



British Council ,Global Education Dialogues  
Tokyo, 15-16 January 2013

# **Globalisation and the challenge for higher education leaders**

Simon Marginson  
Centre for the Study of Higher Education  
University of Melbourne

# Global convergence and integration

- *External*: Changes in cross-national global systems (research, people mobility, rankings, etc) that require national systems and institutions to respond
- *Internal*: Changes instigated by national policy and regulation, and by institutions themselves, that are pattern on a similar basis around the world (more mixed funding and entrepreneurial leaders, national innovation system management, etc)

# Three major global developments in higher education in the last ten years

<b>Mass Open Online Courseware (MOOCs)</b>	An example of the <i>direct and inclusive</i> impact of communications-based global phenomena
<b>Global university rankings, especially in research</b>	The formation of a competitive <i>world market in higher education</i> , triggering a market-ordered hierarchy
<b>Rise of higher education in East Asia and Singapore</b>	The <i>spreading of advanced capacity</i> to more and more countries and institutions around the world

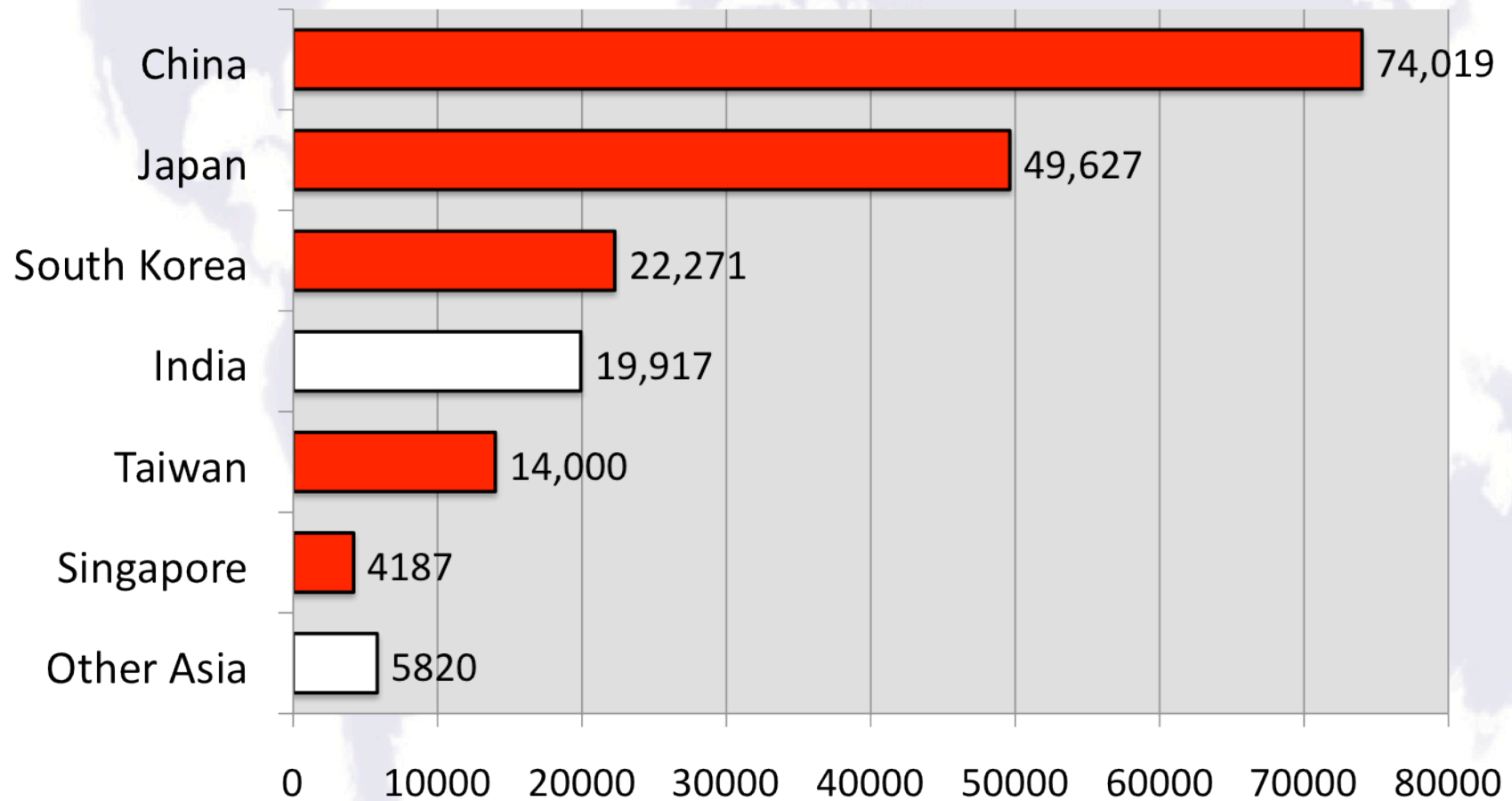
# Countries with 1000+ science papers p.a.

