

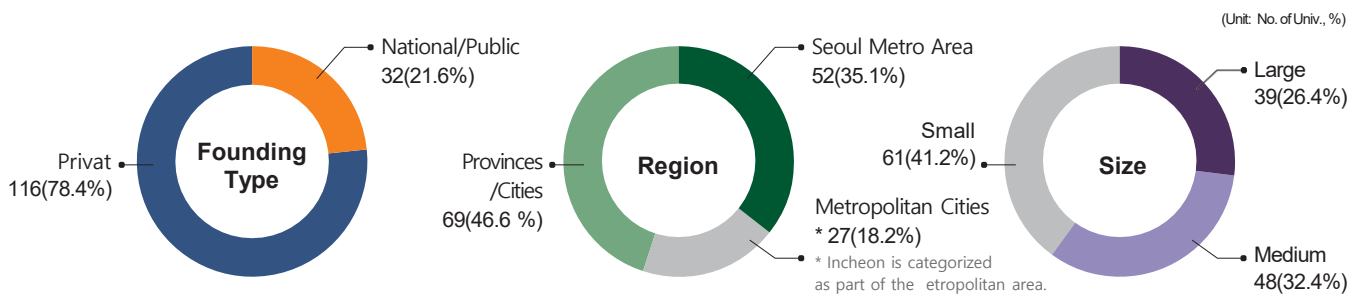
# 2025 KCUE Survey of University Presidents(I)

## : PART 1. University Innovation in the Age of Digital Transformation

### I. Survey Overview

- Purpose:** Gathering university presidents' opinions on educational issues to provide foundational data for policy recommendations.
- Period:** April 29 (Tue) – May 27 (Tue), 2025
- Method:** Web-based survey via official electronic documents and email
- Respondents & Response Rate:** 148 out of 192 member universities\* (77.1%)

\* Excludes 5 special institutions (Military/Naval/Air Force/Nursing academies, Police University) due to survey characteristics.



[Picture 1] Characteristics of Responding Universities

### II. Priority Areas of Interest for University Presidents (Top 5 - Multiple Responses)

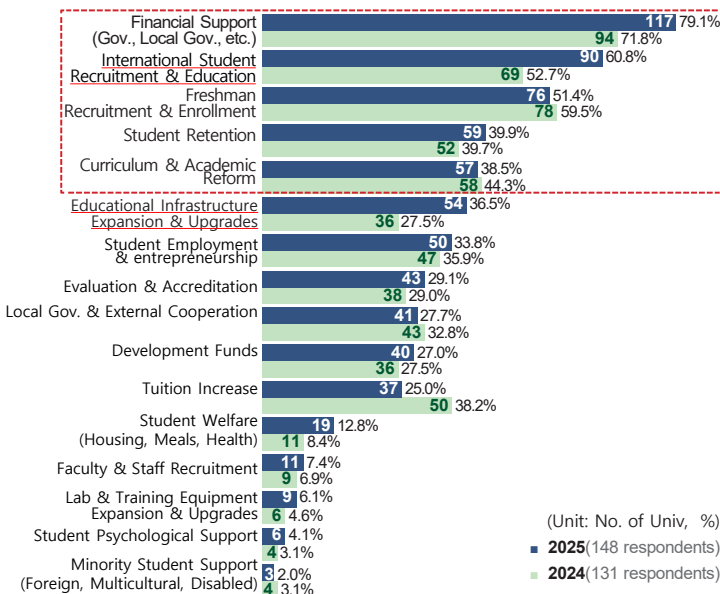
- (Overall) 'Financial Support (Gov. & Local Gov.)' ranked 1st at 79.1% (117), followed by 'International Student Recruitment & Education' at 60.8% (90), 'Freshman Recruitment & Enrollment' at 51.4% (76), 'Student Retention' at 39.9% (59), and 'Curriculum & Academic Reform' at 38.5% (57).
- Compared to last year, 'Financial Support' remained 1st. 'International Recruitment & Education' climbed to 2nd place (up 8.1%p), outranking 'Freshman Recruitment & Enrollment' for the first time since the 2023 survey.
- 'Expansion & Improvement of Educational Facilities' (36.5%, 54) rose sharply by 9.0%p YoY, moving up to 6th place.

