



# **Internationalization of Higher Education: Development of Faculty for Educating Global Citizens**

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# India Today: Opportunities & Challenges

500+ Universities; 18K Colleges; 10M Students; 450K Teachers

## Higher Education

- Young country with tradition of quality education
- Entrepreneurial spirit, combined with strong global managerial capabilities
- Positive global economic reforms
- GDP Growth 8+% projected for next 10 years
- Expenditure-driven strong domestic market
- Quality, Equity & Excellence
- Expansion, Excellence & Inclusion
- HRD, NKC & Regulatory concerns
- Public & Private Universities
- Infrastructure inadequacies
- Evolving Polity & Policy clarity
- WTO, GATS & Harmonization
- Education Governance

# Higher Education Challenges

- Growing importance to Knowledge
- Globalization -- New Economy
- Scarce finances
- Lack of Faculty
- Lack of innovation and freedom
- Poor germane content
- Balance Equality and Excellence

# The changing education landscape



“If you believe that an institution that has survived for a millennium cannot disappear in just a few decades, just ask yourself what has happened to the family farm.”

*...William Wulf*



**DIFFERENTIATED SYSTEM**

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# Competition: From Charity to Business

- Aggressive Marketing Efforts
- Private For-Profit Ventures
- Professional Management
- Education ... Next in the pipeline after
  - Consumer products, Automobile, Post and Telegraph, Communication, Energy, Health Care....

**Monopolies would dwindle and  
Excellence should emerge**

From Maryland to  
Marrakech

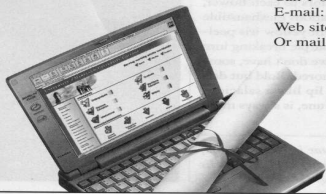


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Chattisgad  
And back to  
Nalanda?

Indian Higher Education at  
Cross-Roads




**Over 500 Universities and  
16,000 Colleges**

**No place in Global Ranking of  
Top 100 Universities!!**

# Government: Promoter NOT Controller

- *There is no prescription for how a country creates such a culture [of knowledge]. . . But government does have a role—a role in education, in encouraging the kind of creativity and risk taking that the scientific entrepreneurship requires, in creating the institutions that facilitate ideas being brought into fruition, and a regulatory and tax environment that rewards this kind of activity.*
  - Joseph E. Stiglitz, Nobel Prize lecture, 2001



**We need change to meet  
these challenges**

**How long can we resist?**

# Change is the only constant

- *It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change...*
  - .....Charles Darwin

