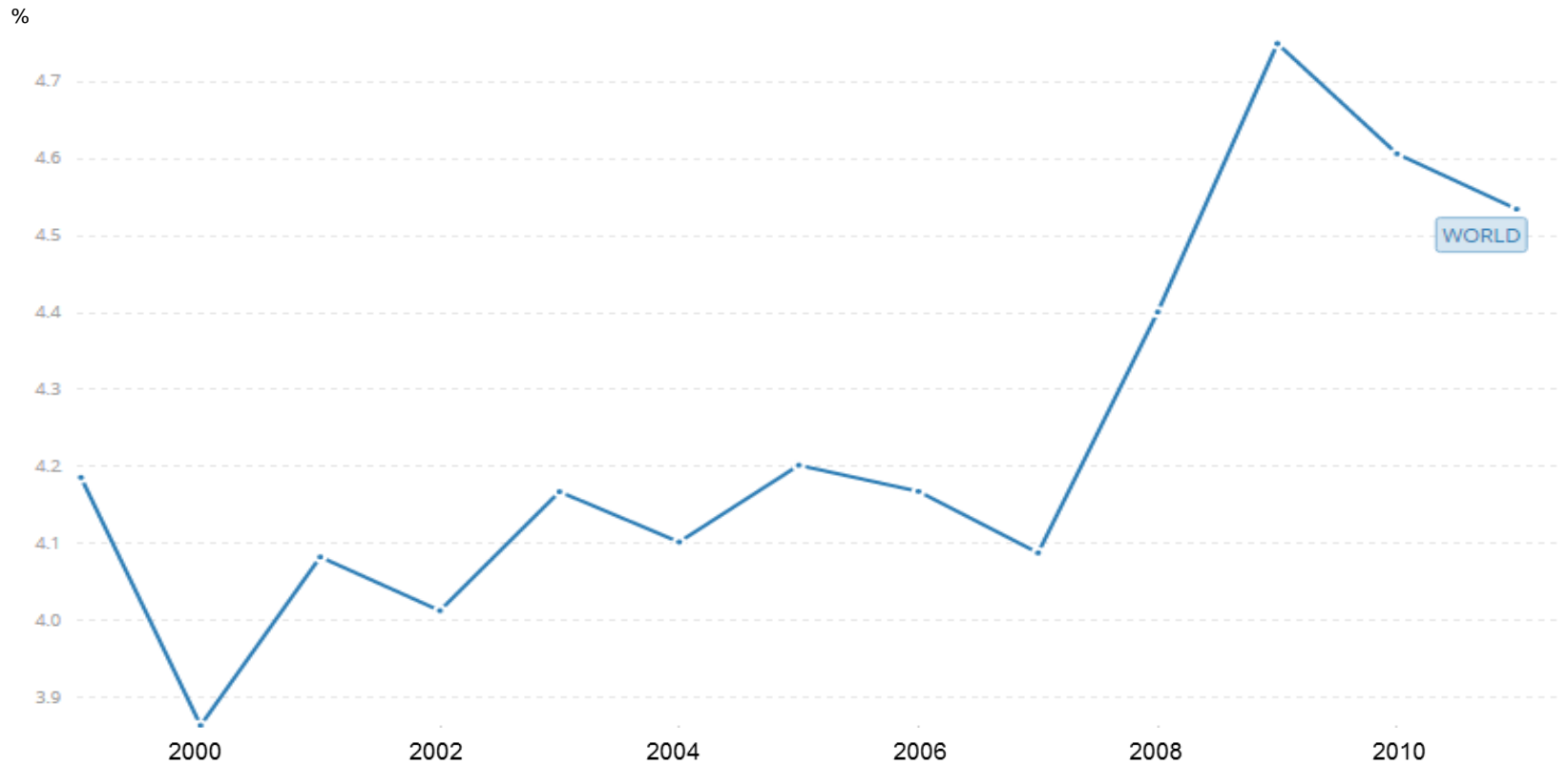
- Restraint due to economic conditions(2008)
- Restraint due to social conditions (aging and health)
- Restraint and targeting due to policy directions

Government Grant per UVic Student FTE





Government expenditure on education: Global total, as % of GDP





Rising expectations on the part of:

- Students & Parents
- Faculty
- Employers
- Governments
- Community



- Education as the source of personal success and production of needed talent and human capital
- Research as the engine of discovery, innovation, social and economic prosperity



Media and political skepticism about the cost-benefit equation

DROPPING OUT: IS COLLEGE WORTH THE COST?

