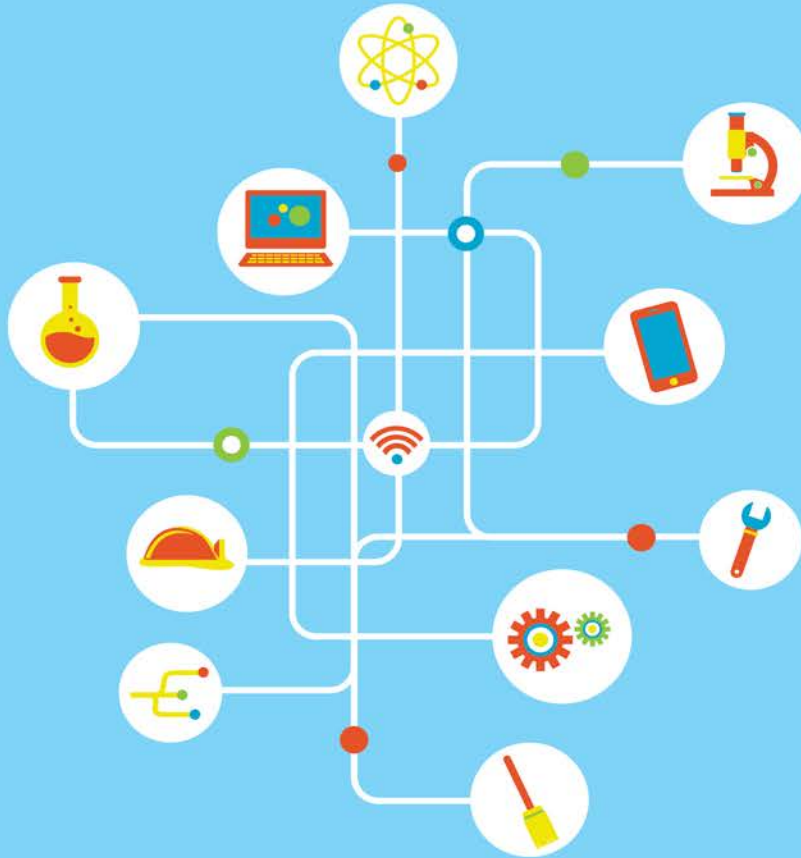


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# 2016 ADB International Skills Forum Innovative Practices in Skills Development

19–21 September 2016 • ADB Headquarters, Manila, Philippines

## How To Innovate Higher Education in Developing Countries?

Sung Joo PARK

September 20, 2016

# Contents

- What is Innovation?
- Education Innovation in Developing Countries
- The Case of Korea