#### Areas of Interest by Founding Type, Region, and Size:

- 'Freshman Recruitment & Enrollment' ranked 2nd among province/city level and med/small-scale universities.
- National/public universities showed a different trend: 'Curriculum & Academic Reform' and 'Student Career & Entrepreneurship' tied for 2nd, followed by 'Int'l Recruitment & Education' (4th) and 'Freshman Recruitment & Enrollment' (5th).
- 'Expansion & Improvement of Educational Facilities' ranked in the top 5 for the Seoul Metropolitan Area, Metropolitan Cities, and large-scale universities, while 'Development Funds' entered the top 5 for the Seoul Metropolitan Area and large-scale universities.

<Figure 1> Top 5 Priority Areas of Interest by Founding Type & Region

Category	Total	Founding Type			Region			Size		
		N/P	P	SMA	MC	P/C	L	M	S	
Financial Support (Gov., Local Gov., etc.)	1	1	1	1	1	1	1	1	1	
International Student Recruitment & Education	2	4	2	2	2	3	2	3	3	
Freshman Recruitment & Enrollment	3	5	3		3	2		2	2	
Student Retention	4		4		4	4		4	4	
Curriculum & Academic Reform	5	2	5	5		5		5	5	
Student Employment & Entrepreneurship		2						3		
Educational Infrastructure Expansion & Upgrades				3	5			4		
Development Funds				4				5		
Tuition Increase				5						



[Picture 2] Current Areas of Interest (Comparison with 2024(II))

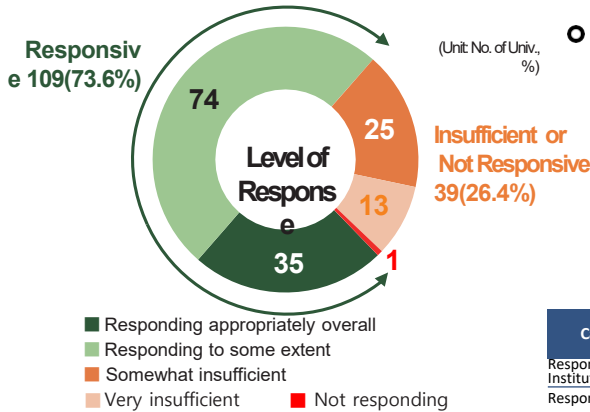
### III. Digital Transformation in Universities

※ In this survey, "Digital Transformation in Universities" is defined as:

A strategic transition to enhance the quality of higher education and nurture future talent by innovating all areas, including student selection, teaching-learning methods, curricula (content), university operations/policies, and evaluation, utilizing digital technologies (AI, Big Data, Cloud, etc.).

○ Level of Response to the Era of Digital Transformation:

- 109 institutions (73.0%) are responding to digital transformation (35 'Appropriately', 74 'To some extent'), showing a response above a certain level.



[Picture 3] Level of Response in

○ Level of Response by Founding Type, Region, and Size:

- National/Public universities showed a higher response rate at 81.3% (26 out of 32) compared to private universities at 71.6% (83 out of 116). Large-scale universities recorded the highest rate at 94.9% (37 out of 39).

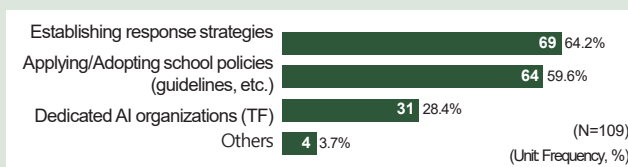
- By region, Provinces/Cities (63.8%; 44 out of 69) and by size, Small-scale universities (57.4%; 35 out of 61) showed relatively lower levels of response.

<Figure 2> digital transformation Response Level by Founding Type, Region, and Size (Unit No. of Univ., %)

Category	Total	Founding Type		Region			Size		
		N/P	P	SMA	MC	P/C	L	M	S
Responding Institutions	148	32	116	52	27	69	39	48	61
Responsive	109(73.6)	26(81.3)	83(71.6)	42(80.8)	23(85.2)	44(63.8)	37(94.9)	37(77.1)	35(57.4)
Insufficient or Not Responsive	39(26.4)	6(18.7)	33(28.4)	10(19.2)	4(14.8)	25(36.2)	2(5.1)	11(22.9)	26(42.6)

○ Areas of Response at the Institutional Level:

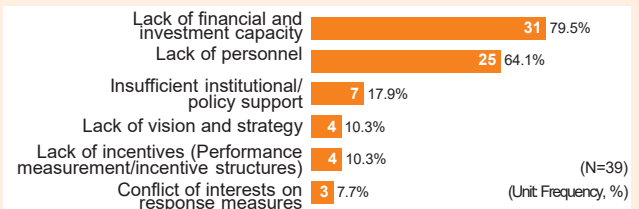
- Among the 109 'responsive' institutions, 'Establishing response strategies' ranked 1st (64.2%, 69).
- 13 institutions selected all three options: Establishing strategies, adopting school policies, and building dedicated AI organizations.