Students with promising ideas are paid \$100,000 to drop out of college and become entrepreneurs in a controversial program founded by billionaire Peter Thiel

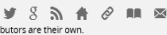
Forbes / Personal Finance

AUG 26, 2015 @ 08:00 AM 20,958 VIEWS

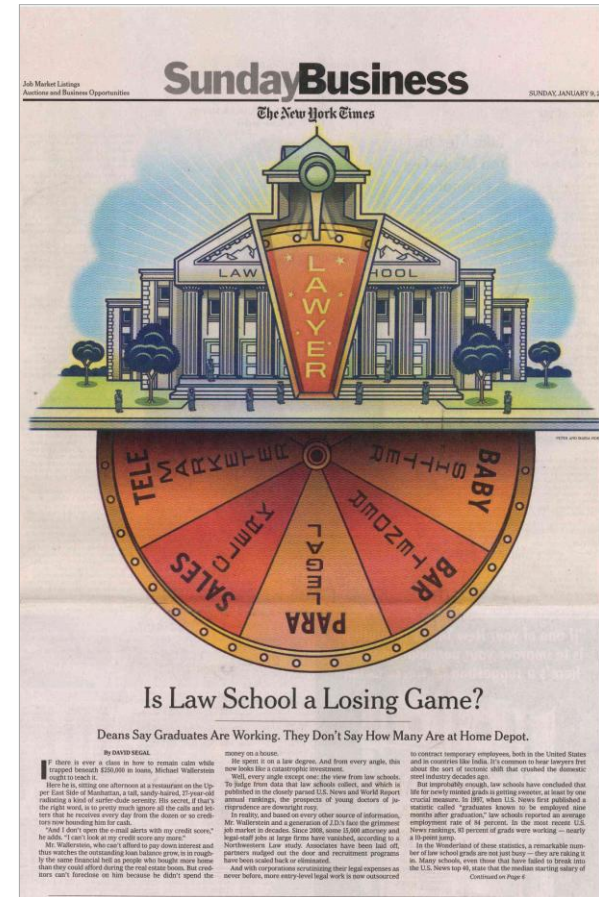
Is College Even Still Worth It?



Laura Shin, CONTRIBUTOR
I write about personal finance, career, business, the economy and tech

