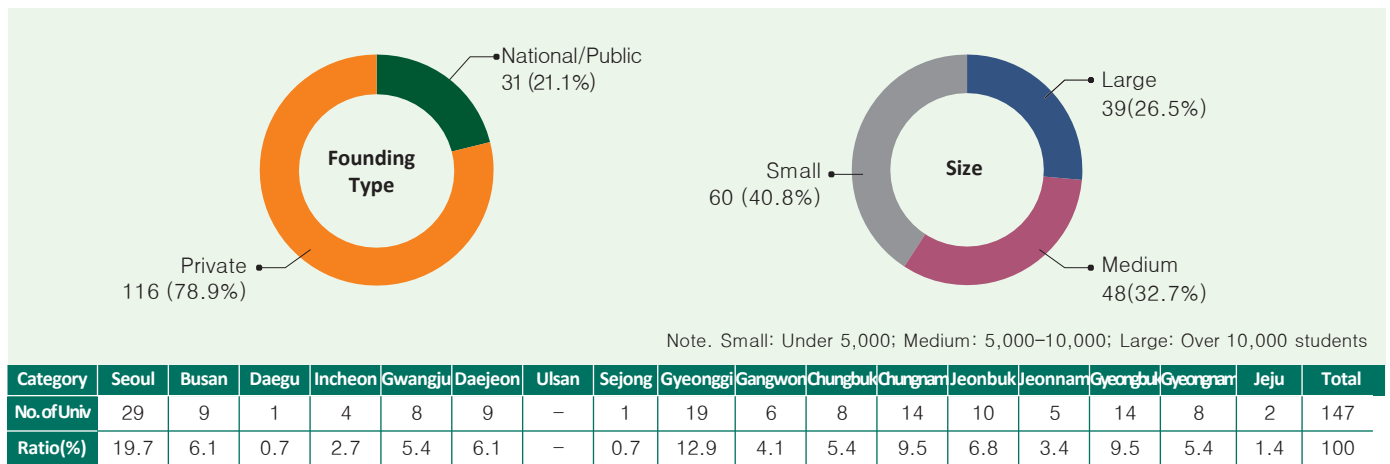


2025 KCUE Survey of University Presidents(II) : PART 2. Special Edition on Regional Innovation System & Education

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I. Survey Overview

- **Purpose:** Collect feedback from presidents of 4-year universities nationwide regarding RISE
- **Period:** April 30 (Wed) – May 27(Tue), 2025
- **Method:** Web-based survey via official electronic documents and email
- **Target & Response Rate:** 147 out of 191 member universities responded (77.0%)



[Picture 1] Characteristics of Responding Universities

II. Concerns Regarding RISE

- Top 3 priorities selected among 9 major items of concern regarding RISE

<Figure 1> University Concerns Regarding RISE

Category	Weighted Total	Number of Responding Universities by Priority			
		Total	1st priority	2nd priority	3rd priority
Feasibility of securing stable RISE budgets	168	85	16	51	18
Policy sustainability of RISE	167	77	33	24	20
Regional disparities due to local government commitment, conditions, and policies	135	73	22	18	33
Weakening of university identity due to overemphasis on regional specialized industries	98	47	17	17	13
Lack of validity in RISE performance indicator calculation methods	84	40	18	8	14
Lack of communication and cooperation between local governments and universities	84	48	10	16	22
Disrupted continuity of performance from 5 sunseting financial support projects (RIS, LINC, etc.)	78	34	20	4	10
Hindrance of supra-regional cooperation between univ. due to local gov. issues and budget conflicts	53	28	8	9	11
Others	15	9	3	0	6

- 'Feasibility of securing stable RISE budgets' and 'Policy sustainability of RISE' were identified as the primary concerns. This reflects budget uncertainty and system instability during the transition following the new RISE implementation.
- 'Regional disparities in local government commitment and policy implementation' emerged as a significant concern. Since RISE's success depends on local government capacity, enhancing institutional equity and ensuring consistent policy implementation are essential

** Excluded 6 universities established under special laws (Armed Forces Nursing, Air Force, Army, and Naval Academies; National Police University; and National University of Cultural Heritage) due to question nature.