[Picture 4] Institutional Response to Digital Transformation (Multiple Choice)

○ Reasons for Insufficient or No Response to Digital Transformation:

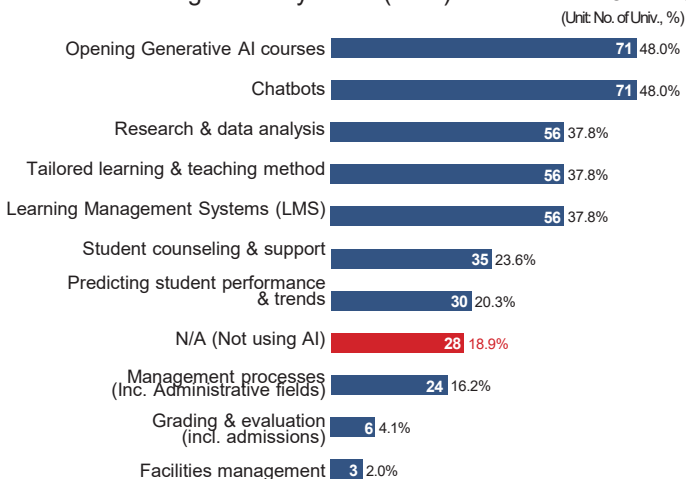
- 'Among the 39 'insufficient/non-responsive' institutions, 'Lack of financial and investment capacity' ranked 1st at 79.5% (31), followed by 'Lack of professional personnel' (2nd).



[Picture 5] Reasons for Insufficient or No Response to digital transformation (Multiple Choice)

○ Current AI (including Generative AI) Usage: 'Opening Generative AI courses' and 'Chatbots' tied for 1st place at 48.0% (71).

- Following them, 'Research & data analysis', 'Personalized learning & teaching methods', and 'Learning Management Systems (LMS)' each tied for 3rd at 37.8% (56). - 28 institutions (18.9%) reported not using AI at all.



[Picture 6] Current AI Usage in Universities (Multiple Choice)

○ AI Usage by Region and Size:

- For Small-scale universities, 'Personalized learning & teaching methods' tied for 1st along with 'Chatbots'.

- In Seoul Metro Area universities, 'LMS' and 'Opening Generative AI courses' rose to 2nd and 3rd place, respectively, from 4th place in 2024.

- Compared to the previous year, the 2025 survey confirms a broad expansion toward diverse AI utilization.

<Figure 3> Top 3 AI Usage Areas by Region and Size (vs. 2024(II))

Category	Total	Region			Size		
		SMA	MC	P/C	L	M	S
Opening Generative AI courses	1 (1)	3 (4)	1 (1)	1 (1)	2 (1)	1 (1)	
Chatbots	1 (2)	1 (1)	2 (2)	2 (2)	1 (2)	2 (3)	1 (1)
Research & data analysis	3 (3)		3 (2)		3 (3)	3 (2)	
Tailored learning & teaching method	3 (4)		3 (3)	3 (5)			1 (2)
Learning Management Systems (LMS)	3 (5)	2 (4)					3 (1)

\* 2024 Ranking: Orange parentheses

- Based on an analysis of priority rankings (1st to 3rd) among nine items using weighted totals\*, 'Building digital infrastructure and platforms' was identified as the top priority for digital transformation.
  - 'Building student-tailored learning modules (systems)' ranked 2nd, followed by 'Developing teaching-learning methods for AI utilization' (3rd).

<Figure 4> Key Priorities for Digital Transformation (Top 3 Priorities)

Category	Weighted total (Graph)	Weighted Total	Number of responding universities by priority			
			Total No. of Respondent Univ.	1st Priority	2nd Priority	3rd Priority
Building digital infrastructure and platforms	251	251	107	59	26	22
Building student-tailored learning modules (systems)	132	132	64	21	26	17
Developing teaching-learning methods for AI utilization	127	127	70	13	31	26
Recruiting excellent faculty and staff	102	102	38	30	4	4
Establishing interdisciplinary curriculum systems	87	87	47	8	24	15
Strengthening digital literacy and competency-based education	72	72	43	8	13	22
Digitalization of university administration and management	67	67	44	5	13	26
Evaluation and feedback based on educational data	47	47	30	3	11	16

\*Note: In this data, weighted total refers to the value calculated by assigning 3 points to 1st priority, 2 points to 2nd priority, and 1 point to 3rd priority.