**Like in business and in the jungle ultimately it will be the survival of the fittest.**

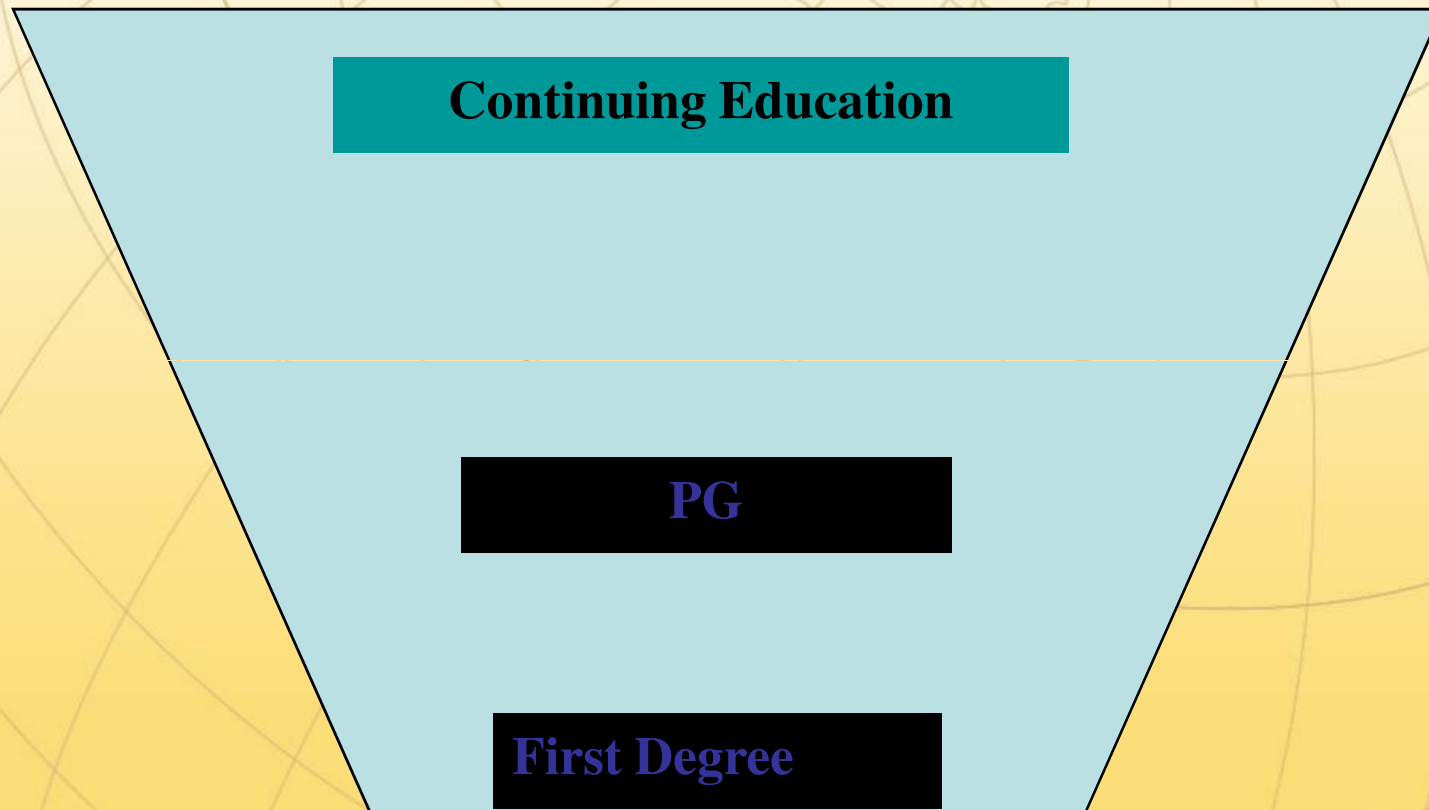
# ' Global Students Mobility 2025'

- A report from Australia based Center for International Economics predicts that India and China will together generate over half of the global demand for international higher education within the next 25 years.
- Series of reports from Institute of International Education have pointed out a sustained increase in global student mobility.