** Weighted totals in this material are calculated by assigning 3 points for 1st priority, 2 points for 2nd, and 1 point for 3rd

- Concerns varied by university type and location.

: Private universities primarily cited 'Feasibility of securing stable RISE budgets' and 'Policy sustainability of RISE' as top concerns. Their structural sensitivity to financial risks makes them focus more on budget and operational stability. National and public universities ranked 'Weakening of university identity due to overemphasis on regional specialized industries' and 'Lack of communication and cooperation between local governments and universities' highest.

: Concerns also differed by location, suggesting that **varied regional conditions necessitate tailored response strategies.** For instance, 'Lack of validity in RISE performance indicator calculation methods', which ranked relatively low overall, was the top concern in Jeonbuk and Gyeongnam.

<Figure 3> Concerns by University Type and Location

Category	Weighted Total Rank		Region with Highest Response
	National/Public	Private	
Feasibility of securing stable RISE budgets	4	1	Busan, Gyeonggi, Chungnam, Jeonbuk
Policy sustainability of RISE	5	1	Seoul, Gwangju, Daegu, Gyeonggi, Gangwon, Gyeongbuk
Regional disparities in local government commitment and policy implementation	3	3	Seoul, Incheon, Jeonnam
Weakening of university identity due to overemphasis on regional specialized industries	1	5	Incheon, Chuntbuk, Gyeongnam
Lack of validity in RISE performance indicator calculation methods	7	4	Jeonbuk, Gyeongnam
Lack of communication and cooperation between local governments and universities	1	7	Incheon, Jeonbuk
Disrupted continuity of personnel and performance from five sunseting financial support projects (RIS, LINC, LIFE, etc.)	8	6	-
Hindered supra-regional cooperation between universities due to local government and budget conflicts	6	8	-
Others	9	9	-

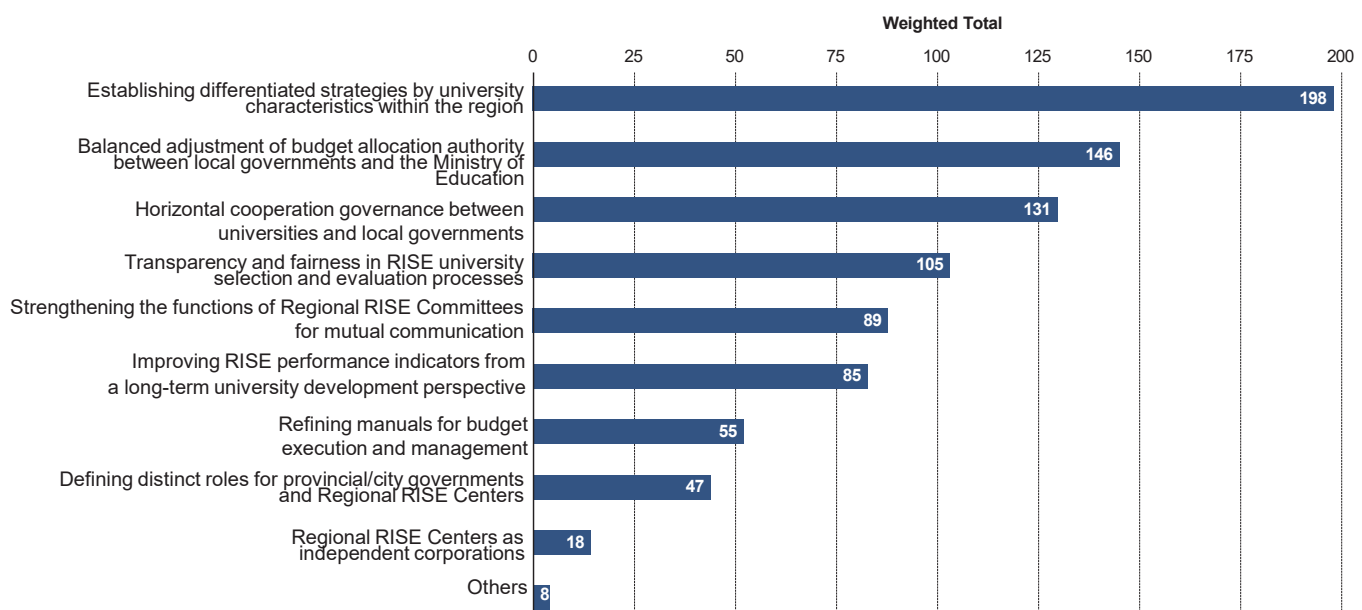
Note. Results for regions with two or fewer responding universities are excluded to prevent identifying individual university responses.