- Priorities by founding type and region:

<Figure 5> Key Priorities for Digital Transformation (Founding Type & Region)

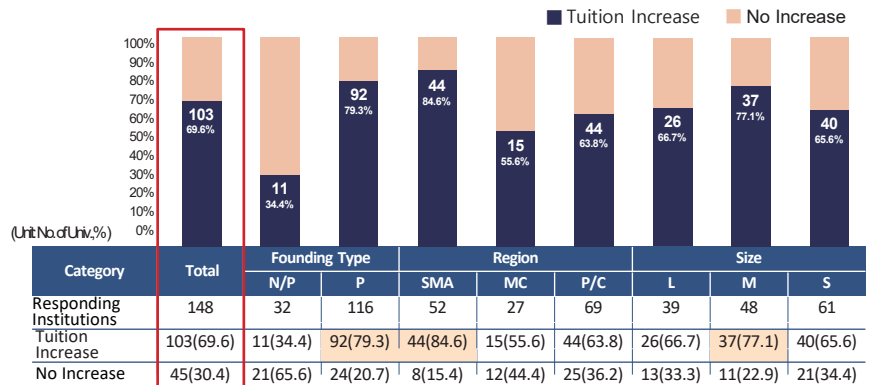
- For National/Public universities, 'Establishing interdisciplinary curriculum systems' ranked 2nd, and 'Strengthening digital literacy and competency-based education' ranked 3rd.
- For Provinces/Cities, 'Developing teaching-learning methods for AI utilization' ranked 2nd.
- 'Recruiting excellent faculty and staff' ranked 3rd for both Metropolitan Cities and Provinces/Cities.

Category	Total	Founding Type		Region		
		N/P	P	SMA	MC	P/C
Building digital infrastructure and platforms	1	1	1	1	1	1
Building student-tailored learning modules (systems)	2		2	2	2	
Developing teaching-learning methods for AI utilization	3		3			2
Establishing interdisciplinary curriculum systems		2		3	3	
Recruiting excellent faculty and staff					3	3
Strengthening digital literacy and competency-based education		3				

## IV. Priority Investment Areas for Universities with Tuition Increases

- Among the 148 responding institutions, 103 (69.6%) increased tuition for 2025.

- By type, region, and size, tuition increases were relatively higher among Private universities (79.3%; 92 out of 116), Seoul Metro Area (84.6%; 44 out of 52), and Medium-scale institutions (77.1%; 37 out of 48).



[Picture 7] 2025 Tuition Increase Status (Founding Type, Region, and Size)

- Among the universities that increased tuition in 2025 (103 institutions), the areas prioritized for student-related expenditures (actual or planned) were analyzed using weighted totals\* across 10 items (ranking 1st to 3rd). The results showed that 'Providing various facilities and spaces for students (new construction or remodeling)' ranked 1st.
  - Following this, 'Expanding and improving advanced educational facilities' ranked 2nd, and 'Repairing outdated facilities' ranked 3rd. All top three priorities focused on improving students' learning and living environments.

<Figure 6> Investment Areas for Students in Universities with Tuition Increases (Top 3 Priorities)

Category	Weighted Total	Total No. of Respondent Univ.	1st Priority	2nd Priority	3rd Priority
Facilities and spaces for students (new construction or remodeling)	145	145	73	24	25
Expanding and improving advanced educational facilities	127	127	56	24	9
Repairing outdated facilities	81	81	41	13	14
Recruiting and filling excellent faculty and staff	77	77	35	17	10
Expanding internal scholarship support	77	77	35	17	10
Supporting diverse curricula (incl. extra-curricular programs)	46	46	24	5	7
Expanding support for global experiences	28	28	17	1	7
Career & entrepreneurship support (consulting, coaching, field-linkage, mentoring, certifications, etc.)	21	21	17	1	14
Expanding psychological and emotional support (incl. internal/external counseling)	10	10	6	1	3
Expanding support for physical health (activation of health centers/fitness rooms, vouchers, etc.)	4	4	3		2

\*Note: In this data, weighted total refers to the value calculated by assigning 3 points to 1st priority, 2 points to 2nd priority, and 1 point to 3rd priority.

- By founding type, region, and size, 'Expanding and improving advanced educational facilities' ranked 1st for Seoul Metro Area and Large-scale universities.

