

**UNIVERSITY GOVERNANCE: IMPEDING OR FACILITATING  
CREATIVITY**

# **Compliance and Creativity: Dilemmas for University Governance**

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# Plan of presentation

1. Introductory remarks - governance in context
2. 'Corporatisation' of university governance
3. Growth of more 'open' knowledge (teaching & research)
4. Conclusion & Reflections: squaring the circle...

# Levels of governance

- Global, e.g. World Bank, OECD, university associations...
- Supra-national / Regional, e.g. Bologna process, EUA..
- National (State, intermediate agencies, 'trade associations' / lobbying groups)
- Institutional (governance and management?)
- Sub-institutional, e.g. Faculties, Departments, Institutes, 'companies'...

# The corporate shift?

- Rectors appointed not elected (managerial rather than symbolic)
- Rectorates / senior management teams
- Reformed university boards (decline of Senates / professorate?)
- Faculties - operational freedom, corporate constraints

# Elements of governance

- State regulation (including funding)
- Stakeholder involvement / influencing
- Academic self-government
- Managerial competences

# Drivers of corporatisation

## INTERNAL

- Scale: more students = bigger institutions
- Heterogeneity: different students, new disciplines, 'enterprise'...

## EXTERNAL

1. Audit society
2. Accountability (& markets)
3. Devolution of budgetary / administrative responsibilities

# 'Open' knowledge?

- Critical enquiry / sceptical rationality
- New learning cultures (PBS, inter-disciplinarity, MOOCs...)
- New patterns of knowledge production but also research selectivity
- The 'engaged' university, 'clever cities'...

# Squaring the circle?

- More state regulation (& less - public - funding) but also more institutional autonomy
- Reviving academic government (collegial leadership)
- Stakeholder influences and/or democratic government