University Crises: Challenges in Building World-class Universities

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University Crises:

- Crisis in finance
- Crisis in value
- Crisis in institutions
- Crisis in quality
- Crisis in public trust
1. Increased Enrolment and Declined Public Support

models to expand higher education:
- United States
- Europe
- Japan and Korea
- China
1. Increased Enrolment and Declined Public Support

- Declined educational resources per student
- Increased university liabilities
- Remained problem of justice
2. Commercialization of the University

- Basic market values invade all aspects of social life
- Higher education — service product (GATT)
- The university is alienated to an institution to seek maximization of profit
2.1. Institutional behaviors

- Running business
- Marketing of higher education
- Offering of new programs
- Borrowing business style or methods of management
- Commercial atmosphere on campus
2.2. Faculty members’ behavior

- A more influential marginal group
- Faculty’s value orientation
2.3. Students’ behaviors.

- Selection of majors
- Selection of courses
- Life philosophy and attitude
3. Bureaucratization of the University

- Expanded size of the university
- Government’s intervention and accountability system
- Tradition of official-centered culture
- The university is alienated to an institution subordinate to the government
3. Bureaucratization of the University

- University with government administrative levels and presidents with government official ranks
- Integration of scholars with administrators
- Inflation of administrative power and shrinking of academic power
- Bureaucratization—soil of corruption
4. Technology – a Paramount Force at the University

- Segregation of two cultures
- Selection of university presidents
- Absence of humanistic caring in management
5. Declining of Educational Quality

- Students have not learned to be or live together with others
- Learning in a passive environment
Conclusion: Strategies to walk out off the Crises

- 1. Clarification of Concepts
- 2. Institutional Construction
1. Clarification of Concepts

- Higher education is not a branch of economy, but a basic area of the society.
- The university is not an institution subordinate to the government, but an independent body corporate.
- The university is not only an innovative center of science and technology, but also a thesaurus of human civilization and a spiritual homestead of people.
2. Institutional Construction

- Constituting law to regulate the relations between the university and the government.
- Framing the university constitution.
- Framing regulations for faculty and students.
- Framing institution for staff members.