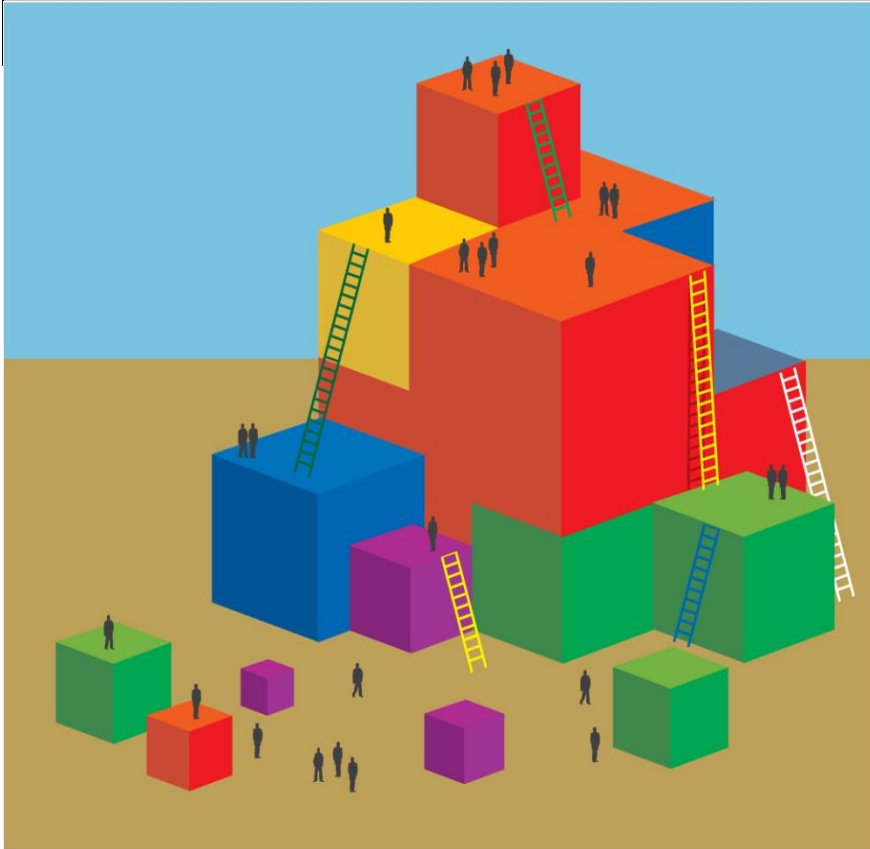


Commission on higher Education kingdom of Thailand



Changes in Higher Education in ASEAN and Global Communities

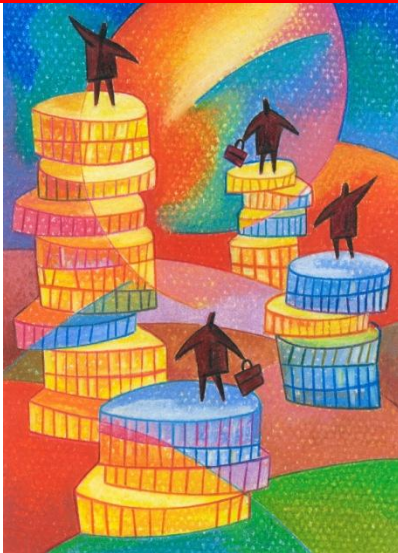


April 5, 2012.

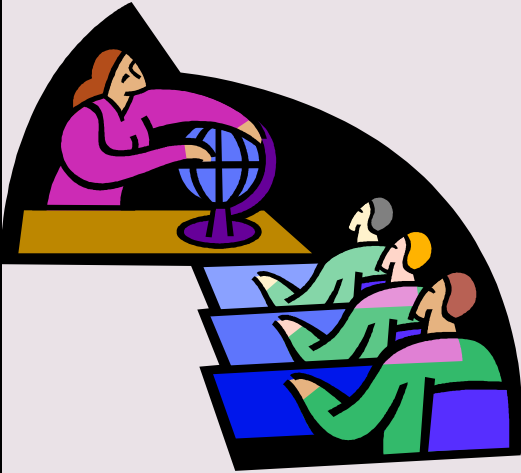
by **Dr. Gerald D. Groves**
Professor and Master Consultant
Leadership and Change Management
email: drjerrygroves@comcast.net

There is a difference between
“looking modern”
and
“being modern.”

Dr. Gerald D. Groves, 2010



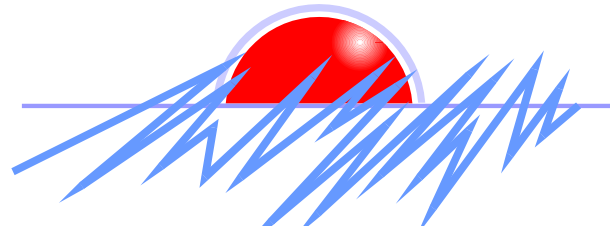
IMPACT OF EDUCATION:



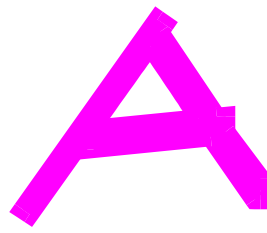
The USA would have achieved an additional \$1.3-\$1.7 trillion in Gross Domestic Product in 2010 if its citizens were better educated.

Source: McKinsey and Company Global Consultants, 2010

**TODAY'S PERFORMANCE
IS A PRODUCT OF
YESTERDAY'S LEARNING**

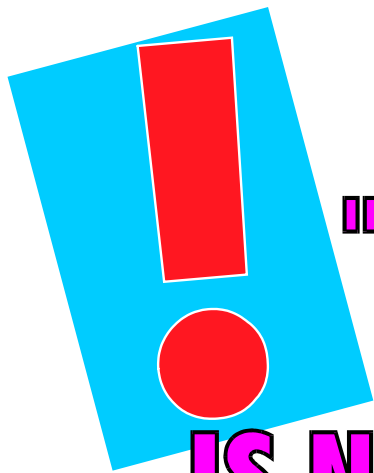


**TOMORROW'S
PERFORMANCE
IS A PRODUCT OF
TODAY'S LEARNING**



PARADIGM SHIFT

**IS A CHANGE TO
A NEW GAME,
A NEW SET
OF RULES.**

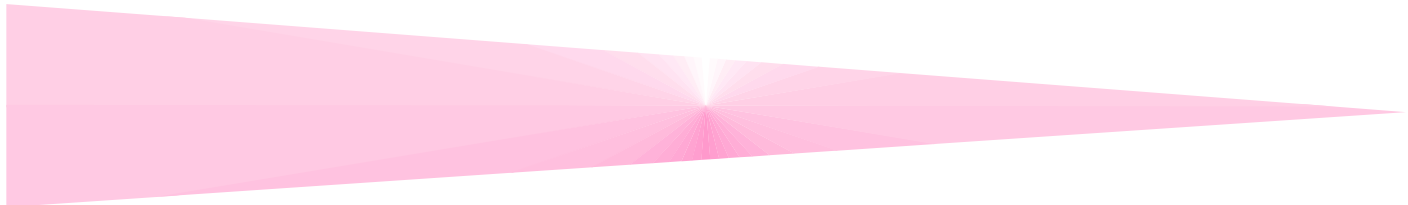
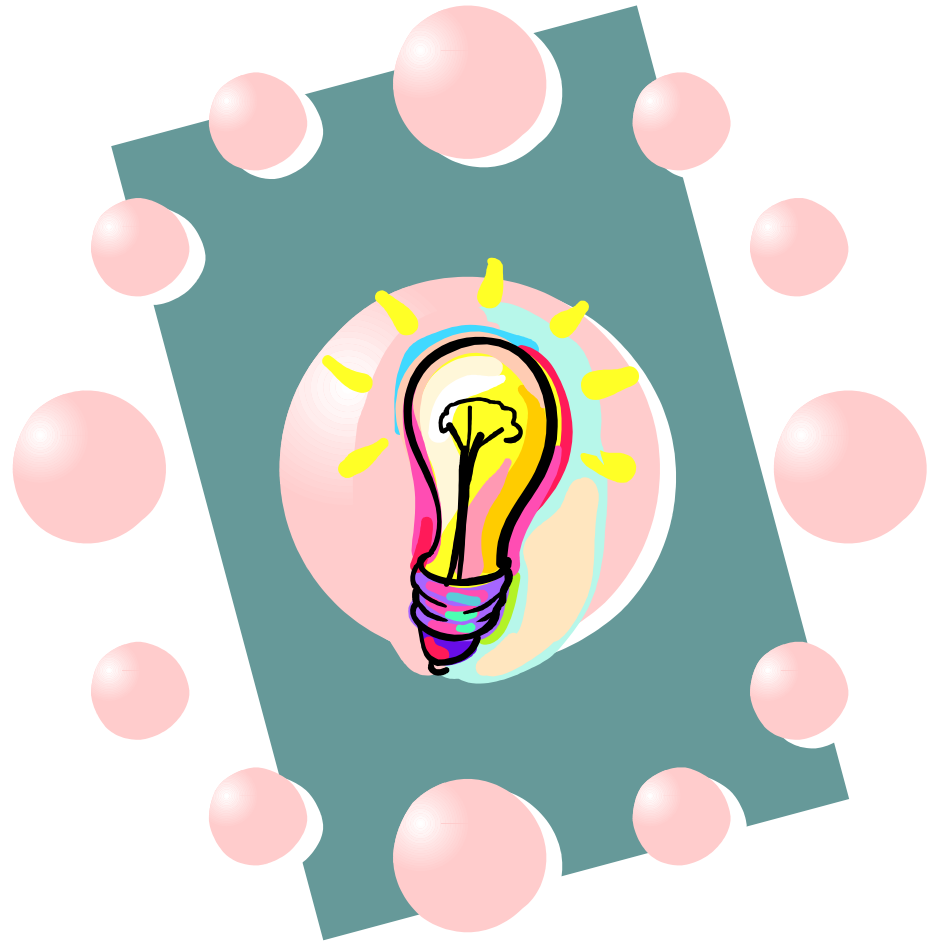


**"WHAT WAS GOOD ENOUGH
FOR YESTERDAY,
IS NOT GOOD ENOUGH FOR TODAY,**

**WHAT IS GOOD ENOUGH
FOR TODAY,
WILL CERTAINLY NOT BE
GOOD ENOUGH FOR TOMORROW !"**

-Dr. Oren Harari
in "Mind Matters"

**"THINK
GLOBAL
ACT
LOCAL"**





Think Global, Act Local

“While Taiwan, Singapore, China and India have poured billions into developing world class university education, English-language instruction & high value skills, **Thailand has moved little beyond a decades old system that aims mostly to preserve national identity.**”

=Thainess

Source: Ambika Ahkuja, Reuters International Correspondent, May 30, 2011

Some Regionalization and Globalization Issues





ASEAN

A Wake-Up Call:

**Choose to Win
or**

Choose to Lose!