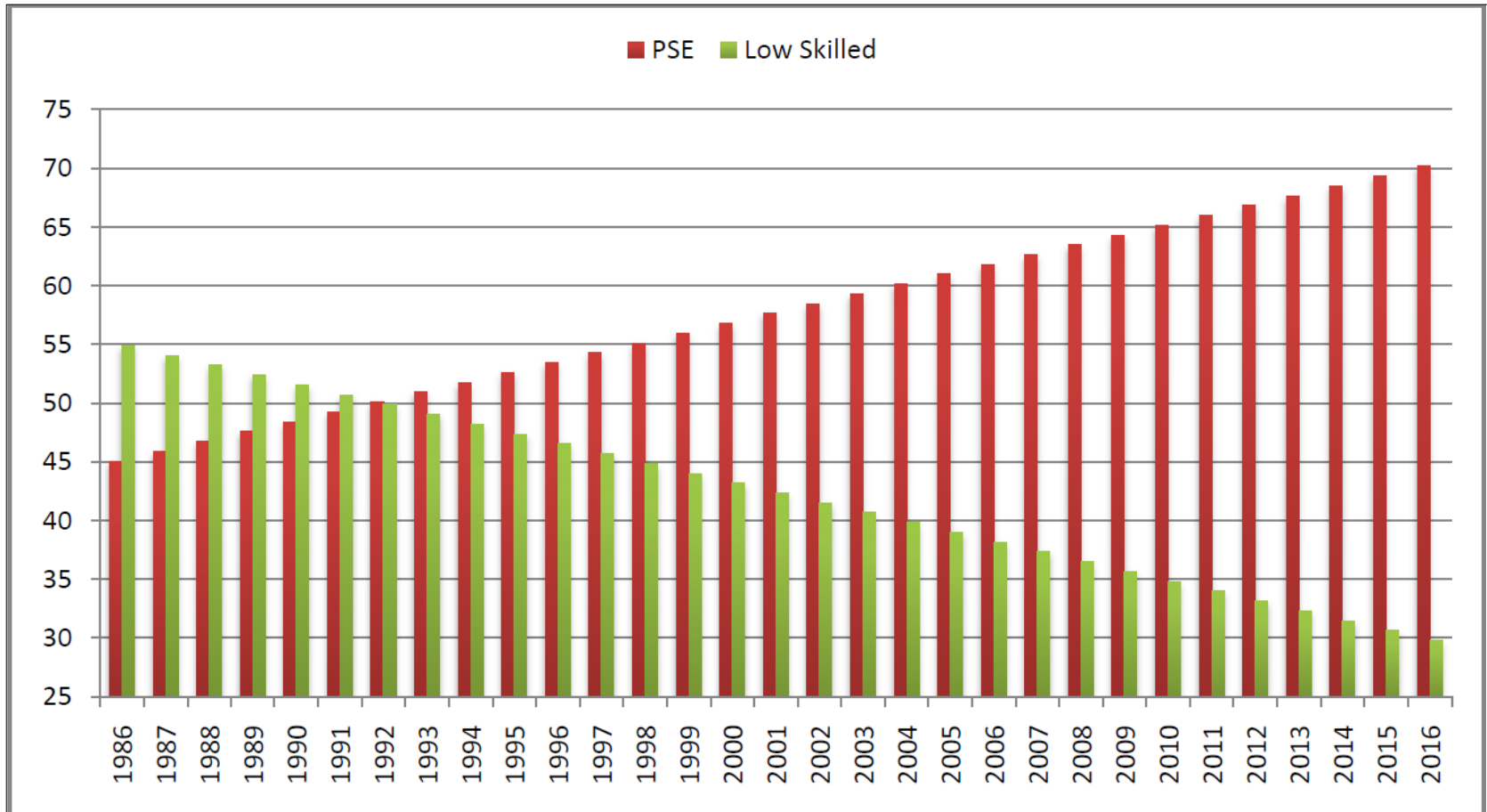
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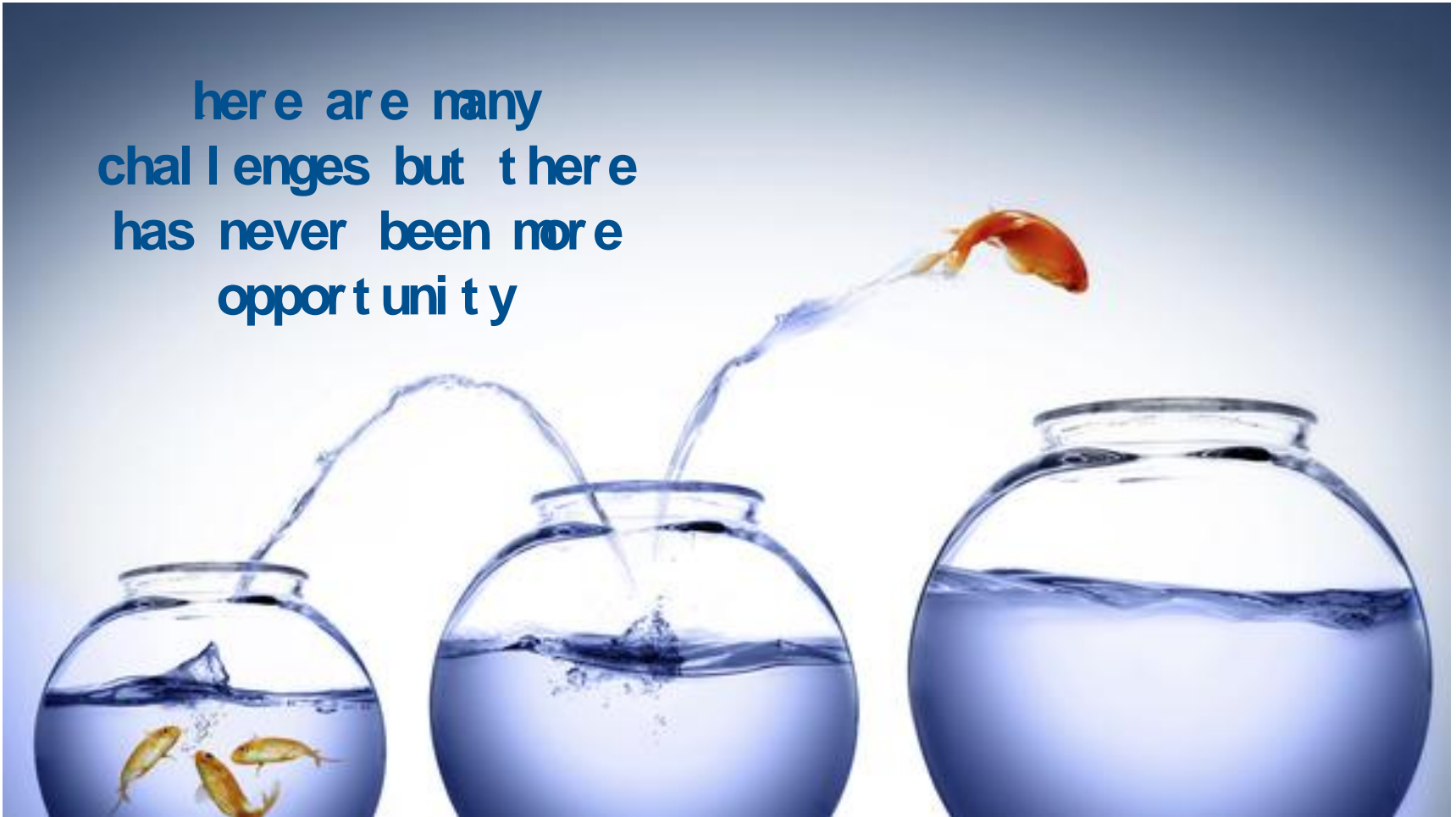
Share of PSE-Educated and Low-Skilled Jobs in British Columbia, 1986-2016 (Per cent)



Source: Calculations by The Conference Board of Canada using the 1986 *Census Public Use Microdata File* and the March 2016 *Labour Force Survey*.



here are many
challenges but there
has never been more
opportunity



Thank you !