<Figure 7> Priority Student Investment Areas (Founding Type, Region, and Size)

Category	Total	Founding Type		Region			Size		
		N/P	P	SMA	MC	P/C	L	M	S
Facilities and spaces for students	1	1	1	2	1	1	1	1	1
Expanding and improving advanced educational facilities	2	3	2	1	2	2	1	2	2
Repairing outdated facilities	3		3	3					3
Recruiting and filling excellent faculty and staff							3		
Expanding internal scholarship support						3		3	
Diverse curricula (incl. extra-curricular) and activities		1			2				

- 'Supporting diverse curricula (incl. extra-curricular) and activities' ranked 1st for National/Public universities and 2nd for Metropolitan Cities.

- 'Expanding internal scholarship support' ranked 3rd for Provinces/Cities and Medium-scale universities, while 'Recruiting and filling excellent faculty and staff' ranked 3rd for Large-scale universities.

## V. Policy Recommendations for the New Gov to Advance Higher Education

- Policy recommendations for the advancement and competitiveness of higher education are classified into 6 major categories and 10 detailed areas.

- Under [Autonomy/Regulation], 'Expanding autonomy in university operations (academic, admissions, etc.)' ranked 1st (49). In [Financial Support], 'Expanding gov. investment based on law' ranked 2nd (43), followed by 'Tailored support by type and specialization' (3rd, 32).  
- 'Digital & Social Transformation Support' ranked 5th (25), with calls for dedicated budgets for digitalization, infrastructure, joint education/R&D, and talent development.

Category	Detailed Area	Frequency
Autonomy/Regulation	Expanding autonomy (academic, admissions, quotas, faculty, etc.)	49
	Improving financial regulations (tuition, tax credit laws, etc.)	25
	Improving evaluation regulations (excessive admin, small-scale universities, etc.)	21
Financial Support	Expanding gov. investment based on law	43
	Tailored support by type and specialization (founding, size, etc.)	32
Region-tailored	Revitalizing and supporting regional universities (talent retention, etc.)	28
Education/R&D	Support systems for digital transformation and social change	25
	Expanding R&D support	9
Policy	Enhancing policy stability (continuity, collaboration, etc.)	11
Internationalization	Expanding support for international student recruitment	7

[Picture 8] Policy Recommendations for the New Government to Develop Higher Education and Strengthen Competitiveness

<Figure 8> Policy Recommendations for the New Government by University Type and Size (Top 3)

Category	Detailed Area	Total	Founding Type			Size		
			N/P	P	L	M	S	
Autonomy/Regulation	Expanding autonomy (academic, admissions, quotas, faculty, etc.)	1	2	1	1	2	1	
	Improving financial regulations (tuition, tax credit laws, etc.)				2			
	Improving evaluation regulations (excessive admin, small-scale universities, etc.)							
Financial Support	Expanding gov. investment based on law	2	1	2	3	1	2	
	Tailored support by type and specialization (founding, size, etc.)	3	3	3			2	
Region-tailored	Revitalizing and supporting regional universities (talent retention, etc.)					3		

### Remark

## Autonomy and Stable Financial Expansion Required for University Innovation in the Digital Transformation Era

- University presidents' primary area of interest is 'Financial Support Projects (Government, Local Government, etc.)', ranking first. Interest in 'International Student Recruitment and Education' rose to second place for the first time since the 2023 survey, while 'Freshman Recruitment and Enrollment' fell to third.
- 73% of all universities are responding to digital transformation above a certain level, with large-scale and national/public universities showing particularly active responses. Regarding AI utilization, 'Generative AI Classes' and 'Chatbots' are being adopted most actively, with utilization methods becoming more diversified compared to the previous year. This trend indicates that universities are moving beyond recognizing the need for digital transformation and are actively striving for practical application. This aligns with 'Digital Infrastructure and Platform Establishment' being identified as the most critical response task.
- Among 148 responding universities, 103 (69.6%) increased tuition in 2025. Universities that increased tuition focused their top three priorities for actual or planned spending on improving student learning and living environments (support for various facilities and spaces, improvement of high-tech educational facilities, repair of aged facilities, etc.). 'Expansion and Improvement of Educational Facilities' rose in the rankings of university presidents' primary interests (from 11th to 6th), reflecting the spending areas of universities that increased tuition.
- For policy recommendations to strengthen higher education, 'Expanding University Operational Autonomy' ranked first, followed by 'Expanding Law-based Government Investment.' This indicates that university presidents view autonomy and stable financing as essential prerequisites for competitiveness and digital transformation, serving as the core foundation for practical innovation.