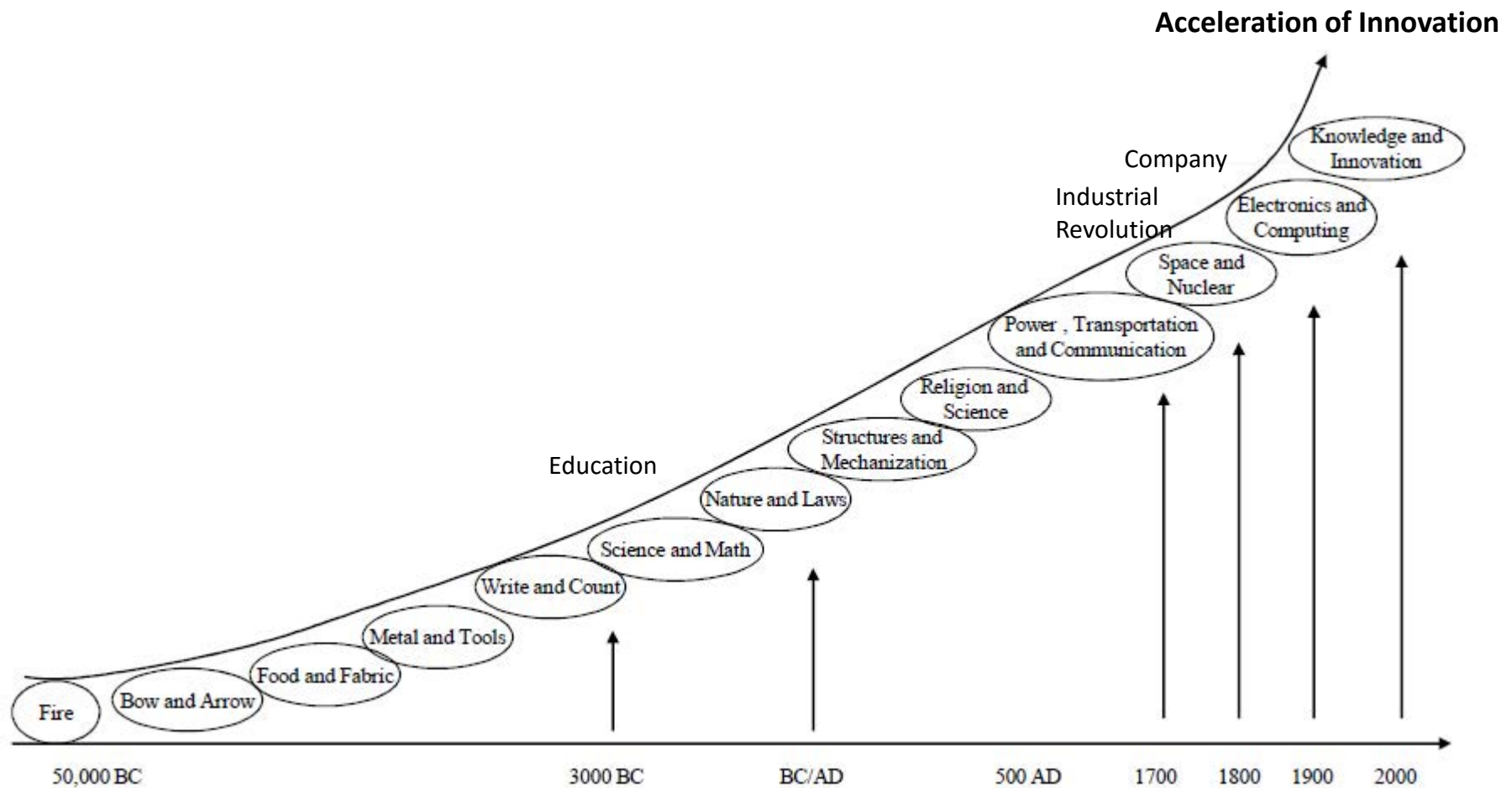


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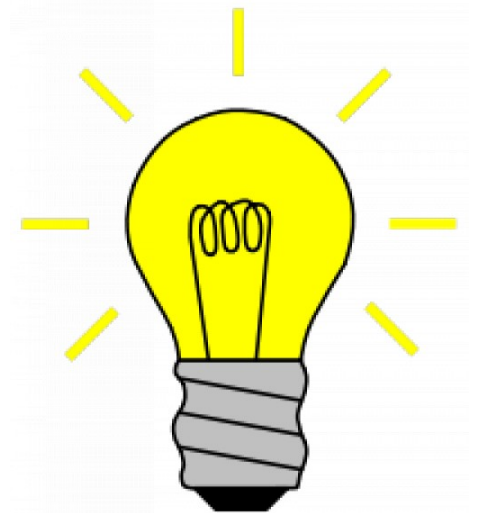
# Innovation Evolution of Mankind



300,000 BC?

# What is Innovation?

- A New Way of Doing Things
- Creates Value
- Starts with An Idea: Eureka! (Aha!)
  - Luck in Many Cases
- Targets of Innovation
  - Necessities: Food, Clothing, Shelter
  - Agriculture, Religion, Business, Law, Education, Technology, Transportation, Medicine, Entertainment
- Matter of Survival: Human & Organization



# Innovative Products



# Plant Factory



# Innovation & Imitation

- Imitation
  - A Primary Source of Innovation & Progress
  - Human Civilization
- Innovation: Creative Imitation
- Follower Strategy for Developing Countries
  - Benchmarking
  - Reverse Engineering
  - Most of the Successful Companies & Countries



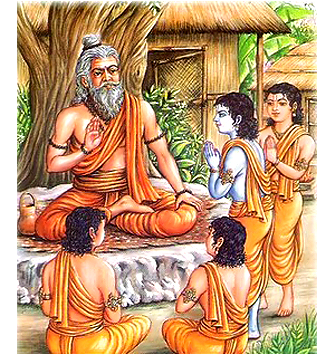
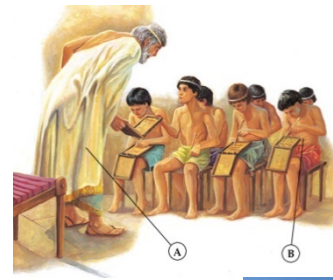
# Can You See the Differences?