III. Key Improvements Required for RISE

○ Top 3 priorities selected among 10 items to improve for the successful operation of RISE

- 'Establishing differentiated strategies by university characteristics' was the top priority, highlighting the need for tailored university support and regional innovation strategies based on institutional strengths.
- Next were 'Balanced budget authority between local governments and the Ministry' and 'Horizontal cooperation governance.' These results highlight concerns over budget authority being concentrated in local governments, indicating that authority adjustment by the Ministry and horizontal governance remain critical tasks.



[Picture 2] Key Improvements Required for RISE

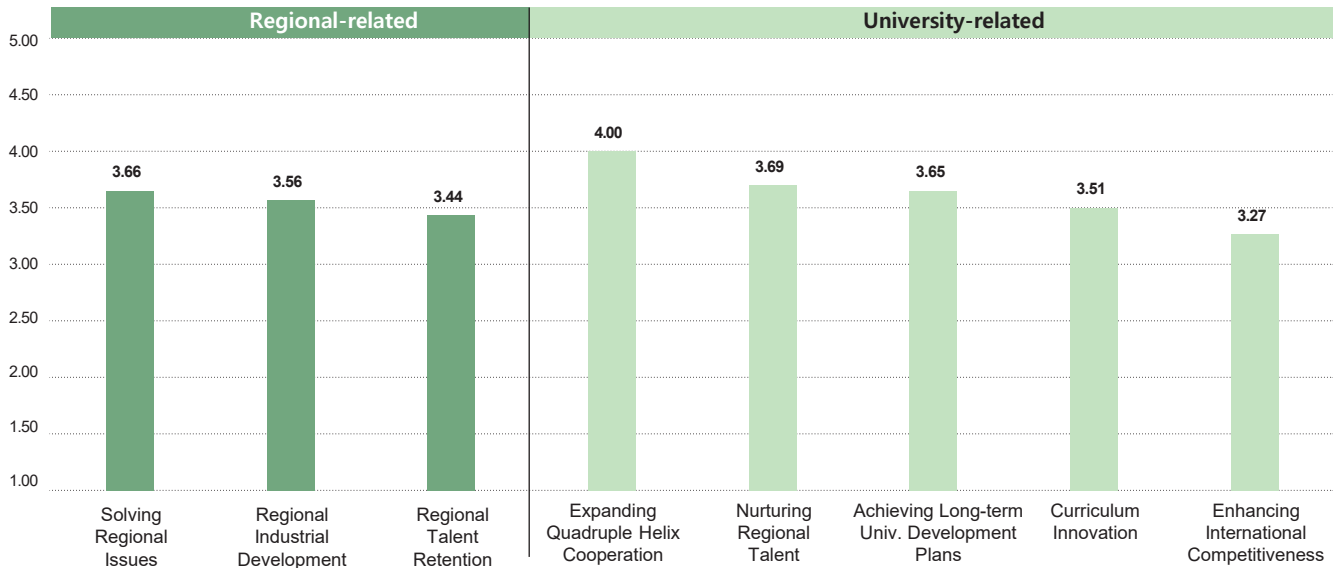


IV. Outlook on RISE’s Positive Contribution

- Projected positive contributions of RISE categorized into regional and university-related performance areas, measured on a 5-point Likert scale.