Zoom Out, Zoom In

Zoom Out:

Sense a change in conditions

Assess: How much time before the risk profile changes?

Assess: Do the new conditions call for disrupting plans? If so, how?

THEN



Source:

Jim Collins and Morten T. Hansen. Great by Choice. New York: Harper Collins, 2011, p.114.

Zoom Out, Zoom In

Zoom In:

Focus on supreme execution of plans and objectives.



GLOBAL COMPETITION



“Thai universities offer narrow fields of study, making it difficult for students to adapt to the Global Economy.”

Lack of Scientists

U.S.A.

100 scientists
Per
10,000 people

Thailand

1.27 scientists
Per
10,000 people

South Korea

20 scientists
Per
10,000 people

JAPAN

100 scientists
Per
10,000 people

Taiwan

20 scientists
Per
10,000 people

// CREATIVE DESTRUCTION //

is

... WHERE THE CREATIVITY OF
THE COMPETITION DESTROYS
THE VALUE OF
WHAT YOU CURRENTLY DO

Scholarships



In **2003** – 8.2 billion baht budget to provide 1500 scholarships over 5 years for students to study overseas

In **Malaysia** - 1400 scholarships **per year** from government (JPA scholars) plus Petronas, Telkom, Tenaga and other scholarships.

Literacy, College and Development

“Literacy in Thailand was 94% in 2010.
But while 71% of students go on to
finish secondary school, **only 18% of
students finish college.**”

-Direk Patmasirawat
Thailand Research Development Institute

Note:

This is far below the State of South Carolina in the USA where only 34% are university graduates. South Carolina is **one of the least developed states** with one of the highest unemployment rates!





**“It is not enough
to do your best;
you must know
what to do, and
THEN do your
best.”**

Growing grapes:

The Fruit or the Vine?



Al Kharj, Saudi Arabia

“Improving productivity and technology requires investments in institutions that have long gestation periods. Thailand’s commitment to such investment is weaker than those of New Industrialized East Asian Nations when they were at similar levels in their development.”



Source: World Bank, 2010.

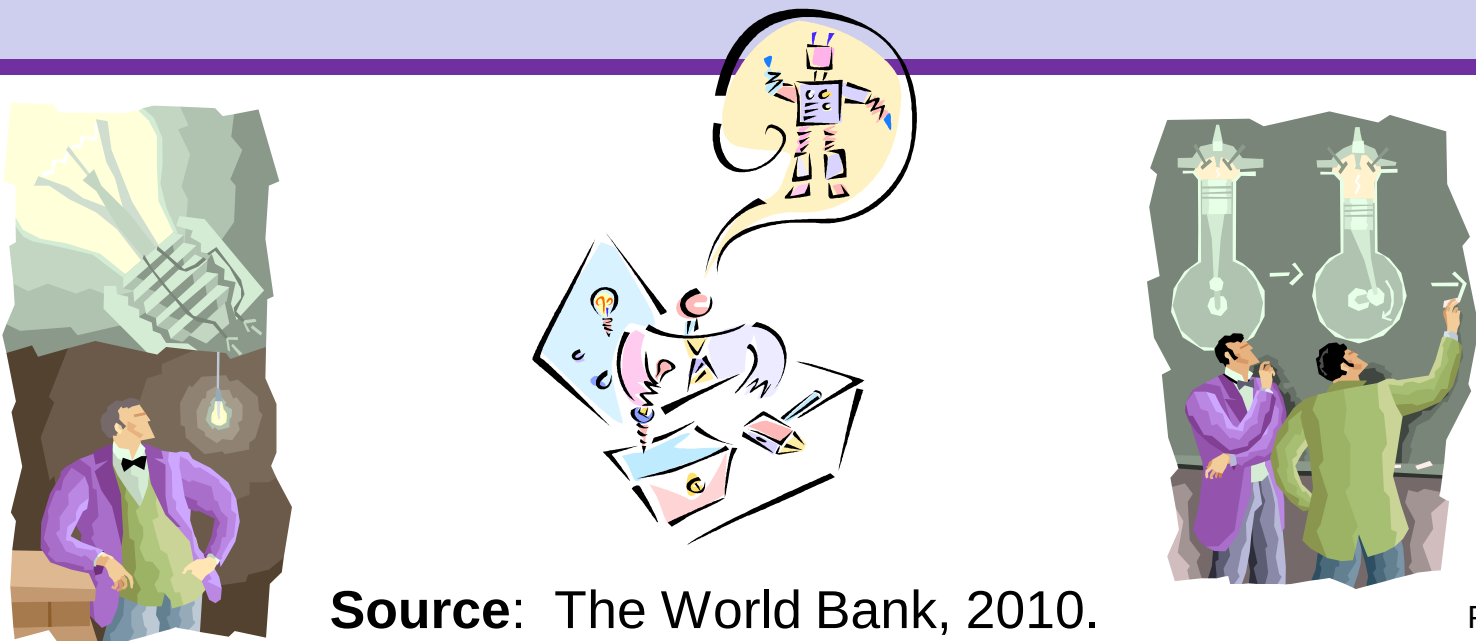


**“We are what we repeatedly do.
Excellence is not an act,
it is a habit.”**

Aristotle

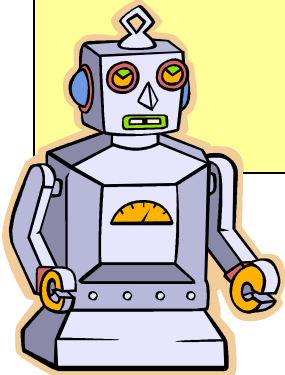


“With the exception of Japan and Korea, most East Asian Countries are struggling to develop the innovation potential of their higher education system.”

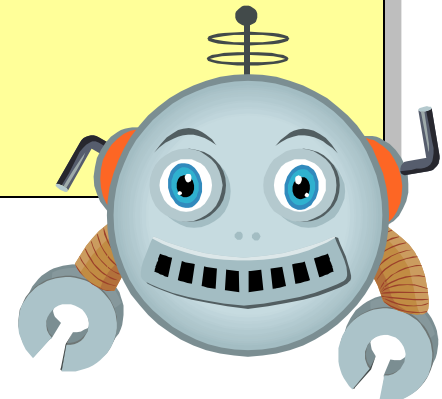


Source: The World Bank, 2010.

**“Thai institutions have NOT
facilitated the innovation and
related technology highlighted by
the
World Bank
as necessary for sustained growth.”**



Source: World Bank, 2010.



Global Innovation Index, 2009

COUNTRY	GLOBAL RANK
Singapore Korea Japan Malaysia China	1 2 9 21 27
THAILAND	44
Philippines Indonesia Vietnam	54 71 73

LESSON:

Lower levels of
Innovation
limits
Foreign
Investment
Opportunities.

