

Autonomy, Governance and Management in Higher Education in Asia and Europe

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New Higher Education Governance and Management Mechanisms

Prof. Dr. José-Ginés Mora

j.mora@ioe.ac.uk

www.ioe.ac.uk



Centre for
Higher Education Studies

The concept of governance



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- **The way as public and private actors seek to solve university organisational problems.**
- **It is related to collective control towards common institutional goals.**
- **Governance raises questions about who decides when on what.**
- **Governance is also related to the institutional capacity to change and to change properly and timely to institutional needs.**

- **Governance has at least five dimensions:**
 - **State regulation.**
 - **Stakeholder guidance.**
 - **Academic self-governance**
 - **Managerial self-governance**
 - **Competition for resources**

Higher Education Governance: historical overview



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- **A new context in the XIX century**
 - The liberal national-state: need of civil servants
 - The industrial age: need of qualified professionals
- **Different answers**
 - The Napoleonic model
 - Universities are part of the State
 - State controlling academic matters, management and funding
 - Professors are civil servants, members of national bodies
 - The Humboldtian model
 - State-dependent, public funding
 - State controlling only managerial matters
 - Professors civil servants, but “independent”
 - The Anglo-Saxon model
 - Autonomous, but with public funding
 - Shared (external -internal) governance

A new context for universities



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▪ **The global society**

- The globalization of labour markets for graduates
- The globalization of knowledge
- The internationalisation of higher education

▪ **The knowledge society**

- Knowledge and technology, key elements for the economic and social development
- Universities engines of the knowledge economy

▪ **The universal university**

- Universal in access in all developed countries, but also in many developing countries.
- Universal geographically.
- Universal in a temporary sense (LLL).

Consequences of the new context



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- **Increasing value of higher education**
 - Economic value (knowledge economy)
 - Social value (massive participation)

- **Increasing complexity of**
 - Context
 - Institutions

- **Increasing difficulties for forecasting**
 - Tendencies in the demand
 - Institutional strategies

Need of adapting governance to the new situation



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- **Increasing flexibility for responding to changing demands at**
 - **System level**
 - **Institutional level**
- **Adopting more flexible mechanisms...**

Adopting more flexible mechanisms...



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- **Less state regulation.**
 - Accountability, state supervision
 - Intermediate organizations, research councils, quality agencies...
 - Performance-based funding for public funds to universities
 - Quality assurance procedures
- **More external influence**
 - More market influence
 - More co-operation with society
- **Better internal governance**
 - Increasing role of leadership
 - Decreasing role of collegial self-governance.
 - New bodies as supervisory boards or 'boards of trustees' with 'lay members'

The Lisbon Strategy: the EU political answer



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- **COUNCIL OF THE EUROPEAN UNION Lisbon 2000:**
 - Making Europe by 2010 “*the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion*”

Mobilising the brainpower of Europe: enabling universities to make their full contribution to the Lisbon Strategy

Communication of the EC (10th April 2005)



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▪ **Less regulation:**

- *“The over-regulation of university life hinders modernisation and efficiency”.*

▪ **More autonomy:**

- *“In an open, competitive and moving environment, autonomy is a pre-condition for universities to be able to respond to society’s changing needs and to take full account for those responses”.*

▪ **Better leadership:**

- *“Empowering universities effectively to take and implement decisions by way of a leadership team with sufficient authority and management capacity, enough time in office and ample European/international experience”.*

Modernising Higher Education in Europe

November 2005 Council Resolution



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▪ Curricular reform

- Profound curricular renovation
- Implementation of the Bologna reforms
- Establishment of a European Qualification Framework

▪ Governance reform

- Universities need more autonomy
- System and institutional management need modernisation
- Internal and external QA and a European QA system.

▪ Funding Reform

- Higher and more efficient funding
- Targeted investment in quality, innovation and reforms
- To convince stakeholders of the value of HE

Delivering on the modernisation agenda for universities: education, research and innovation



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Communication of the EC (10th May 2006)

- ***“Without real autonomy and accountability, universities will be neither really responsive nor innovative. In return for being freed from dysfunctional over-regulation and micro-management, universities need to recognise the importance of accountability and more professional management”.***
- ***“Managing a university is as complex and socially as important as managing an enterprise with thousands of staff and an annual turnover in the hundreds of millions of euros. Member States should build up and reward management and leadership capacities within universities”.***
- ***“Adapt their legal frameworks at national and regional levels to allow universities to develop new models for governing their research activities, including a higher degree of autonomy and new ways of ensuring internal and external accountability”.***

Resolution on modernising universities for Europe's competitiveness in a global knowledge economy (Dec 2007)



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▪ THE COUNCIL OF THE EUROPEAN UNION REAFFIRMS:

- *“The need to advance in bringing about the modernisation of Europe's universities as a key element of Europe's drive to create a knowledge-based society and economy and improve its competitiveness;*
- *The need for universities to have sufficient autonomy, better governance and accountability in their structures to face new societal needs and to enable them to increase and diversify their sources of public and private funding in order to reduce the funding gap with the European Union's main competitors”*

Resolution on modernising universities for Europe's competitiveness in a global knowledge economy (Dec 2007)



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▪ THE COUNCIL OF THE EUROPEAN UNION INVITES THE MEMBER STATES TO:

- *“Take the necessary measures to modernise higher education institutions by granting them autonomy and greater accountability to enable them:*
 - *to improve their management practices*
 - *to develop their innovative capacity; and*
 - *to strengthen their capacity to modernise their curricula to meet labour market and learner needs more effectively”*

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Conclusions



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- **The current processes of reforms in Europe (the Lisbon strategy and the Bologna process) are the result of the need of adapting universities to the knowledge society and to the global world (starting by the “European world”).**
- **In addition to structural and pedagogical changes, better management and institutional governance are key aspects for a successful reform.**



Institute of Education
University of London
20 Bedford Way
London WC1H 0AL

Tel +44 (0)20 7612 6000
Fax +44 (0)20 7612 6126
Email info@ioe.ac.uk
Web www.ioe.ac.uk