- Regional Areas: RISE is expected to positively impact 'Solving Regional Issues' and 'Regional Industrial Development.' However, the average for 'Regional Talent Retention' was relatively lower at 3.44.

- University Areas: The highest expectation is for '**Expanding Industry-Academy-Research-Local Government Cooperation.**' Following this, presidents view 'Nurturing Regional Talent,' 'Achieving Long-term University Development Plans,' and 'Curriculum Innovation' relatively positively.



[Picture 3] Expected Degree of Positive Contribution by RISE to Performance Areas



V. Priority Support Areas for the Ministry of Education (Central RISE Committee)

- Top 3 priorities selected among 9 items for the stable implementation and operation of RISE.

- The top priority for Ministry support is 'Securing Stable Budgets.' This aligns with the findings in 'II. Concerns Regarding RISE,' where budget stability was the primary concern. The second highest response was 'Developing Operational Guidelines to Guarantee University Autonomy.' This suggests a need for minimum guidelines at the Ministry level to ensure autonomy during local government cooperation and evaluation processes. Following this, 'Improving Regulations for Industry-Academy-Research-Local Government Cooperation' ranked high, necessitating efforts by the Ministry and Central RISE Committee to identify and improve various regulations.

- Support needs varied by university size. While securing budgets and autonomy guidelines were universally prioritized, large and medium-sized universities emphasized 'Regulatory Improvement' (ranking 3rd-4th). In contrast, small universities highlighted 'Enhancing Local Government's Understanding of Higher Education' and 'Strengthening Local Government Support Capacity.' This indicates that while larger institutions prioritize deregulation for innovation, smaller institutions focus on the need for active support from local governments in terms of human and material resources.

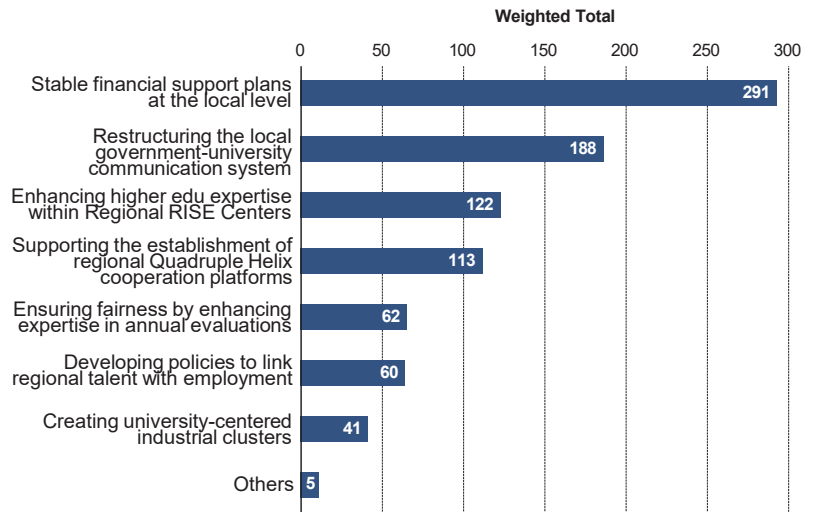
<Figure 3> Priority Support Areas for the Ministry of Education