US National Science Foundation data for 2009

ANGLO-SPHERE	EUROPE EU NATIONS		EUROPE NON-EU	ASIA	LATIN AMERICA
Australia	Austria	Italy	Croatia	China	Argentina
Canada	Belgium	Netherlands	Norway	India	Brazil
N. Zealand	Czech Rep.	Poland	Russia	Japan	Chile
UK	Denmark	Portugal	Serbia	Malaysia	Mexico
USA	Finland	Rumania	Switzerland	Pakistan	
	France	Slovakia	Turkey	Singapore	<b>M.EAST /AF</b>
	Germany	Sweden	Ukraine	South Korea	Egypt
	Greece	Spain		Taiwan	Iran
	Hungary	Sweden		Thailand	Israel
	Ireland				Sth. Africa
					Tunisia

# Science papers in global journals, East, SE and South Asia, 2009

US National Science Foundation



# Large Asia Pacific research universities

University / nation	Number of science papers 2005-2009 (Leiden CWTS data)	Proportion (%) of papers in top 10% in field by citation
U Tokyo JAPAN	18,382	10.2
Kyoto U JAPAN	14,941	9.5
U Cambridge UK	14,046	16.7
Seoul National U SOUTH KOREA	13,052	8.9
Zhejiang U CHINA	13,037	9.2
Osaka U JAPAN	12,266	8.1
National U Singapore SINGAPORE	11,838	13.8
Tohoku U JAPAN	11,736	7.9
Tsinghua U CHINA	11,478	10.8
National Taiwan U TAIWAN	11,302	8.9
Shanghai Jiao Tong U CHINA	10,683	8.2
Sydney AUSTRALIA	10,155	10.1
Melbourne AUSTRALIA	9724	11.9

# High citation rate Asia Pacific universities

University / nation	Number of science papers 2005-2009 (Leiden CWTS data)	Proportion (%) of papers in top 10% in field by citation
U Cambridge UK	14,046	16.7
Hong Kong UST HONG KONG SAR	3568	14.9
Pohang U SOUTH KOREA	3264	14.1
National U Singapore SINGAPORE	11,838	13.8
Nankai U CHINA	4211	13.4
U Science & Technology CHINA	6789	13.0
ANU AUSTRALIA	5551	12.9
City U Hong Kong HONG KONG SAR	3903	12.7
Lanzhou U CHINA	3531	11.9
U Melbourne AUSTRALIA	9724	11.9
U Queensland AUSTRALIA	9088	11.8
U Hong Kong HONG KONG SAR	6820	11.5
Korea Advanced IS&T SOUTH KOREA	5319	11.4

# Implications for leaders

<b>Perspective</b>	Multi-dimensional: global, regional, national, local
	Multi-disciplinary: cultural as well as economic and political
	Combine tradition and modernisation
<b>Knowledge</b>	Context and trends
	Main lines of evolution in strategic S&T
<b>Skills</b>	Cross-cultural
	Positioning: retaining the initiative
	Opportunity management, timing, effective in action