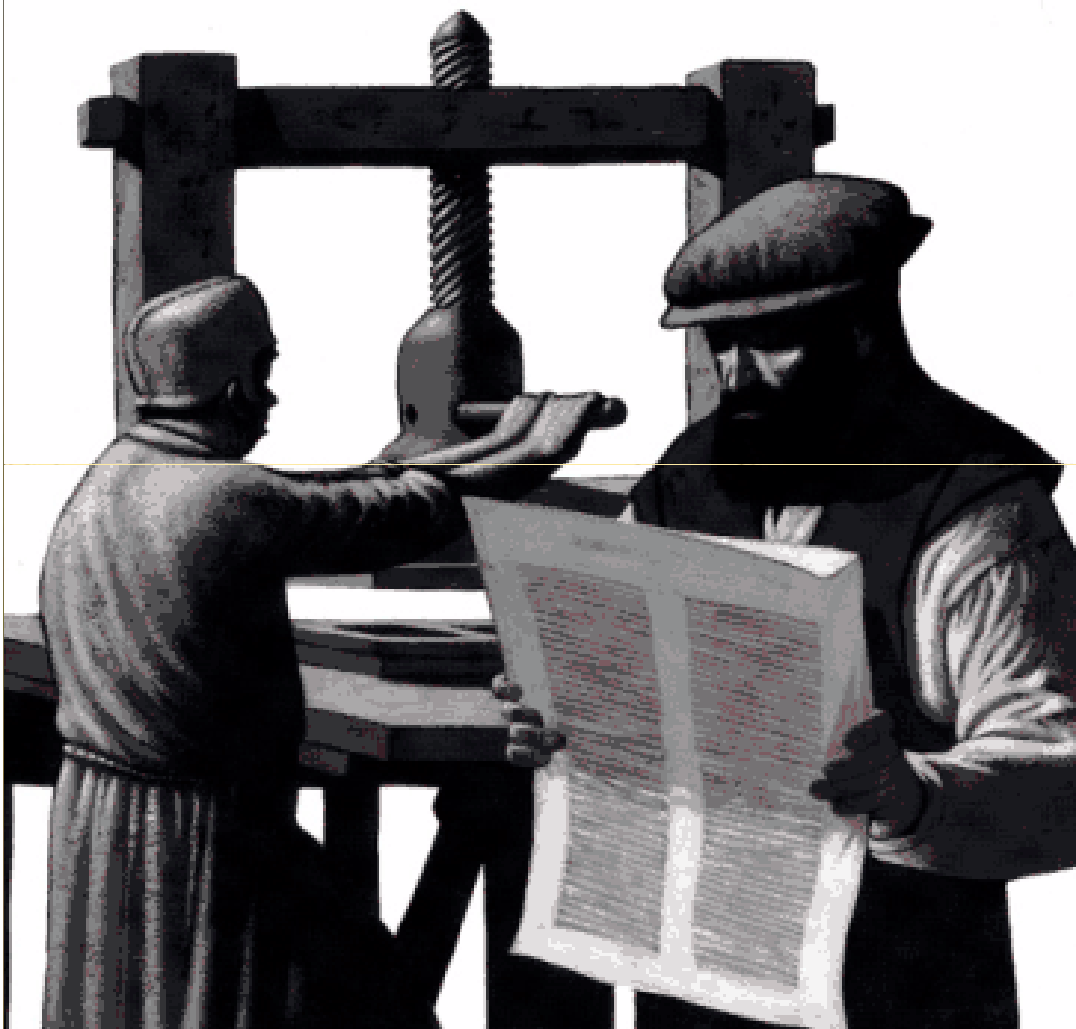
# Traditional Structure



# University of the Future



# 1450-1990



“Thirty years from now the big university campuses will be relics. Universities won’t survive. It is as large a change as when we first got the printed book.”

—Peter Drucker

# Information and Communication Technology

- Expansion of computing power
- Falling cost of transmitting information
- Convergence of computing and telecommunications
- 3 G Mobile and other technology
- Social Networks like Facebook
- Innovative Platforms like Second Life

# Students: More numbers More expectations

- Problems of quality and lack of resources are compounded by the new realities faced by higher education, as institutions battle to cope with ever-increasing student numbers and changing expectations of students. Responding to this demand without further diluting quality is an especially daunting challenge. . .
  - Report of the Task Force on Higher Education and Society (World Bank and UNESCO 2000).

# Changing character of the University

- University campus is now identified as a significant site of capital accumulation.
- There can be systematic conversion of intellectual activity into intellectual capital and, hence, intellectual property.
- Gradually, the academic programs and 'courses' are getting transformed into a commodity of 'courseware'.

