

Looking Forward with Confidence

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AGENDA

- **Setting the scene. European Policies in Higher Education**
- **Prague Declaration.**
- **Is Governance still an issue?**



The Bologna Process:

1998/99 Currently joined by 46 European countries
→ Governmental push for system convergence
 implementation in Universities across Europe
 EHEA by 2010

The Lisbon Strategy:

2000 European Union – to make Europe the most competitive
→ knowledge based society
 But also « capable of sustainable economic growth, with more and better
 jobs and **greater social cohesion** »
 also by 2010

Universities are central actors to reach the EHEA and Lisbon goals

European policies - Higher Education

- **Modernisation Agenda for Universities** [EUA E.Comission]
 - **Autonomy – Governance**
 - **Accountability – Full costs**
 - **Funding**
- **Target** agreed between Member States: **2% GDP** for Higher education. **Barcelona Target: 3% GDP** for Research

PRAGUE DECLARATION

- **MESSAGE TO POLITICAL LEADERS – combat the global economic and financial crisis through investment in higher education and research**
- **MESSAGE TO EUROPEAN UNIVERSITIES - 10 SUCCESS FACTORS IN THE NEXT DECADE**



MESSAGE TO POLITICAL LEADERS

- **Crucial for the future of Europe** - through knowledge creation and by fostering innovation, critical thinking, tolerance and open minds
- **Motors for economic recovery** - through development of skills, continuous adaptation, partnership with enterprises, new answers.
- **Such crucial role needs a continuous supports from policies** and, in the present situation, **an European stimulus package**

MESSAGE to UNIVERSITIES - 10 SUCCESS FACTORS IN THE NEXT DECADE

1. Widening opportunities for participation in and successful completion of higher education:

Making **lifelong learning** a reality by expanding the range of those entering higher education, ensuring continuing possibilities for learners throughout their lives and paying close attention to **successful** attainment.



Research Careers

2. Improving researcher careers:

Through **transparency** of recruitment and promotion procedures and granting greater **independence** for young researchers at postdoctoral stage, thus enhancing the overall quality and attractiveness of research careers and optimising the research performance.



Study Programmes

3. Providing relevant and innovative study programmes:

Reinforcing the teaching mission of universities by maintaining curricular reform and renewal by introducing new approaches to teaching, offering **flexible** learning paths adapted to the needs of diverse learners and ensuring that tomorrow's graduates, also those entering the labour market at Bachelor level, have the **skills and competences needed to make them employable on rapidly changing job markets.**

Tackle Global Challenges

4. Developing distinctive institutional research profiles:

Stimulating a rich variety of unique environments that **promote interdisciplinary** approaches to tackle 21st century **global challenges**; enhanced through theme focused project development, supported by competitive research funding, and strengthened by cooperation mechanisms through regional **clustering and networking** at the European level

Autonomy

- **5. Shaping, reinforcing, and implementing autonomy:**

Universities need strengthened autonomy to better serve society and specifically to ensure favourable regulatory frameworks which allow university leaders to; design **internal structures** efficiently, select and train **staff**, shape academic programmes and **use** financial resources, all of these in line with their specific institutional missions and profiles.

Funding

6. Increasing and diversifying income:

To achieve financial sustainability, by implementing sound accounting practices that identify the **full costs** of all activities, **diversifying the income** portfolio and securing adequate public funding, thus providing the basis to fulfill the university's core

Quality Assurance

7. Enhancing quality and improving transparency:

Fully embracing the responsibilities derived from the commitment of universities to quality and by providing accurate information about institutional mission, activities, performance and results obtained to learners, employers and other stakeholders.

Internationalisation

8. Promoting internationalisation:

Enhancing global collaboration, partnership and presence **beyond Europe** as a priority for an ever greater number of universities with diverse missions, to ensure strategic presence and promote a more **international outlook** among students and staff alike, and, in particular in times of global financial and crisis,

Mobility

9. Increasing and improving the quality of mobility:

Developing coherent institutional strategies, providing structured opportunities, and removing obstacles to the **mobility of students, staff**, including administrative staff and researchers at all stages in their careers; encompassing mobility **between sectors, institutions and internationally** as a way of enhancing personal, academic and professional development and improving transferable skills, including linguistic competence.

Partnerships

10. Developing partnerships:

Strengthening the various missions of universities, taking account of the needs of partners in curriculum development, research collaboration and innovation activities, in particular embracing the open innovation model of university/enterprise cooperation based on sound project management and improved intellectual property management reflecting respective interests.

Autonomy

- **Governance** – Academic and administrative structures, Institutional leadership, Governing bodies
- **Academic** – Degree programmes, Student recruitment, QA
- **Financial** – Funding and capacity for independent financial activities
- **Staffing** – Recruitment and promotion

Is Governance Still an Issue?

Leadership refers to the ability of the Rector, Deans or Heads to conduct the Institution and fulfil their duty.

Governance is the organization control and distribution of responsibility, power and authority for the purpose of decision making and action taking. **Governance** sets the parameters for **management**.



Shared/Decentralised or Centralised/Top Down.



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Shared / Centralised

Shared governance:
Power shared more or less equally among a **high number of large bodies.**

Centralised: Typically 2 decision levels in the organisation: the **Board**, with the participation of representatives of the stakeholders, with power for policy decision and to appoint/dismiss the rector. The **Rector** with decision power to implement the plan accorded with the **Board.**



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Shared / Centralised

Shared governance:

Does not allow implementation of significant changes.

Centralised:

Counts on **personal and leadership qualities** to guarantee the needed mobilization within the Institution.



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Governance Autonomy

Decision making in any given university depends not only on its different consultation and decision bodies, but on its organisational structure.

Most Universities still need Governance Autonomy.



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Using Autonomy

Making good use of the Autonomy is an even important issue!!