

Association of Pacific Rim Universities
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Outline of Donald Tang Remarks

- The world is getting smaller every day, and technology is accelerating the pace at which the world shrinks.
- As the world shrinks, we all come closer together
- The closer together we come, the more complicated the world becomes. We are interacting with so many more people, in places that once seemed far, far away. Now everyplace is next door.
- We have discovered that as we become closer, the world does not become more flat. Instead, as we globalize the world becomes spikier, more full of ups and downs.
- The Financial Crisis was amplified and accelerated by globalization. And the world became even less flat.
- But despite all these challenges, the world continues to grow, and globalization continues forward.
- At the intersection of national borders (and we all now intersect with every international border) cultural differences and the risk of misunderstanding is increased.
- Globalization does not automatically bring understanding, but rather, exponentially increases the opportunity for mis-understanding.
- This challenge is a great opportunity for our great universities all around the Pacific Rim, and beyond.
- A globalized world demands a new set of skills that increases the effectiveness of cross-cultural communications.
- The ideal 21st century university will be one whose graduates could immediately begin work in any city or village in any country around the world.
- But the reality is that today's Harvard graduate is prepared to work in New York, but not in Tokyo. And a University of Tokyo graduate can work successfully in

- This is the age of Cultural Ambidexterity. A person who writes with her right hand cannot write well with her left hand. A left-handed person has trouble writing right handed. The truly ambidextrous individual is extremely rare. But that **MUST** change.
- Universities must see themselves as the vanguard of a truly international perspective on education.
- Future employers should demand that universities establish an international core curriculum, so that graduates from Beijing, or Palo Alto, or London, or Sidney all have a common understanding of Economics, the principles of free trade, of international law.
- Even more importantly, they must be trained to expect that people from other countries have different customs, which the successful individual will learn, understand, respect, and apply when dealing internationally.
- The reality is that the world will never be truly flat. But education has the obligation to seek ways to lower the barriers between peoples and cultures, and to maximize opportunity for all.