# Indian Universities

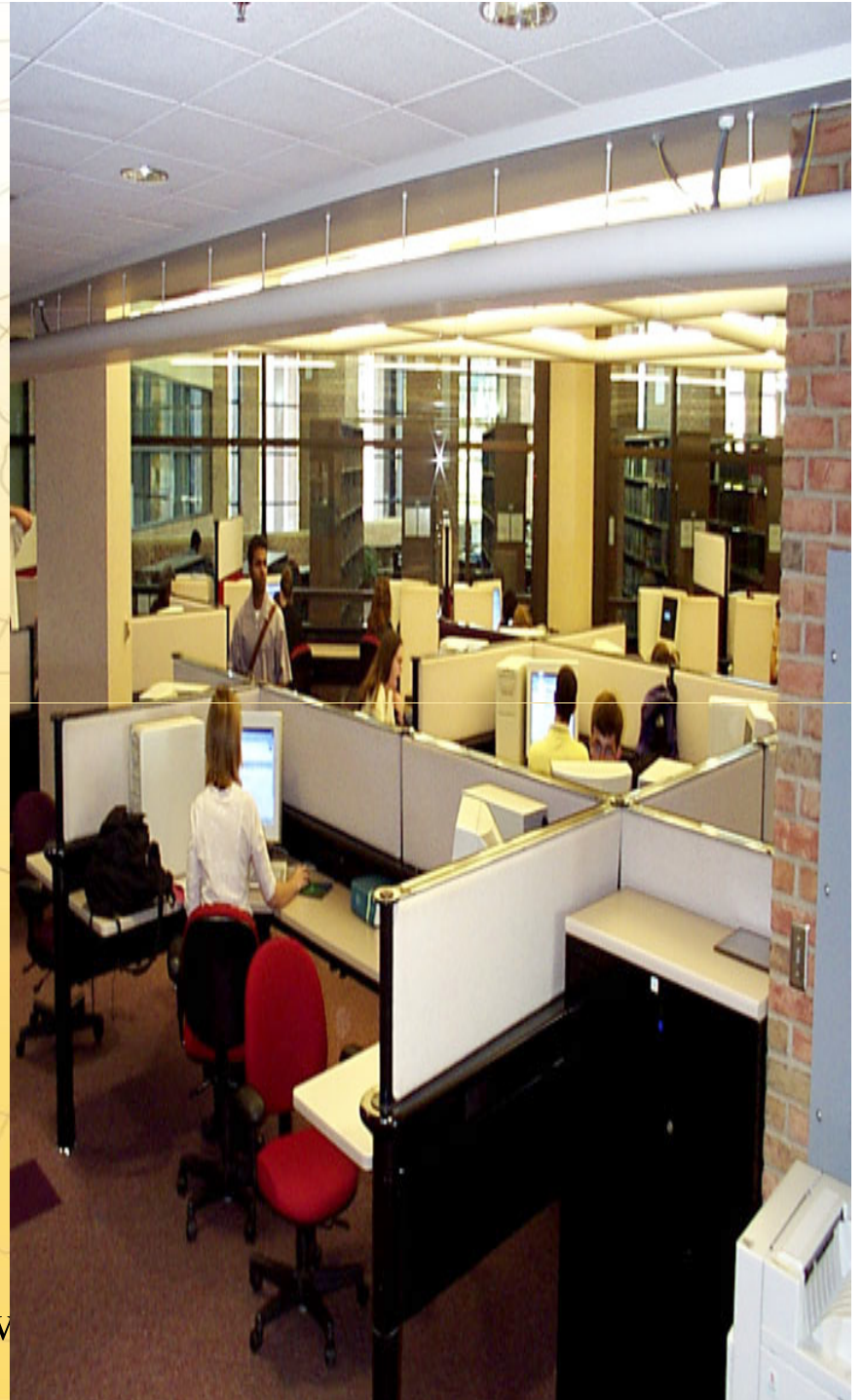
- Based on the British model of affiliating.
- Consist of a large number of colleges.
- Governance has been very bureaucratic and rigid.
- Multiple controls at local, state and central level.
- Poor mechanism for effective quality assurance and lacks adequate accountability.
- The approach of the Government has been more of a 'Controller' than a 'Developer.'

# The Old Paradigm

- Linear, sequential college curriculum
- Based on lectures to passive students
- Students discouraged from interacting with one another
- Student learning activities include reading, writing, and taking exams.