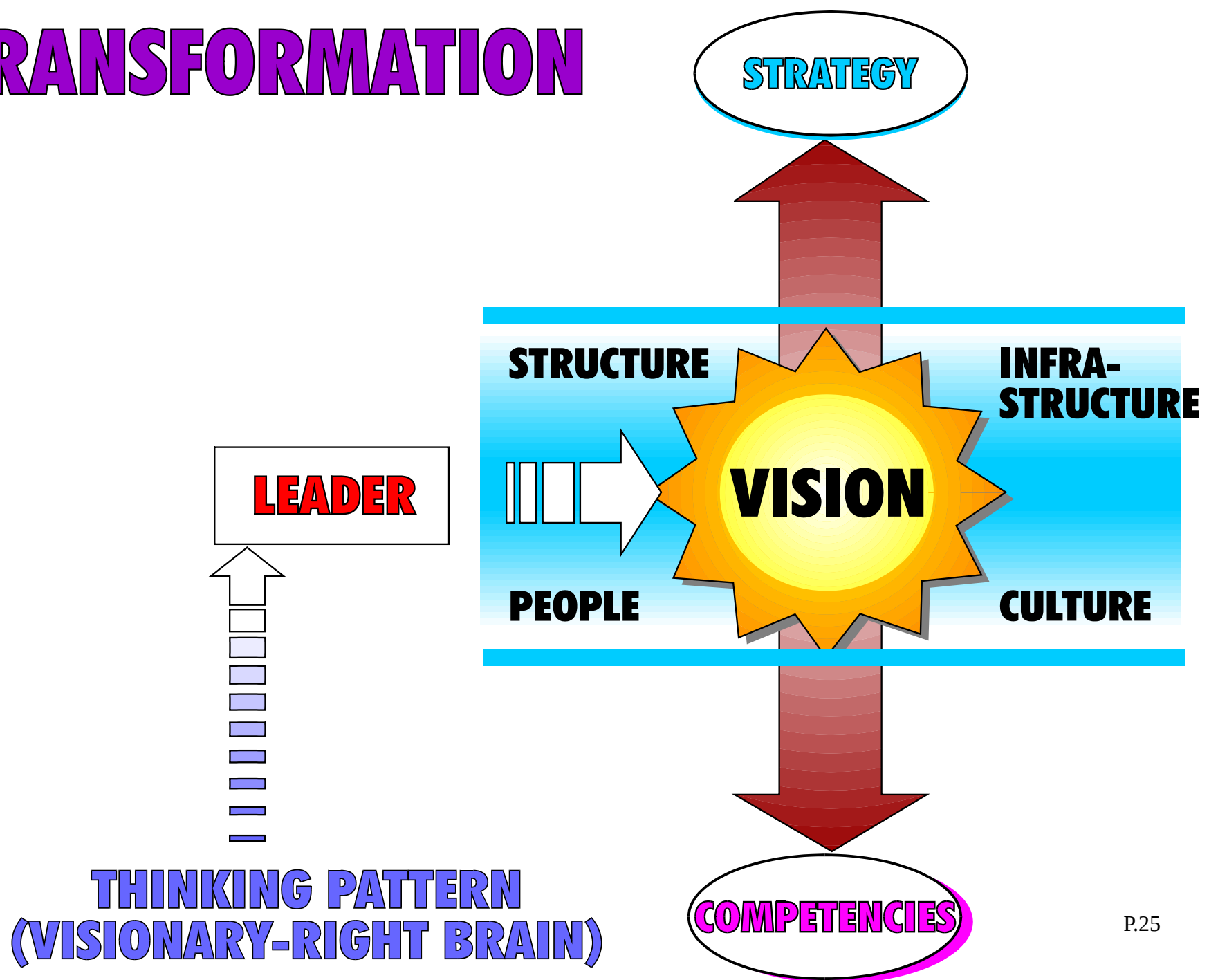
Innovation Capacity Index, 2009-2010

Country	Country Ranking
Singapore	6
Taiwan	13
Japan	15
Korea	19
Malaysia	34
THAILAND	43
China	65
Philippines	75
Vietnam	78
Indonesia	88
Cambodia	112

Learning:

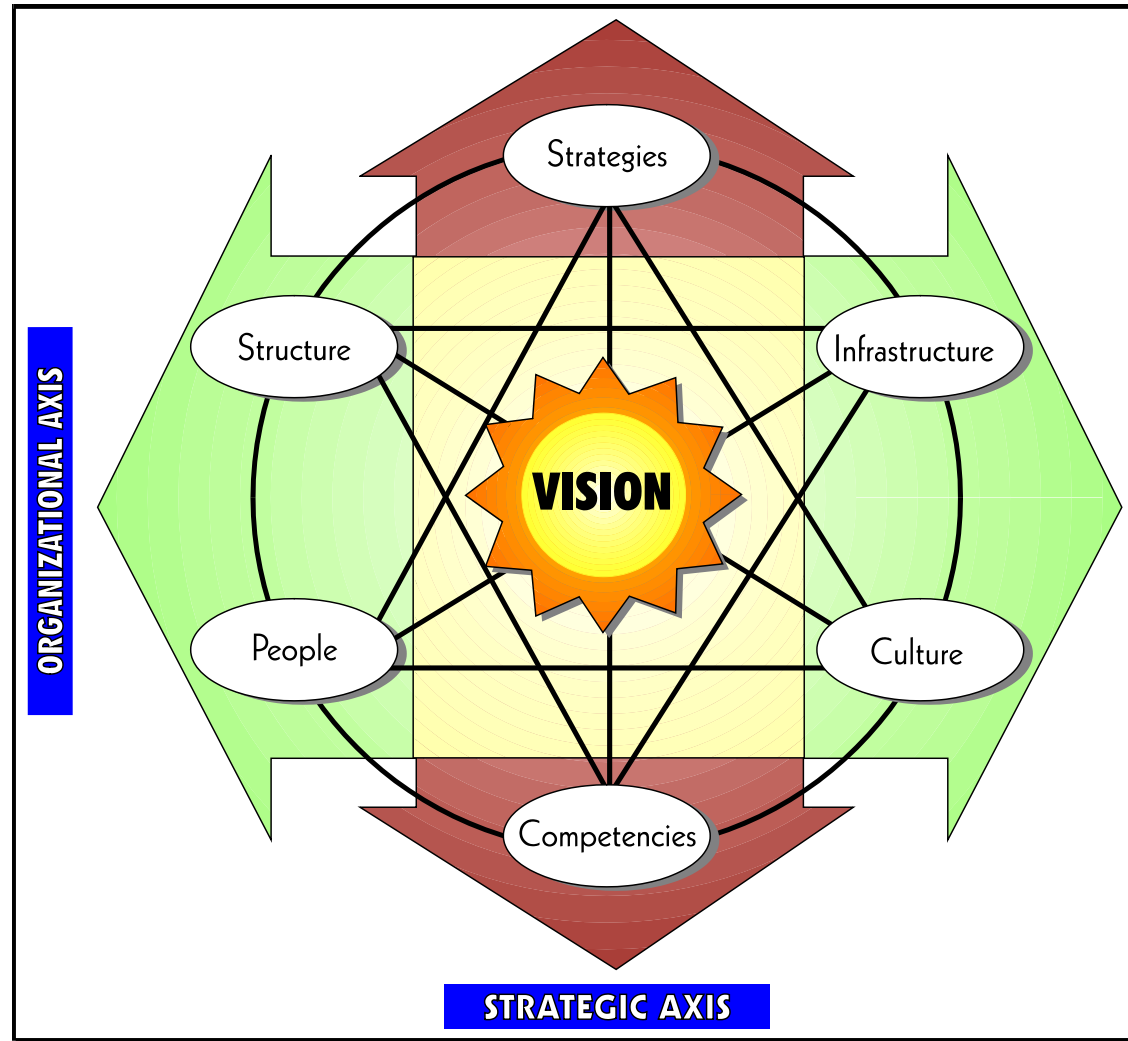
Build Partnerships
between
governments,
universities and
industry.

TRANSFORMATION

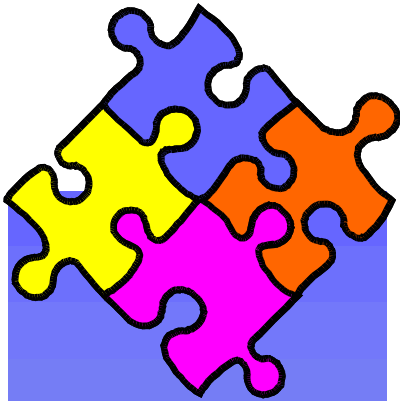


IN A SUCCESSFUL TRANSFORMATION,

**THE CORPORATE
VISION FIRST
INFORMS THE
STRATEGIC AXIS OF
THE SYSTEM,
AND THEN
THE ORGANIZATIONAL
AXIS.**



SOURCE : ROBERT H. MILES, LEADING CORPORATE TRANSFORMATION, SANFRANCISCO, JOSSEY BASS, 1997, P37



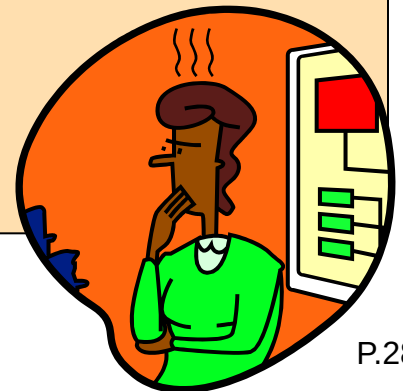
**STRATEGY IS NOT
ABOUT
CONTINUING THE PAST.
IT'S ABOUT
CREATING THE FUTURE!**

**- JIM UNDERWOOD
IN WHAT'S YOUR CORPORATE I.Q.?, 2004**

Strategies for Competitiveness

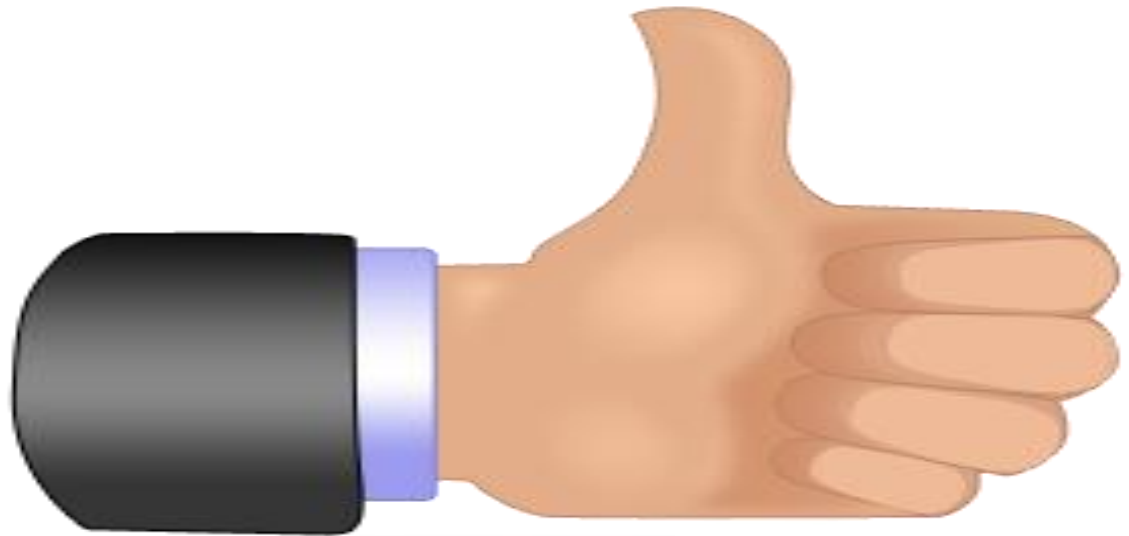
Strategy One: The “**Good Enough**”
Strategy!