- Pros & Cons of IP, Patent Law

# Innovation of Education

- Innovation of Writing
  - Phoenician Alphabet: 1100 BC
    - Symbols -> Phonetics
- Ancient Education
- Formal Education
  - School
  - University
- Stagnation of Innovation
  - MOOCs?



Gurukul System



# Smart Use of MOOCs

- MOOCs: Massive Open Online Courses
  - Open (Anyone), Online (Internet), Free?
- Characteristics
  - Asynchronous, Global Reach, On-Demand, Self-Directed, Accessible to World-Class Lectures, Availability (Anytime, Anywhere)
- Controversy
  - Low Completion Rate, Effectiveness (Available BUT Not Comprehensible), Extension of Correspondence Learning
- Hybrid Model
  - Technical Subjects: Computer Programming
  - Online & Offline: Need Good Teachers

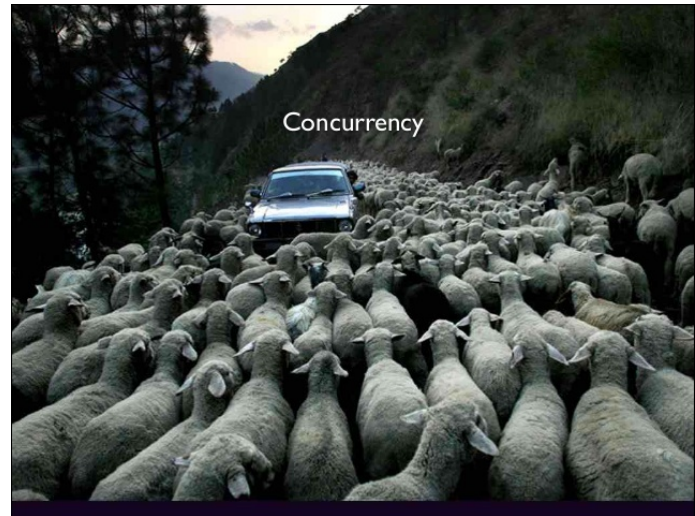
# Education in Developing Countries

- Primary Education
  - Literacy
- Secondary Education
  - Living Capability
- TVET
  - Vocational Skill Capability
- Higher Education: University
  - Undergraduate
    - General Working Capability
  - Postgraduate
    - Innovation Capability: Creativity & Thought Leader