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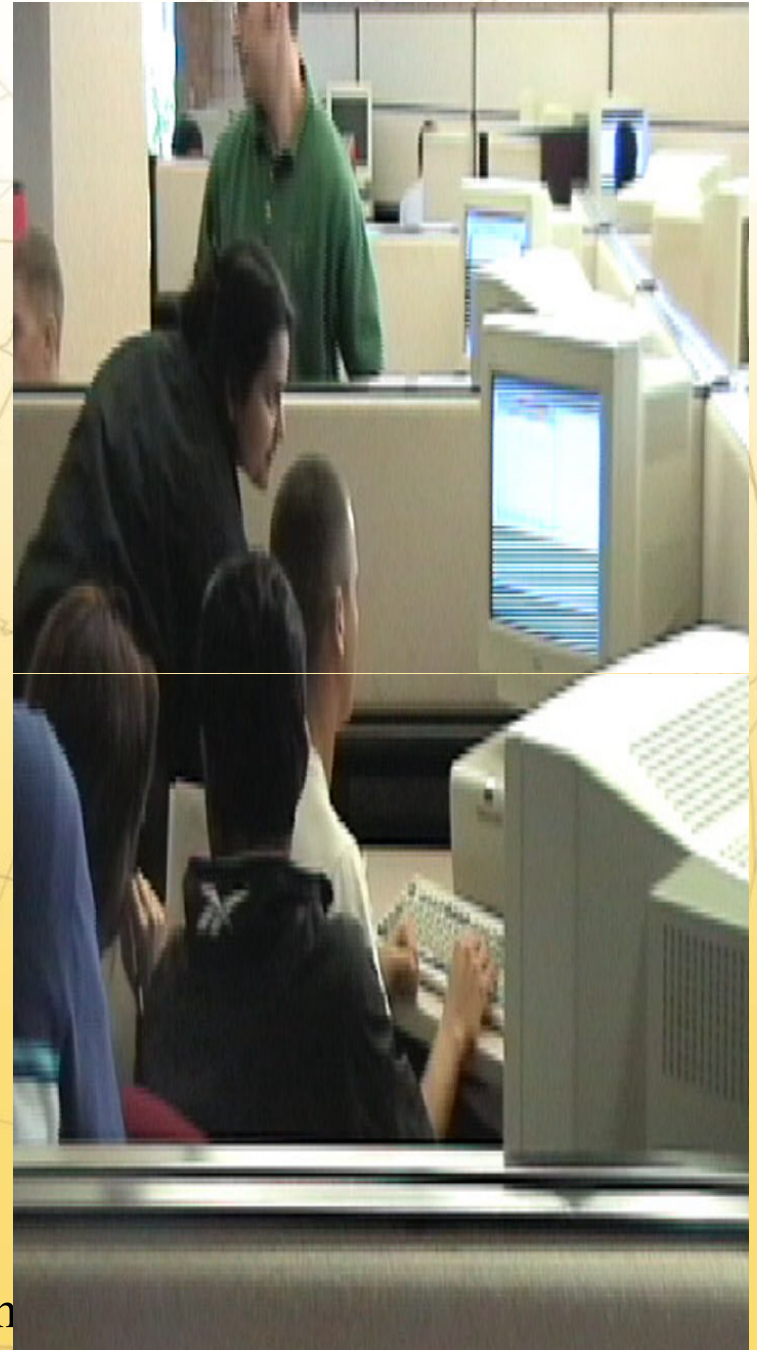


# College Students: The Myths

- 18-22 year old high school graduates
- Enrolled in “liberal arts” degree programs
- Attend classes, listen to lectures, read assignments, write papers, take tests
- Live in residence halls or fraternities/sororities
- Participate in social and athletic activities
- Preparing themselves for “good jobs” while searching for mates
- Beer and movies ...

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# College Students: The Reality

- Only **20%** fit the 18-22 residential stereotype.
- Average age is 25 (with one-quarter over 30).
- Most are commuters.
- Over 40% are part-time students (with jobs and families).
- Most are pursuing college students for career purposes (to get a better job, not to get away from home or grow up ...).

# Some Statistics

1. 50% of economic growth is driven by new technology.
2. 90% of new jobs require college-level education.
3. The single most important factor in determining personal income is the level of one's education, with the most pronounced impact from graduate education.
4. Corporate leaders estimate that the “high-performance workplace” will require that 20% of a worker's time will be spent in formal education.
5. Today's graduates believe that in an age of knowledge, learning must be a lifetime commitment. Hence they will seek employment where they are provided with the richest set of learning opportunities.

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# The New Student Global Citizen

- **Active learners, building their own knowledge structures and learning through action and collaboration**
- **Use nonlinear learning (“hyperlearning”)**
- **Develop peer groups of learning and build sophisticated learning environments**
- **Faculty will be challenged to shift from development and presentation of content to designing learning environments and mentoring (coaching) active learners**


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# The Global Citizens

- **Most of today's college students see a college education as critical to their future quality of life, the key to a good job, financial security, and well-being.**
- **Most have definite career objectives, majoring in professional or pre-professional programs such as business, engineering, pre-med or pre-law.**
- **While they may have strong academic abilities and enjoy learning, both financial and family responsibilities motivate a utilitarian approach to their education.**
- **Since the residential college experience is not as central to their lives, they seek a different kind of relationship with the university, much as they would other service providers such as banks or filling stations.**
- **They approach their education as a consumer, seeking convenience, quality, relevance, and low cost.**