Float all boats to a common level =
Raise many of the weak
to be “**somewhat good**”

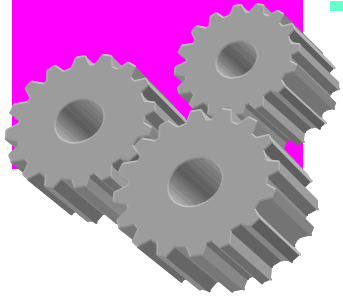


**“Good enough is the
enemy of Great!”**

Charles Handy



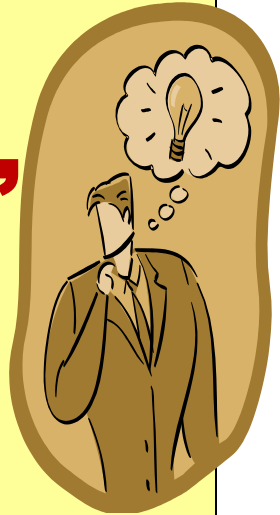
A FOCUS STRATEGY



THE IDEA IS TO OPERATE
WHERE YOUR **COUNTRY**
HAS A COMPETITIVE
ADVANTAGE AND TO AVOID
COMPETING IN SEGMENTS
WHERE YOU ARE AT A
COMPETITIVE DISADVANTAGE.

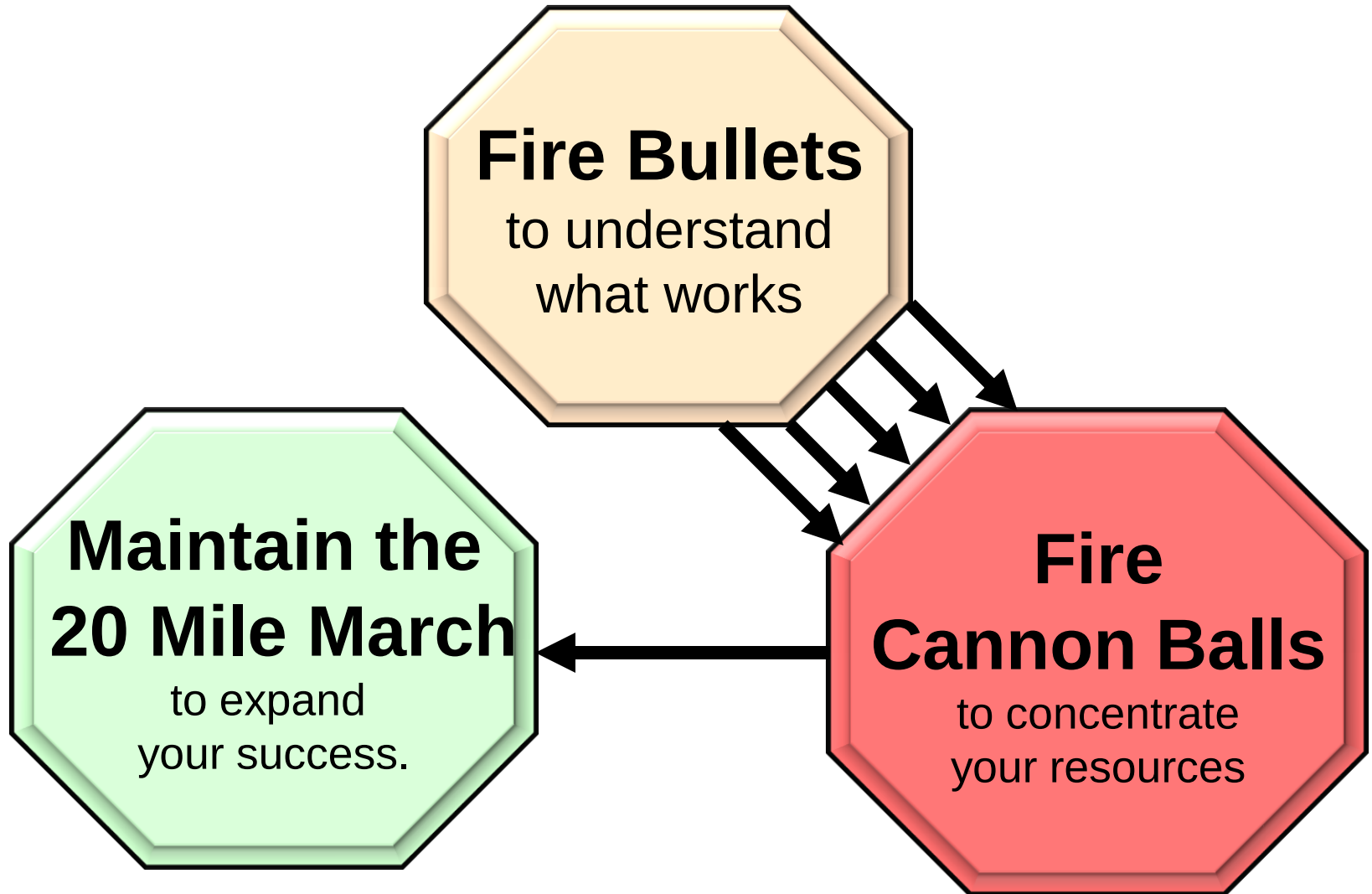
Strategies for Competitiveness

Strategy Two: The “**Excellence**” **Strategy**



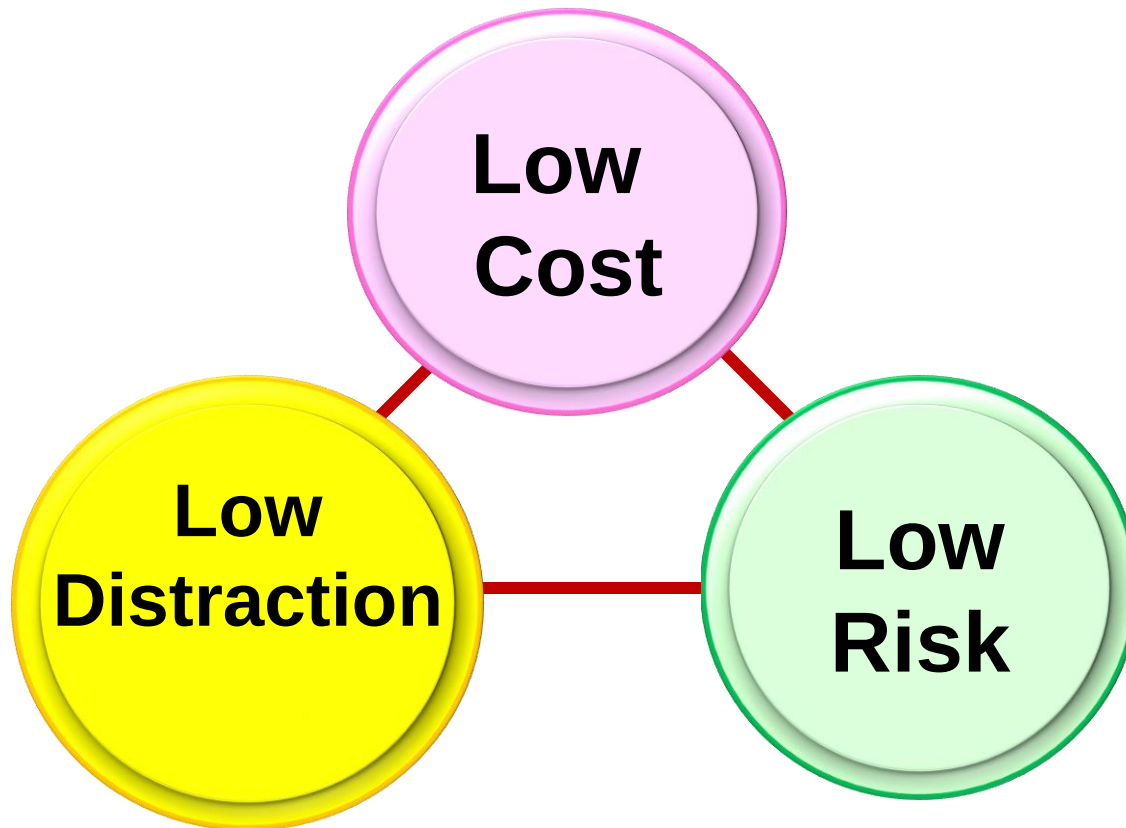
Develop the good to be “**outstanding**”
thereby creating competitive advantage!

Fire Bullets, then Cannon Balls



What is a Bullet?

It helps you to understand what works.



