



Education for A Complex World

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Role of Universities – Credentialing or Educating?

- How do we prepare young people for life after university?
- Dealing with an uncertain, rapidly changing environment, driven by disruptions;
- What must a young person learn in order to lead a fulfilled life in the 21st century?

Career Readiness for the New College Graduate

Career readiness is the attainment and demonstration of requisite competencies that broadly prepare college graduates for a successful transition into the workplace.

Source: National Assembly of Colleges and Employers (NACE), 2019

Figure 1: Employers rate the essential need of the career readiness competencies

COMPETENCIES	WEIGHTED AVERAGE RATING*		
	2019	2018	2017
Critical thinking/problem solving	4.66	4.62	4.58
Teamwork/collaboration	4.48	4.56	4.43
Professionalism/work ethic	4.41	4.46	4.56
Oral/written communications	4.30	4.30	4.43
Digital technology	3.84	3.73	3.78**
Leadership	3.65	3.82	3.86
Career management	3.38	3.46	3.47
Global/multi-cultural fluency	2.78	3.01	2.85

Source: *Job Outlook 2019*, National Association of Colleges and Employers. *5-point scale, where 1=Not essential, 2=Not very essential, 3=Somewhat essential, 4=essential, 5=Absolutely essential. **This competency was called "information technology application" in the *Job Outlook 2017* report.

Career Readiness Competencies

(According to NACE's *Job Outlook Survey*)

- **Critical Thinking / Problem Solving**

Not just knowledge, but judgement. Originality and Inventiveness.

- **Oral / Written Communications**

Ability to articulate thoughts and ideas clearly and effectively.

- **Teamwork / Collaboration**

Ability to work in diverse teams and build collaborative relationships.

Competencies

- **Leadership**

Importance of personal attributes such as integrity, ethics, resilience.

- **Digital Technology**

Demonstrates effective adaptability to new & emerging technologies

- **Global / Intercultural Fluency**

Values, respect, and ability to learn from diversity

Figure 2: Employers rate recent graduates on the eight career readiness competencies

COMPETENCIES	WEIGHTED AVERAGE RATING*		
	2019	2018	2017
Teamwork/collaboration	3.83	3.82	3.96
Digital technology	3.76	3.71	3.92**
Critical thinking/problem solving	3.64	3.58	3.59
Oral/written communications	3.49	3.39	3.41
Professionalism/work ethic	3.47	3.35	3.43
Leadership	3.31	3.28	3.38
Global/multi-cultural fluency	3.13	2.94	2.93
Career management	3.05	3.01	3.09

Source: *Job Outlook 2019*, National Association of Colleges and Employers. *5-point scale, where 1=Not at all proficient, 2=Not very proficient, 3=Somewhat proficient, 4=Very proficient, 5=Extremely proficient. **This competency was called “information technology application” in the *Job Outlook 2017* report.

In addition to knowledge, skills and technical know-how, what more can universities do to develop essential career-ready competencies?

VALUE OF LIBERAL ARTS AND SCIENCES EDUCATION

- Broad-based, cross-disciplinary undergraduate education
- Collegiate form of education – learning in community and through conversations
- Experiential Learning
- Nurturing not just the intellect, but also a strong sense of civic duty and ethics in the individual

YALE-NUS COLLEGE, SINGAPORE

- Singapore's first liberal arts college, established in 2013
- A partnership between Yale University and the National University of Singapore
- Redefining liberal arts education for the 21st Century

