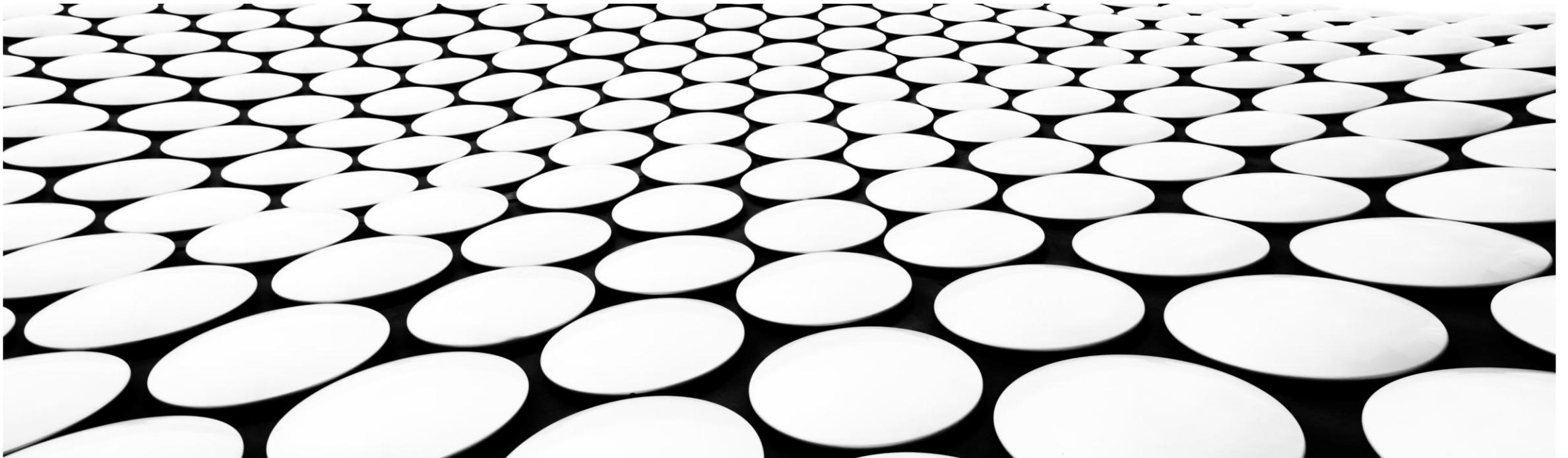


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# 20 YEARS OF HIGHER EDUCATION AND RESEARCH MANAGEMENT IN EUROPE

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11 MAY 2023 OSNABRÜCK





## **BEFORE WE START, A FEW WORDS**

- about me
- about you
- about the talk



 Worldwide Higher Education Programs Map



**CENTER FOR INTERNATIONAL HIGHER EDUCATION**  
BOSTON COLLEGE



Kompetenzzentrum  
**HWM**  
Hochschul- und Wissenschaftsmanagement

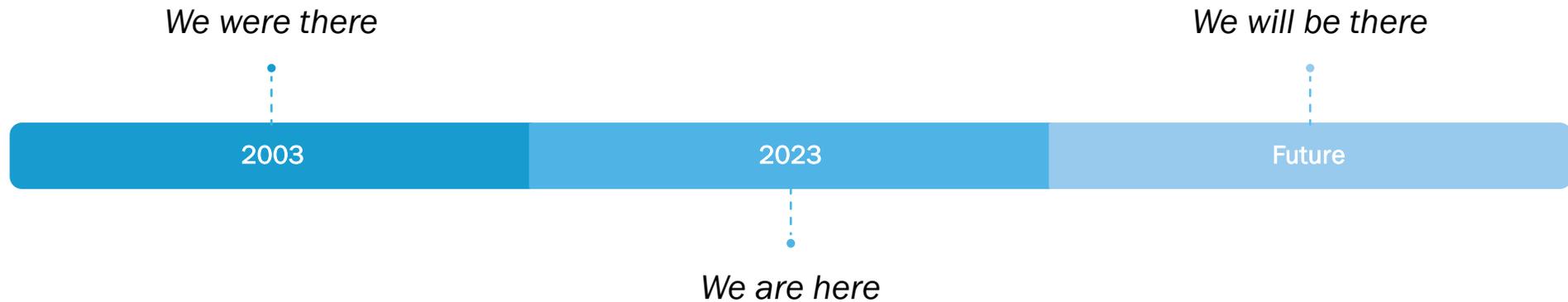


University of Continuing Education Krems





# 20 YEARS OF HIGHER EDUCATION AND RESEARCH MANAGEMENT IN EUROPE





## THE BIG PICTURE TO REMEMBER

“The essential debate on university governance may not reflect differences about **how a university should be governed**, but rather conflicting ideologies and differences in beliefs about **what a university should be.**”

- Robert Birnbaum, *The End of Shared Governance: Looking Ahead or Looking Back* (2004, s. 8)

## WHAT WAS TOPICAL IN YEAR 2003?



*Eurovision song contest winner "Everyway that I can" by Sertab Erener (Turkey)*



### HEIs: From institution to instrument

- Last (but long) phase of transitioning from bureaucratic-academic governance towards stronger institutional self-regulation
  - Underlining societal relevance
  - Less but more focused public regulation
  - Higher levels of institutional autonomy
  - Growing accountability demands
  - Emphasis on economic incentives
  - Increased attention to quality and quality assurance
  - Discovering markets and competition