DYNAMIC VIEW OF COMPETENCY

**COMPETITIVE
ADVANTAGE**

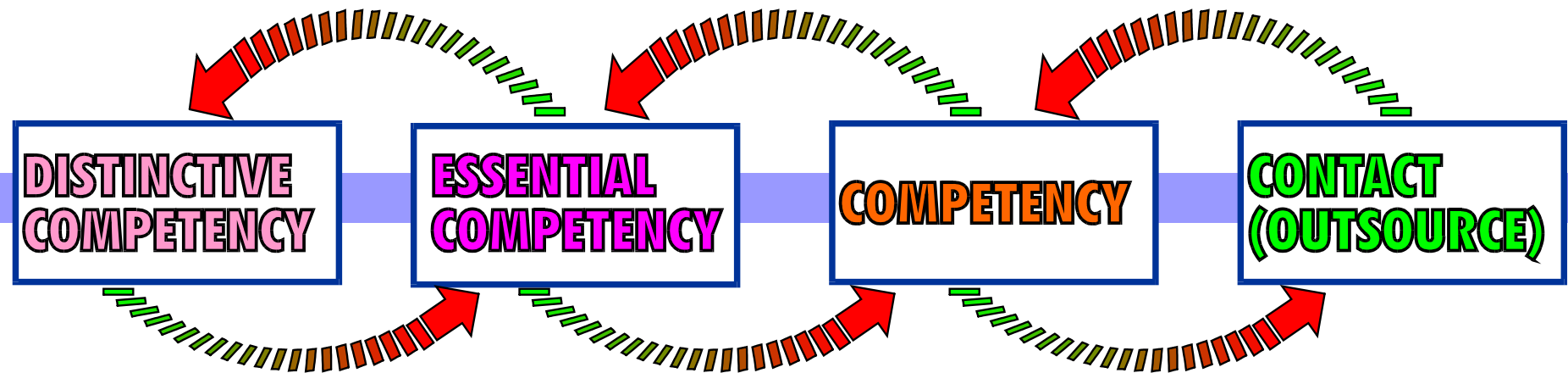
**WHAT MAKES
YOU DIFFERENT
FROM YOUR
COMPETITORS?**

**COMPETITIVE
NECESSITY**

**WHAT MUST
YOU HAVE
TO
COMPETE?**

**ROUTINE
COMPETENCY**

**WHAT ARE
THE ROUTINE
ACTIVITIES YOU
MUST DO OR
OUTSOURCE?**



Types of Canon Balls

Type 1 – Uncalibrated Canon Balls
poor aim, low chance for success



Types of Canon Balls

Type 2 – **Calibrated** Canon Balls

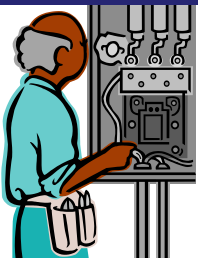
good aim, hit the target



LACK OF FIT

“ . . . out of as many as 50,000 open positions for vocational graduates, only 6,000 applications were received by local employers.

Positions for **university graduates** were much more limited compared with the number of new graduates entering the market each year, with **as many as 50% of new graduates unable to find work after completing their degrees.**”



Source:

Wanchai Piboonbaramee, Human Resources and Finance Director, Manpower Group's Thai Office in The Bangkok Post, "Education out of Step with Labour Market," By Wichit Chanatanusornsiri, March 23, 2012.

A Quick Labor Analysis -Thailand

ACTION

Increase Focus

Incentivize STEMS
options

**University
Education**

STATUS

Unfocused, Lack of Fit
in Skills Sets to Market

Oversupply

Not enough
STEMS graduates

Increase
Vo-Tech
Training

**Skilled
Vocational-
Technical
Graduates**

High Demand

Insufficient
Supply

Better Opportunities

**Unskilled
Labor**

More losses to come -
commoditized

A Losing
“Battle to the Bottom”

Balance General Education with Vocation-Technical Education

**The Sultanate of Oman has had a
Ministry of Vocational Technical
Training for decades.**

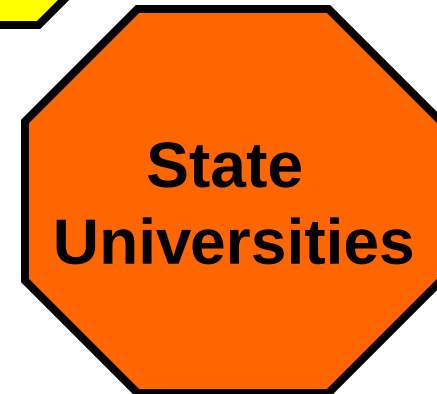
**It oversees vocational technical
education in the country.**

The MINNESOTA Model-USA

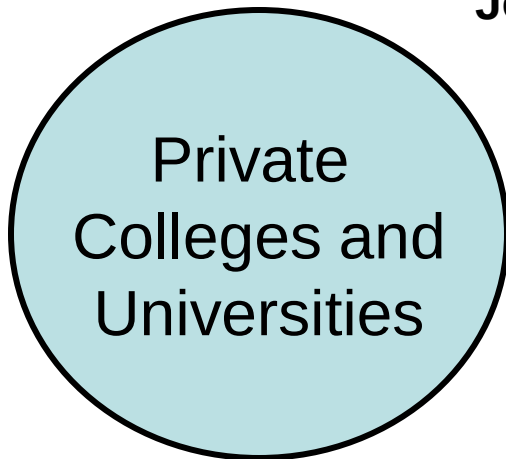
One hour drive



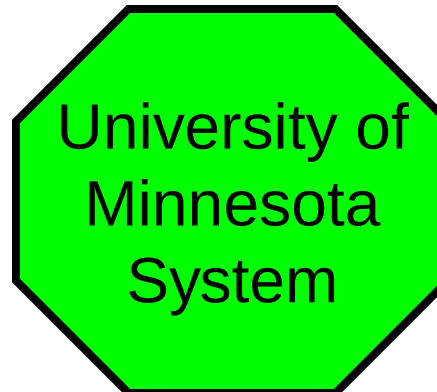
Job Skills



Two hour drive



Dispersed Locations



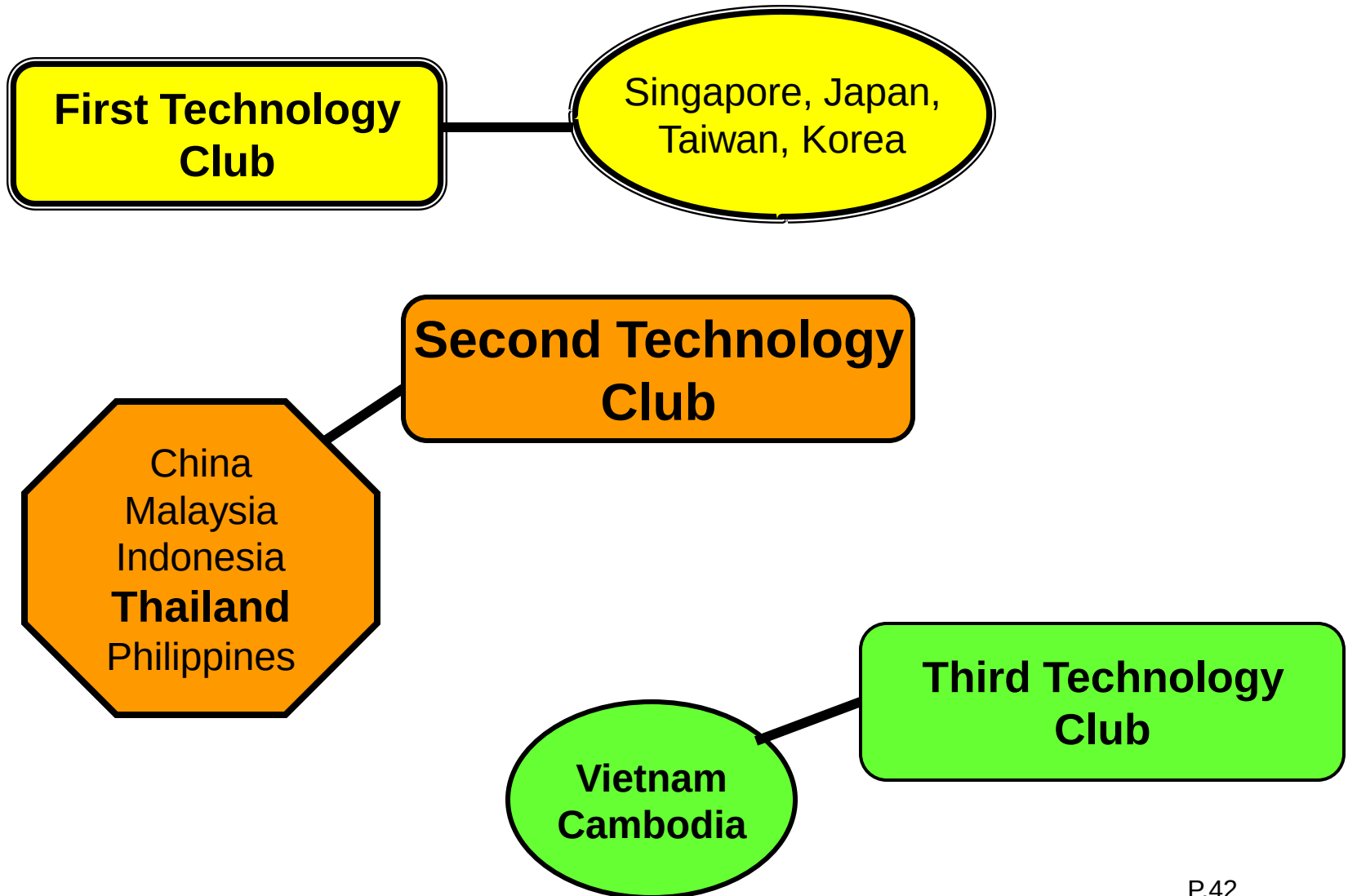
Larger Regional Locations

KEY CRITERIA

FOR EDUCATIONAL SUCCESS

- **READY**
- **WILLING**
- **ABLE**

THE TECHNOLOGY CLUBS



PLAYING THE GAME OF “CATCH UP”



Members of the **second technology group** are “**users**” of technology and innovation **rather than the creators of it**. This limits income potential and desirability as a site for foreign investment.”

Challenge: to produce the mix of skills of a significantly higher quality.



