

## FUTURE AND THE CHANGING ROLE OF UNIVERSITIES

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### TRADITIONAL ROLE OF UNIVERSITIES



- ⌘ 13<sup>TH</sup> TO 19<sup>TH</sup> CENTURIES: HOME OF GREAT SCIENTISTS (OXFORD, BOLOGNA, SALAMANCA, SORBONNE) - IT IS TAUGHT WHAT THEY KNOW (PERSONALIZED KNOWLEDGE DISTRIBUTION)
  - ⌘ 20<sup>TH</sup> CENTURY: HOME OF SCIENCES, STANDARDIZED KNOWLEDGE, KNOWLEDGE WORKERS - IT IS TAUGHT WHAT IS EXPECTED FROM ECONOMY AND SOCIETY (MASS PRODUCTION, EFFICIENCY)
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## NEW CHALLENGES

- ⌘ STATES (REPUBLICS AND KINGDOMS) ARE PULLING BACK FROM FINANCING HIGHER EDUCATION - SELF FINANCING SOURCES SHOULD BE GENERATED
- ⌘ THE GREAT SOCIAL-ECONOMIC CHALLENGE: THE REAL ADDED VALUE IS KNOWLEDGE (AND INFORMATION) GREAT DEMAND FOR UNIVERSITIES' VALUABLE "PRODUCT"
- ⌘ RESEARCH (REAL SCIENCE) CAN BE FINANCED FROM THE MARGIN OF MARKETED KNOWLEDGE
- ⌘ INNOVATION (KNOWLEDGE) GENERATION): LEADERSHIP IS MORE AND MORE WITH THE ECONOMY
- ⌘ LIFE-LONG LEARNING: 3-4 TIMES MORE CUSTOMER

## NEW CHALLENGES (CONTINUED)

NEW PARADIGM OF TIME:

- ⌘ FUTURE PLANNING IS NOT ANY MORE THE EXTRAPOLATION OF PAST AND PRESENT (BASED ON EXPERIENCES)
- ⌘ TIME PACING: THE RHYTHM OF CHANGES IS QUICKER THAN THE TIME OF REACTION
- ⌘ FUTURE PLANNING IS DERIVED FROM THE VISION ON FUTURE
- ⌘ COMPETITION OF VISIONS (SUCCESS CRITERIA: BETTER VISION) - LEADERSHIP, TACIT KNOWLEDGE, METAPHYSICS

## GLOBALIZED HIGHER-EDUCATION MARKETS

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- ⌘ THERE ARE GLOBAL AND INTERNATIONAL (TRANSNATIONAL) COMPETITORS (GLOBAL COMPARISON AND RANKINGS)
- ⌘ QUALITY-ASSURANCE (ACCREDITATION, QUALITY MEASUREMENT AND CONTROL)
- ⌘ ENGLISH IS BECOMING TO BE LANGUAGE OF SCIENCE AND EDUCATION
- ⌘ CROSS-BORDER MIGRATION OF STUDENTS AND FACULTIES
- ⌘ THE BEST SCHOOLS ARE ABLE TO GENERATE FUNDS TO PAY THE BEST SCHOLARS AND FINANCE KNOWLEDGE/SCIENCE

## GLOBALIZED HIGHER-EDUCATION MARKETS (cont.)

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- ⌘ INTEGRATED HIGHER-EDUCATION SPACE:  
THE BOLOGNA PROCESS
- ⌘ BORDERLESS MIGRATION OF STUDENTS AND FACULTIES
- ⌘ COMPARABLE SYSTEMS TO MAKE IT POSSIBLE TO TRANSFER (UNDERGRADUATE, GRADUATE)

## HUNGARY AND BUESPA ON THE GLOBALIZED HIGHER-EDUCATION MARKETS

- ⌘ Hungary: power in the knowledge business, especially in the low-budget (no equipment) disciplines
- ⌘ Economics/business: leadership in the region
- ⌘ language: bi(multi)-lingual cultivation of sciences and education