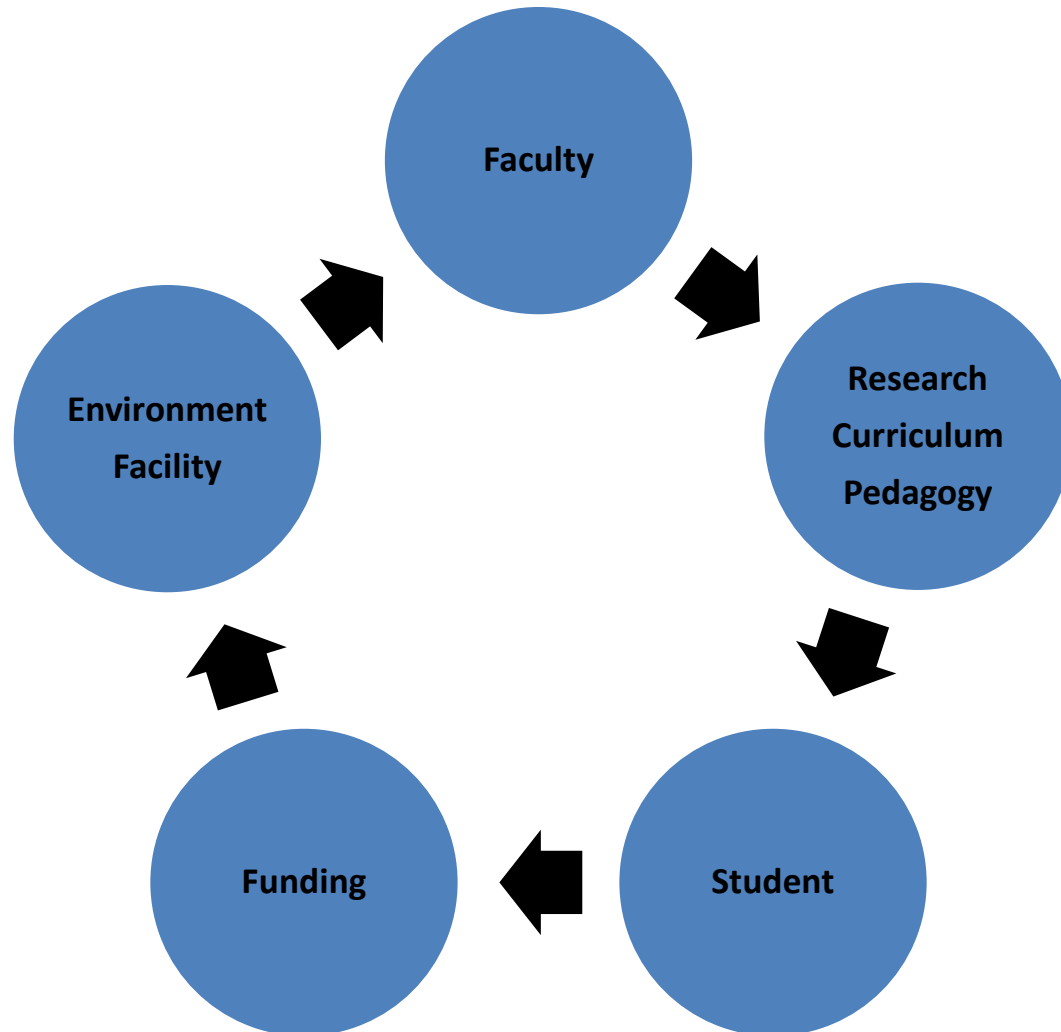


# Education Strategy in Developing Countries

- Cascade
  - Step-by-Step
  - Traditional
- Concurrency
  - Parallel
  - Fast Growing Economy

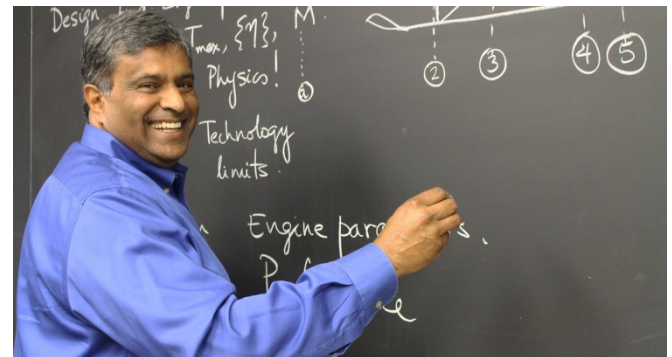


# Challenges of Higher Education



# What To Do in Developing Countries?

- Chronic Problem of Vicious Cycle
- Break the Vicious Cycle
- Focus & Differentiate
  - Faculty Shortage
    - Quality & Quantity
  - Core Competence
- How to Solve?
  - Impossible to Solve Alone



# Solution to Faculty Challenge

- Harvard: Buy-Out
- Stanford: Climate & Environment
- HKUST: Short-term Invitation
- CEIBS: Sabbatical Leave (from Europe)
- Sasin: Leveraging Partner (Kellogg)
- Singapore: Blank Check
- Taiwan: Invitation of Retired Faculty
- Japan: Invitation of Retired Faculty
- KAIST: Talented Retirees as Invited Professors
  - Retirement: Old Model



# The Case of Korea: Han River Miracle

- From One of the Poorest Country to G20



# Secrets To Miracle

- Crisis
  - Korea War: Devastated Country
- Leadership
  - Benevolent Dictator with Clear Vision
- Elite Group
  - Economic Planning: Technocrats
  - Science & Technology: KIST, KAIST
- Education
  - Confucian Culture: Virtue of Learning
  - Dilemma: Extreme Isn't Good Always
    - Fierce Competition, Polarization, & Social Disintegration



# Higher Education in Developing Countries

- Faculty Recruitment
  - Internal & External Talents: Overseas Compatriots
  - Collaborations: ASEAN+3
  - Leveraging Retirees
  - Teach-the-Teachers
- Country-Tailored Programs
  - ICT
    - Late Mover Advantage: M-Pesa
    - MOOCs as a Complement
  - Business
  - Convergence: ICT + Business (ex. SUTD in Singapore)
  - Country Specific Fields: Resource-Rich, Environment



# **Thank You**

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