Focus on **STEM** Fields

Science

Technology

Engineering

Mathematics

THAI STUDENTS and PAT TEST RESULTS, 2012

TEST	Subject	Test Takers	Average Score	Maximum Possible	Percent Score
PAT-1	Math	200,693	39.64	300.00	13.2%
PAT-2	Science	173,048	91.59	300.00	30.5%
PAT-3	Engineering	39,488	83.45	300.00	27.8%
PAT-4	Architecture	14,057	122.24	300.00	40.75
PAT-5	Teacher Profession	175,548	149.43	300.00	49.81%

COMPETITIVENESS

While Thai enrollment has improved,
poor **science knowledge and
problem solving skills** are
areas of concern.



**These areas are crucial for
national competitiveness!**

Think Quality, not Quantity!

“The number of institutions is **NOT** the issue, **Quality** of what is delivered by these institutions **is the issue!** “



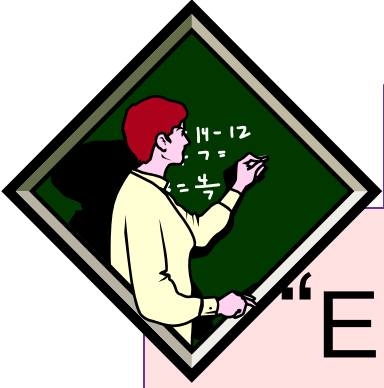
What, How and When – Who Decides?

“China, Finland and Singapore are struggling to return the decision on what to teach, how to teach and when to teach to the teacher.

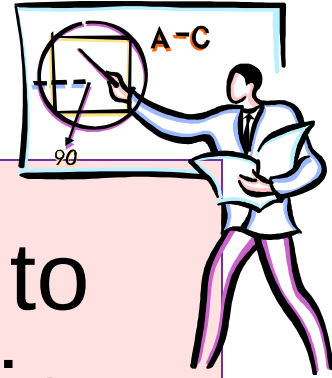
... The challenge is whether the teacher is professionally qualified to take on this responsibility.”



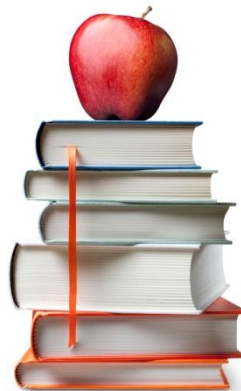
P.48



WHAT AND HOW TO DO?



“East Asian Universities need to ensure the quality of their teaching, curriculum and research **by building up the caliber and experience of their faculties.**”



The World Bank



Beware of Parkinson's Law



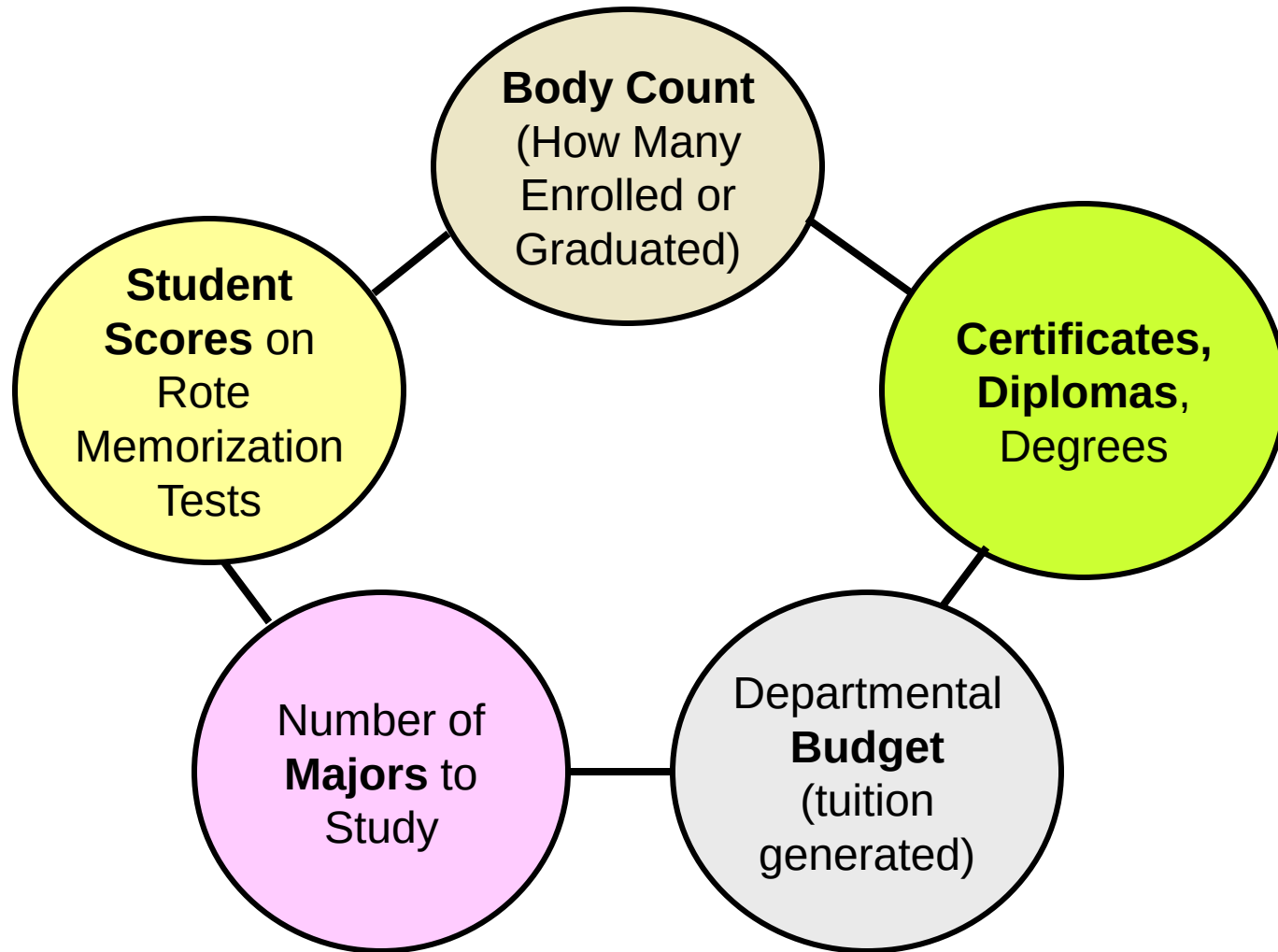
The danger of beautiful buildings is whether what happens within these buildings is equal in quality to the building itself. -Cyril Northcote Parkinson, 1958.

**“To raise the quality of education,
you need to focus upon what happens
in CLASSROOMS.”**

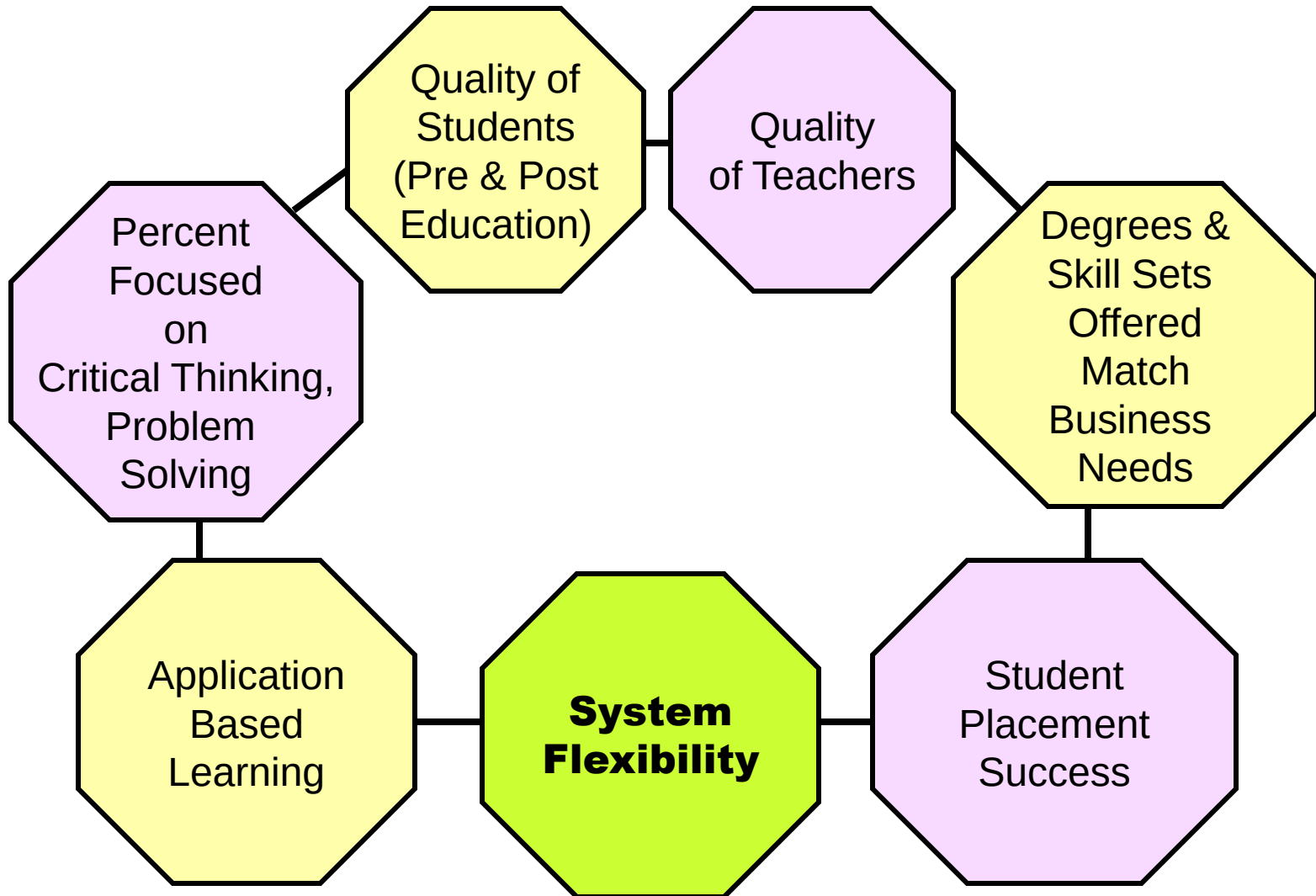
- The Nation, January 19, 2012.
- also the Bangkok Post.