# TQM: Teachers Quality Management

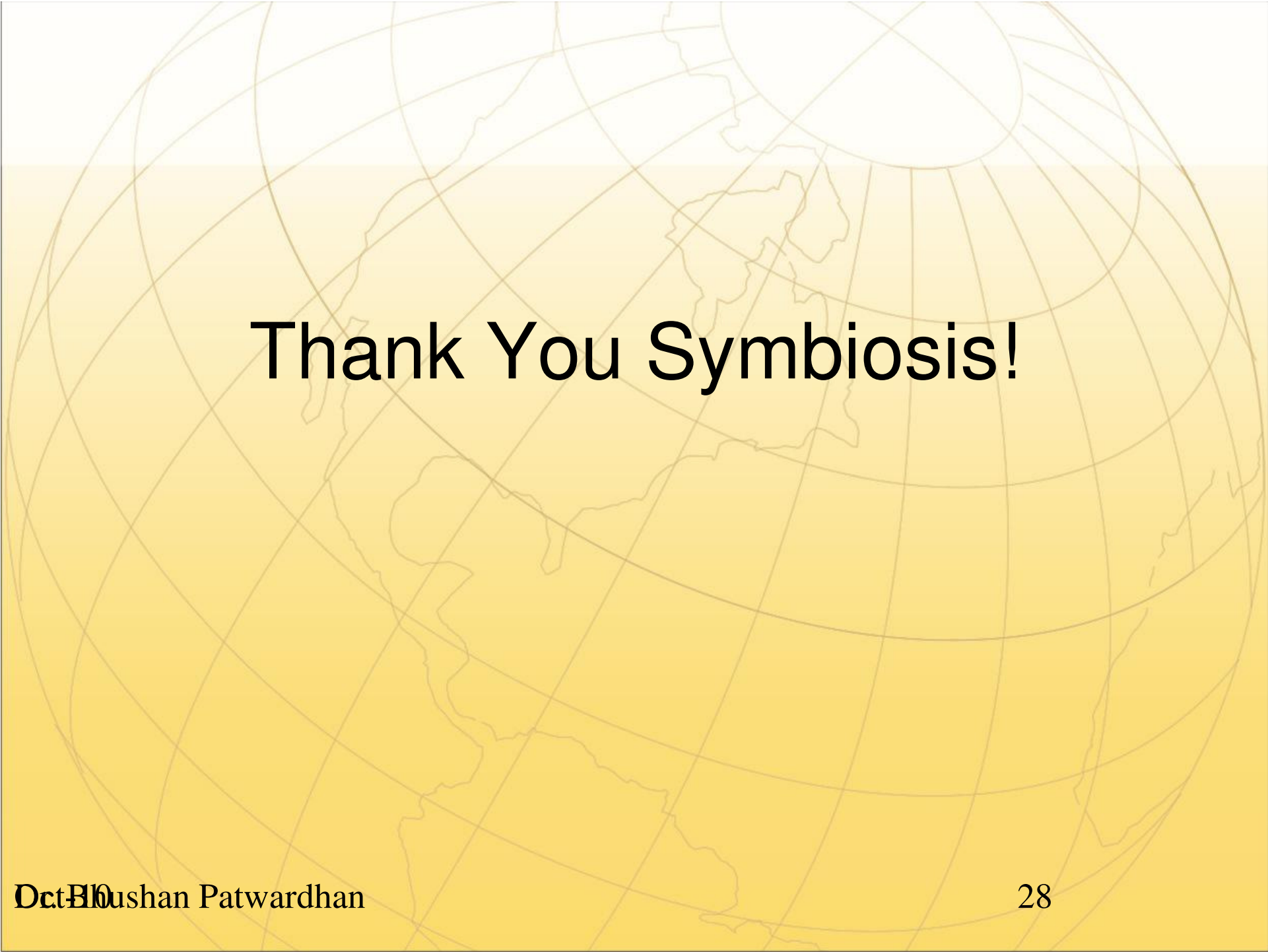
Teachers should become the Change  
Managers



"The picture's pretty bleak, gentlemen. ... The world's climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."

"I wonder at times if we are not like the dinosaurs, looking up at the sky at the approaching comet and wondering whether it has an implication for our future."

—Frank Rhodes



**Thank You Symbiosis!**