# ....AND OF COURSE THIS HAPPENED



COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 05.02.2003  
COM(2003) 58 final

## COMMUNICATION FROM THE COMMISSION

### The role of the universities in the Europe of knowledge

- For the first time **EC** wanted to **”raise a debate”** on the role of universities within the knowledge society and economy in Europe
- But EC also wanted European universities to be a **world reference to be benchmarked:**

*“If they [universities] are to play their full role in the creation of a Europe of knowledge, European universities must, with the help of the Member States and in a European context, rise to a number of challenges. They can only release their potential by undergoing the radical changes needed to make the European system a genuine world reference.” (p. 11)*



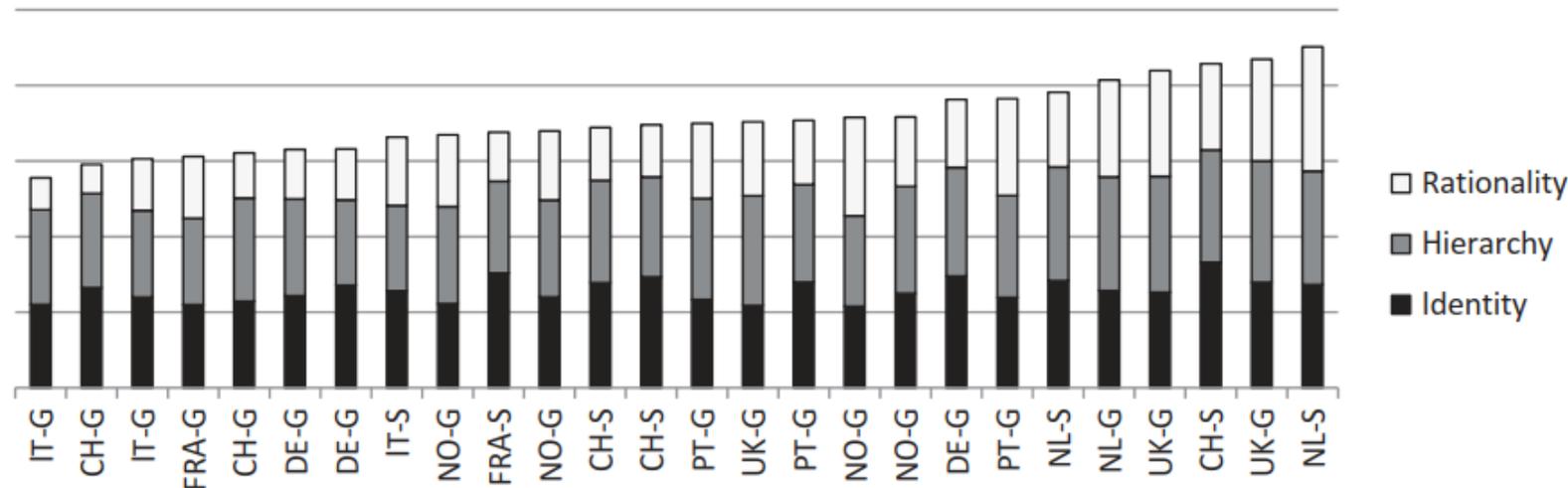
# SNAPSHOT WHEN A HALF-WAY THROUGH (2014)

## European Universities as Complete Organizations? Understanding Identity, Hierarchy and Rationality in Public Organizations

Marco Seeber, Benedetto Lepori, Martina Montauti, Jürgen Enders, Harry de Boer, Elke Weyer, Ivar Bleiklie, Kristin Hope, Svein Michelsen, Gigliola Nyhagen Mathisen, Nicoline Frølich, Lisa Scordato, Bjørn Stensaker, Erica Waagene, Zarko Dragsic, Peter Kretek, Georg Krücken, António Magalhães, Filipa M. Ribeiro, Sofia Sousa, Amélia Veiga, Rui Santiago, Giulio Marini & Emanuela Reale

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To link to this article: <https://doi.org/10.1080/14719037.2014.943268>



**Figure 1: Distribution of the universities in the spectrum from less to more complete organizations**

*Note:* G = generalist; S = specialized.



## SOME TAKES ON KEY DEVELOPMENTS IN 2003-2023

- HEIs more "complete", rational and bigger organisations (incl. budgets)
- More diverse and demanding managerial and administrative tasks
- In institutions: New balancing of central and de-central authority ("unitization")
- Professionalisation of management in higher education and research institutions
  - Careers
  - Professional competencies

## WHAT IS TOPICAL IN YEAR 2023?



*(Those who know, know).*

**EUROVISION**  
SONG CONTEST  
UNITED KINGDOM  
LIVERPOOL 2023

## HEIs: From institution-centered competition to strategic cooperation and collaboration

- Strategic alliances
- Digitalisation of everything
- Co-creation and co-design, openness in everything
- Uncertainty, faster pace of changes
- Institutionalization of crisis management and survival mode

# TOWARDS 2033?

- **Contextual issues:**
  - Global instability in economy/politics
  - Digital, AI, hybridization
- **System level governance:**
  - How should ministries deal with more organizationally mature, proactive and autonomous institutions? And why they should?
- **Institutional management and leadership:**
  - Maybe moving on from promoting "good management" to understanding and knowing how to deal with "bad management"?





**THANK YOU.**

ALL QUESTIONS AND COMMENTS MOST WELCOME!

