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