Category	Weighted Total	No. of Responding Univ.	Cumulative Weighted Ranking by Univ		
			Large	Medium	Small
Securing stable budgets	265	110	1	1	1
Developing operational guidelines to guarantee university autonomy	204	106	2	2	2
Improving Quadruple Helix cooperation regulations	103	51	3	3	6
Improving academic regulations (degrees, off-campus mobile curricula, etc.)	82	37	4	4	5
Educational and personnel support to enhance local government and Regional RISE Center's understanding of higher education	79	46	5	6	3
Providing consulting to local governments to strengthen university support capacity	75	41	6	5	4
Reorganizing and finalizing local government evaluation performance indicators	44	29	7	7	6
Supporting the sharing and expansion of best practices between universities	25	18	8	8	8
Others	5	3	9	8	9

VI. Priority Support Areas for Local Gov (Regional RISE Committees)

○ Top 3 priorities selected among 8 items to be supported by local governments (Regional RISE Committees) for the stable implementation and operation of RISE.

- The top priority for local government support is **'Establishing Stable Financial Support Plans at the Local Level.'** Following 'Concerns Regarding RISE' and 'Support Areas for the Ministry of Education,' securing a stable budget was again identified as the most critical task, perceived as the essential condition for policy sustainability and execution.



[Picture 4] Priority Support Areas for Local Governments

- Other top-ranked items include **'Restructuring the Local Government-University Communication System'** and **'Enhancing Higher Education Expertise within Regional RISE Centers.'** This suggests a high field demand for building a structural foundation beyond simple financial aid.

- Priority support areas varied by province/city:

: While most regions prioritized 'Stable Financial Support Plans,' Incheon and Jeonbuk placed higher importance on 'Restructuring the Communication System.' Other requests also differed by region. Ultimately, stable settlement of RISE requires securing budgets at both the Ministry and local levels, alongside sophisticated strategies tailored to each region's specific context.

<Figure 4> Local Government Support Requests by Province/City

	Seoul	Busan	Incheon	Gwangju	Daejeon	Gyeonggi	Gangwon	Chungbuk	Chungnam	Jeonbuk	Jeonnam	Gyeongbuk	Gyeongnam
Np. of Responding Univ.	29	9	4	8	9	19	6	8	14	10	5	14	8
Establishing stable financial support plans at the local level	1	1	2	1	1	1	1	1	1	2	1	1	1
Restructuring the local government-university communication system	2	3	1	5	5	2	2	2	2	1	4	3	3
Enhancing higher education expertise within Regional RISE Centers	4	4	4	3	3	4	3	6	3	4	1	3	2
Supporting the establishment of regional Quadruple Helix cooperation platforms	3	2	5	2	4	3	6	4	4	4	5	2	5
Ensuring fairness by enhancing expertise in annual evaluations	5	5	3	6	5	5	4	4	6	7	1	7	4
Developing policies to link regional talent with employment	6	6	7	3	2	7	5	3	5	6	5	5	5
Creating university-centered industrial clusters	6	7	7	7	5	6	7	6	7	3	7	6	7
Others	8	7	5	8	8	8	7	8	8	8	7	7	8

Note. Results for regions with two or fewer responding universities are excluded to prevent identifying individual university responses.

Remark

Success of RISE: Driven by Budget Stability, Predictability, Autonomy, and Differentiation

1. Ensuring Budget Stability and Predictability for RISE

The most critical factor for the success of RISE is securing sufficient budgets and establishing stable financial support plans. A lack of these elements undermines policy effectiveness and hinders active participation from universities and local communities, acting as a barrier to sustainable results. Therefore, the Ministry of Education and local governments must firmly establish mid- to long-term financial support plans at the legal and institutional levels. By providing consistent policy goals and operational standards, they must ensure that universities can develop long-term plans within a predictable environment.

2. Promoting Differentiated Strategies Considering University Autonomy and Characteristics

University autonomy must be guaranteed to maximize creative and innovative outcomes. The Ministry of Education and local governments should provide clear guidelines that allow universities to autonomously implement innovation strategies based on their unique characteristics and strengths. Furthermore, a tailored support system that considers the distinct traits of each institution—even within the same region—must be established. This will create a foundation for synergy, allowing universities to leverage each other's strengths and collaborate effectively with their regions.