FALSE MEASURES



Appropriate Measures



ACTION PLANNING EXERCISE

KEEP, STOP, START

1. I WANT TO KEEP DOING, OR DO MORE OF :

- A.** _____
- B.** _____
- C.** _____

2. I WANT TO STOP DOING, OR DO LESS OF :

- A.** _____
- B.** _____
- C.** _____

3. I WANT TO START DOING :

- A.** _____
- B.** _____
- C.** _____

ORGANIZING AROUND CAPABILITIES IMPACT OF CHANGE

IS THE ORGANIZATION FOCUSING ON THE RIGHT WORK ?			
		RIGHT	WRONG
HOW WELL DO WE GET WORK DONE ?	WELL	WE DO THE RIGHT WORK WELL	WE DO THE WRONG WORK WELL ?
	POORLY	WE DO THE RIGHT WORK POORLY	WE DO THE WRONG WORK POORLY?

USE VALID BENCHMARKS

TIMMS – Test for the International
Measurement of Math and Science

**“If a child is behind in math and science during
grades 4-7, even a “world class”
bridge program will not make up the
deficiency!”**





WHERE TO START?

Qatar Foundation:

University was not enough!

Bridge Programs were insufficient!

Restructure education from the base-
elementary education through
secondary education

Build on Partnerships



The **Qatar Foundation** created Education City- a world class university from multiple partnerships.

Computer Science – Carnegie Mellon Univ.

Islamic Studies – Al Azhar Univ. –Cairo

Diplomatic Studies – Georgetown Univ.

Medicine – Cornell University

Engineering – Texas A & M Univ.

Media and Marketing – Northwestern Univ.

The “Twinning Concept”

Malaysia 2 years in, 2 years out

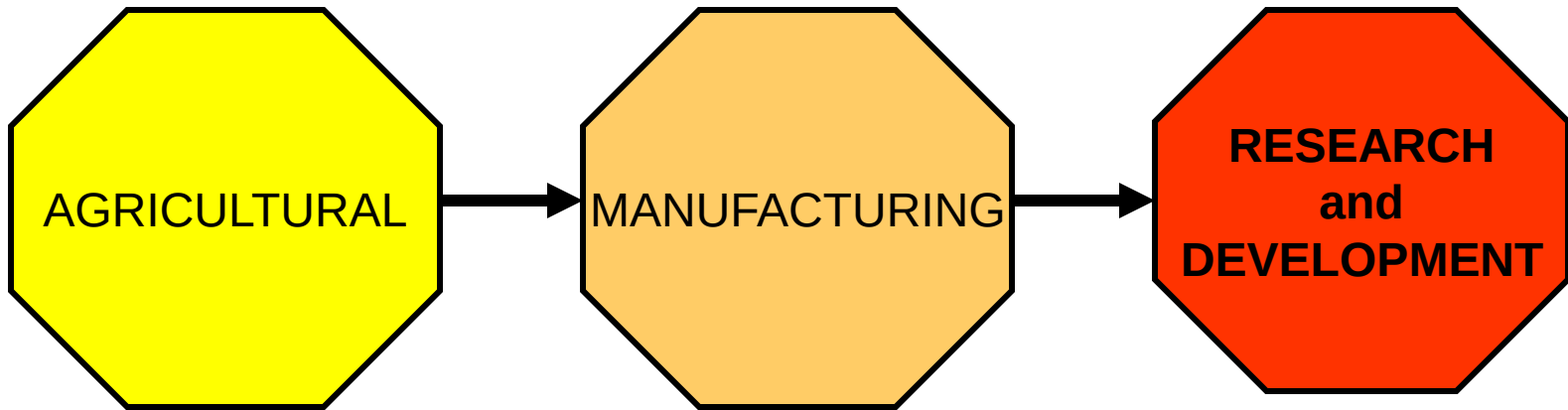
Japan - Joint Programs -

Singapore - National Productivity
Center – GW University,
University of Chicago

Thailand - Sasin Graduate School
of Business,
Chulalongkorn University

BREAK the CYCLE!

Normal Development Cycle:



INDONESIA – Mr. HABIBI AND BPPT (19 Strategic Industries)



What is missing?

“To solve problems of the digital age,
Thai youth must learn skills in:
critical thinking, collaborative problem
solving and the effective use of internet
technologies both in communication
and in searching for vital information.”

P.60

Source: Peter J. Foley. Public Education at Risk, a Nation at Risk. July, 2011.



Look at your Neighbors

Countries implementing programs on creative thinking, innovation and problem-solving:

Japan

Singapore

Malaysia

China

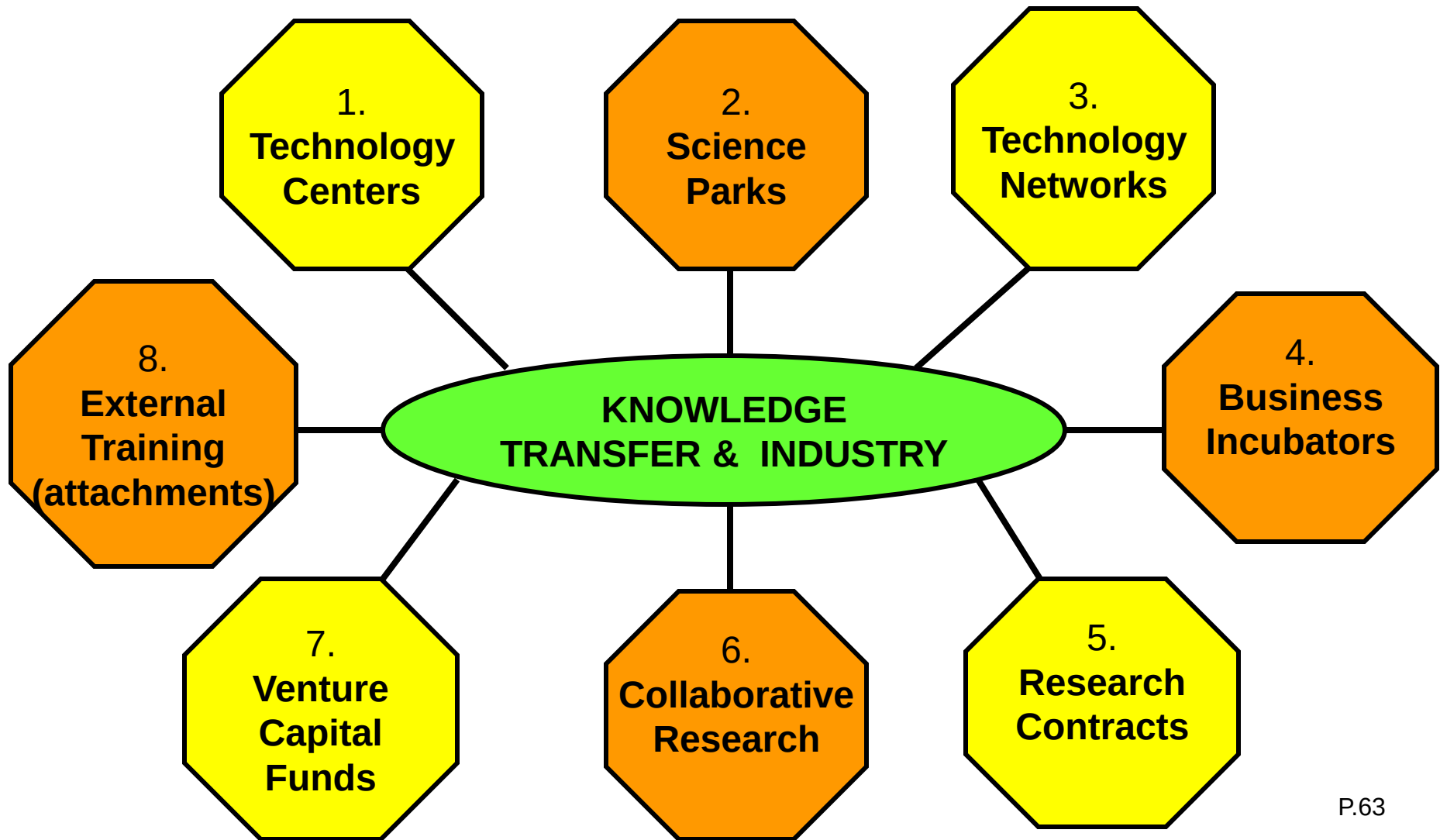
“Practical Intelligence”

- is “knowing what to say to whom, knowing when to say it, and knowing how to say it for maximum effect.” It is procedural—it is about knowing *how to do something* without being able to explain it.
- It is knowledge that helps you read situations correctly and get what you want.