## BUESPA: FACT SHEET

- ⌘ 5,500 FULLTIME (STATE-FINANCED) AND ABOUT 6,000 PART-TIME (TUITION) STUDENTS
- ⌘ 450 FACULTY
- ⌘ BUDGET: HUF 4,5 BILLION (USD 16 MILLION) - 60% STATE FINANCED, 40% SELF-FUNDED
- ⌘ FOUR FACULTIES:
  - ⌘ BUSINESS ADMINISTRATION
  - ⌘ ECONOMICS
  - ⌘ SOCIAL ECONOMICS
  - ⌘ PUBLIC ADMINISTRATION (COLLEGE DIPLOMA)

## VISION AND CHANGE: INTERNATIONALIZATION/GLOBALIZATION AND LEADERSHIP

### FACTS

- ⌘ BEST SCHOOL IN HUNGARY
- ⌘ REGIONAL LEADERSHIP (WITH WARSAW AND PRAGUE)
- ⌘ FIRST MEMBER OF CEMS FROM THE REGION (1996)
- ⌘ RECOGNISED IN EUROPE
- ⌘ GRADUATES ARE COMPETITIVE INTERNATIONALLY

### VISION

- ⌘ TOP QUARTER COMPETITOR IN EUROPE, No.1. IN THE REGION
- ⌘ RECOGNISED COMPETITOR WORLDWIDE
- ⌘ GLOBAL QUALITY STANDARDS
- ⌘ REGIONAL "FLAVOR"
- ⌘ CROSS-BORDER PROGRAMS FOR HUNGARIAN MINORITIES IN TRANSYLVANIA, SLOVAKIA, YUGOSLAVIA

## VISION AND CHANGE: CURRICULUM DEVELOPMENT

### FACTS

- ⌘ FIRST STANDARD INTERNATIONAL UNDERGRADUATE CURRICULUM
- ⌘ BEST-SELLERS ON GRAD LEVEL:
  - ☒ FINANCE
  - ☒ ACCOUNTING
  - ☒ MANAGEMENT
  - ☒ MARKETING
- ⌘ NEW TEACHING METHODS (INTERACTIVE, CASES)
- ⌘ LEADERSHIP IN TEXTBOOKS

### VISION

- ⌘ NEW REFORM OF UNDERGRAD COURSE STRUCTURE
- ⌘ NEW SPECIALIZATIONS (DEPARTMENTS, FACULTIES):
  - ☒ INFORMATION MGMT
  - ☒ ENVIRONMENT MGMT
- ⌘ e-EDUACTION (!?)
- ⌘ NEW TEXTBOOK PROGRAM

## VISION AND CHANGE: LANGUAGE

### FACTS

- ⌘ TWO LANGUAGE EXAMS ARE NEEDED FOR THE DIPLOMA
- ⌘ COURSES AND PROGRAMS OFFERED IN ENGLISH (UNDER-GRAD, GRAD, MBA, Ph.D)
- ⌘ JOINT AND EXCHANGE PROGRAMS IN ENGLISH, GERMAN, AND FRENCH

### VISION

- ⌘ FOREIGN-LANGUAGE TRACKS IN THREE LANGUAGES (ENGLISH, GERMAN, FRENCH)
- ⌘ INTENSIFIED PUBLICATIONS IN FOREIGN LANGUAGES

## VISION AND CHANGE: FUNDING

### FACTS

- ⌘ 60% STATE FINANCING (QUOTA-BASED) AND 40 % SELF-GENERATED FUNDS
- ⌘ JUST BRAKING-EVEN OPERATION
- ⌘ UNDER-PRICED PROGRAMS
- ⌘ "STATE-OWNED" MODEL WITH MIXED FINANCING (RESOURCE ALLOCATION, PERFORMANCE APPRAISAL, COMPENSATION)

### VISION

- ⌘ 50-50% MIXED FUNDING IN 3 YRS (50% INCREASE IN SELF GENERATED FUNDS)
- ⌘ TUITION PROGRAMS: HIGH-END MARKET POSITIONING (HIGH QUALITY-HIGH PRICED)
- ⌘ CO-OPERATION AND SPONSORSHIP WITH THE BUSINESS COMMUNITY
- ⌘ MIXED- MODEL IN RESOURCE ALLOCATION, PERFORMANCE APPRAISAL, COMPENSATION