



LUNDS
UNIVERSITET

Universities a risky business?

- Risk analysis and internal control through the ages
- Some Swedish examples
- Hans Modig, Ph.D Former head of administration



Objectives of a university



Risk for whom?

The institution?

The faculty?

The professor?

The student?



4 examples

- **Universities in the Bologna tradition**
- **New universities in the larger cities**
- **The mass university**
- **The market-oriented university**



4 aspects

- **1. political and ideological environment (pol.)**
- **2. legal framework (legal)**
- **3. Economic conditions (econ.)**
- **4. risk management and control (risk)**



Universities in the Bologna tradition

- 1.(Pol.) state religion
- 2.(Legal) jurisdiction of its own
- 3.(Econ) independent
- 4.(Risk) collegial decisionmaking



New universities in the larger cities (Stockholm

- 1.(pol) free academy, part of society**
- 2.(Legal) Independent. Authorized statutes**
- 3.(Econ) fund raising, tuition**
- 4.(Risk) external board members. external audits**



The mass university

- 1.(Pol) the welfare state
- 2.(Legal) government authorities, central planning
- 3.(Econ) Planning is the financial result)
- 4.(Risk). Lobbying. Centralised and detailed decisions



Market-oriented universities

- 1.(Pol) Multiversity. competition
- 2.(Legal) decentralisation
- 3.(Econ) management by objectives
- 4.(Risk) Branding, profiles, quality control, evaluation



Autonomous universities and risk analysis?

- Norway and Finland
- Thoughts from the the Swedish university autonomy inquiry
- Bankruptcy?
- The state interest?
- The board's responsibility?