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APPROACHES for KNOWLEDGE TRANSFER



7 LEVELS OF CHANGE

LEVEL 7
BREAKTHROUGH

**DOING THINGS THAT CAN'T
BE DONE**

LEVEL 6
DIFFERENT

**DOING THINGS THAT HAVEN'T
BEEN DONE BEFORE**

LEVEL 5
ADAPTING

**DOING THINGS OTHER PEOPLE
ARE DOING**

LEVEL 4
CUTTING

DOING AWAY WITH THINGS

LEVEL 3
IMPROVING

DOING THINGS BETTER

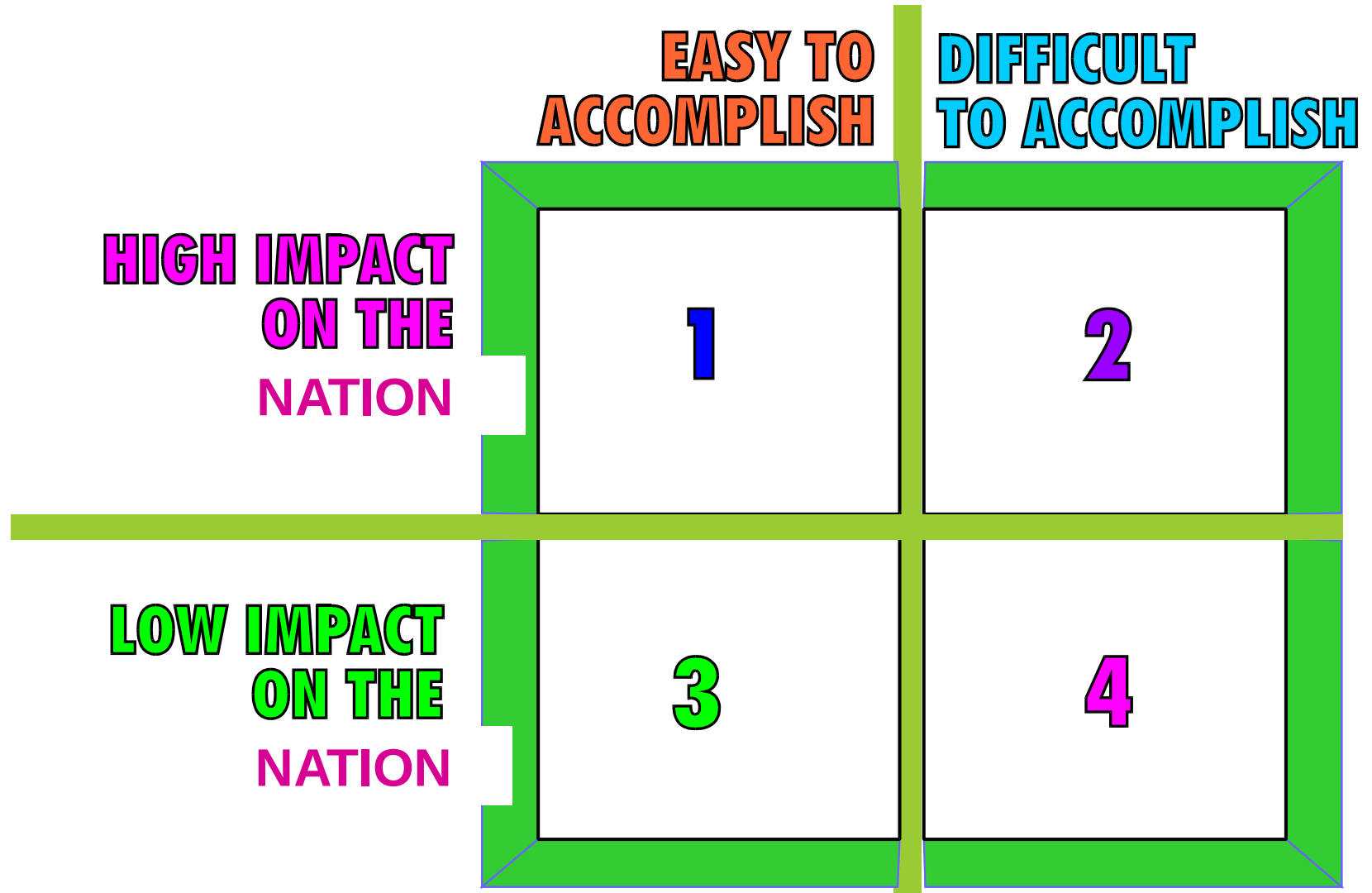
LEVEL 2
EFFICIENCY

DOING THINGS RIGHT

LEVEL 1
EFFECTIVENESS

DOING THE RIGHT THINGS

THE PAYOFF MATRIX



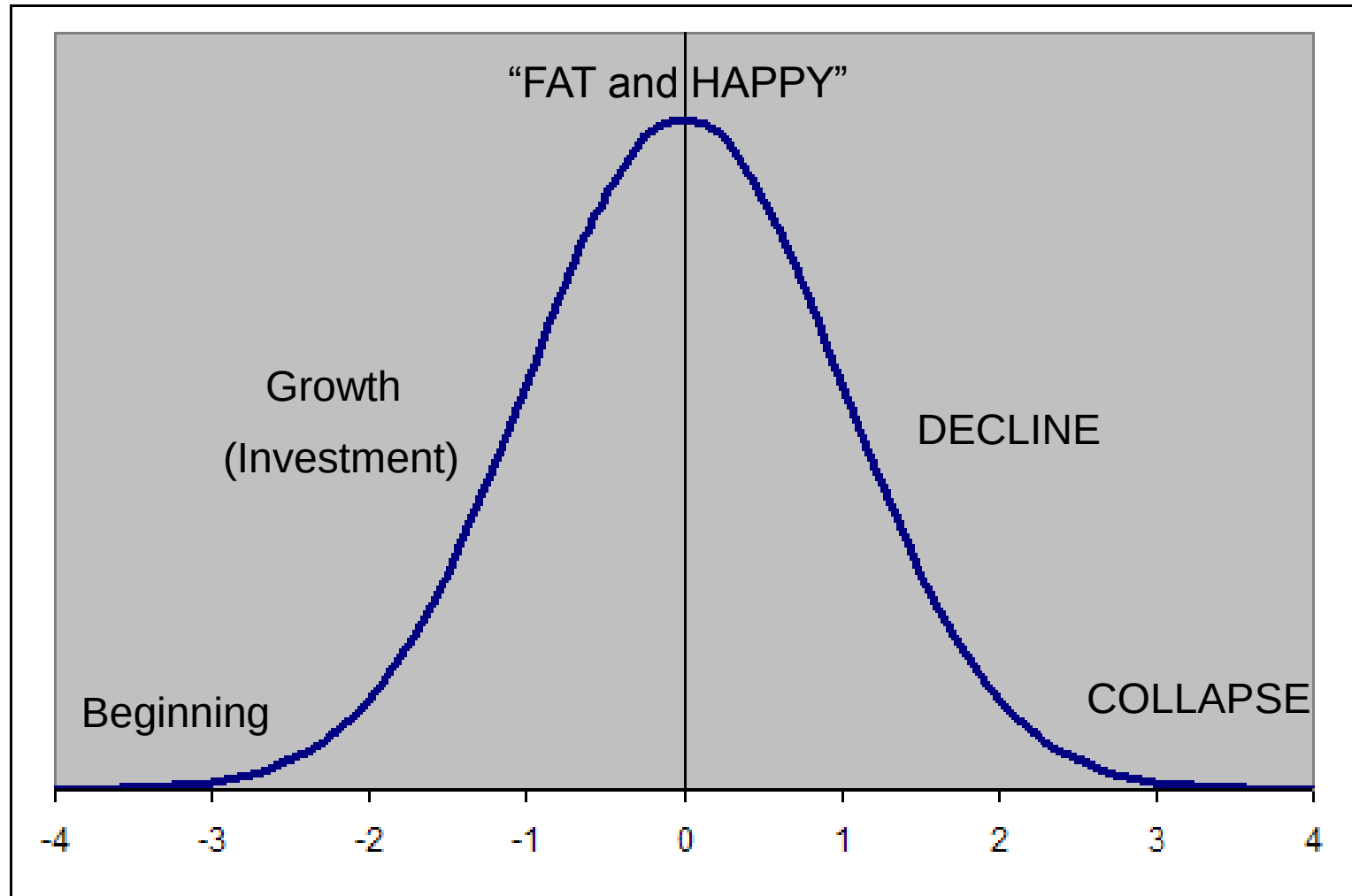


3 Key Questions for Making Risky Bets

- 1. What's the upside, if events turn out well?**
- 2. What's the downside, if events go very badly?**
- 3. Can you live with the downside?**



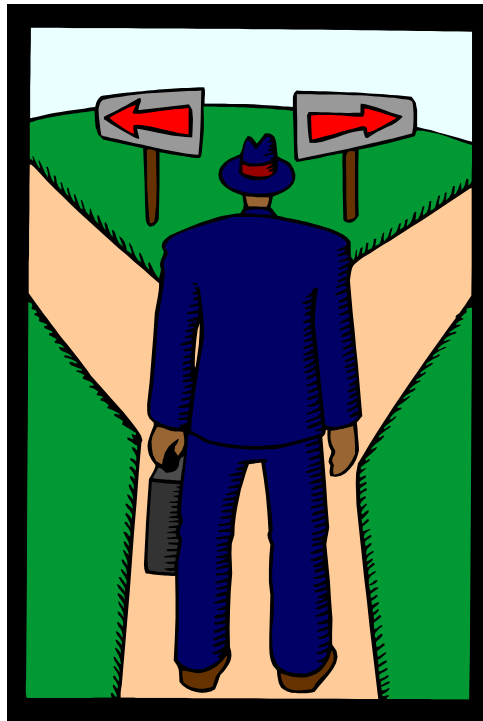
SIGMOID CURVE



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Key Point: Timing of Implementing a Decision is Crucial for Success

“Life is the sum of your choices.”



-Ralph Waldo Emerson