



HUMANE
Heads of University Management & Administration Network in Europe
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SEMINAR
Bundesministerium für Wissenschaft und Forschung
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Governance Culture

Abstracts

HUMANE seminars have covered management issues from different aspects. What we have never explicitly touched upon is Management Cultures. You could think of cultures in contra-dictionary terms such as centralized – devolved, confidence – control, private – public, academic – bureaucracy/administration, political – matter-of-fact (reality), hierarchical - collegial and so on. In this seminar, we will look into ways of understanding culture and how this understanding can be of help in meeting managerial challenges.

The Challenge of Leadership (creating reflective leaders) – a report from the INSEAD Seminar

Elisabeth Freismuth, Director General, Federal Ministry of Science and Research (AT)

In professional life executives often pay far too little attention to irrational processes that make up individual behaviour. **The Challenge of Leadership** (COL) programme helps to develop a leadership style that improves the performance of organisations.

In four modules topics such as "organisational diagnosis and change", "executive life" and "practical problem solving and career planning" are touched.

INSEAD one of the world's top graduate business schools developed this innovative programme for one reason: To build result-driven, sustainable organisations with reflective leaders who put people first.

Effective Corporate Governance and University Culture.

Paul Jankowitsch, Vice-Rector for Financial Management and Controlling at Vienna University of Technology (AT).

Universities are centres of research based education and also in many cases hubs of regional or international innovation. To a certain extent that goes for Europe's medieval universities (e.g. Bologna, Padova, Paris, Vienna, Prague) as well as for more recent established institutions. Consequently a wide variety of „cultures“ can be observed.

Focussing on Austria, where legislation (Universitätsgesetz 2002) established a new autonomy for universities I shall describe the corporate governance structure for universities and analyse the promoting as well as hindering aspects of „university culture“ (compared with business organisations) in this context.

Summing up relevant findings and learning points these results should be of interest and use for the wider European university development as well.

Herding Cats: Artists, scientists and shepherds in HEIs

John Fürstenbach, Head of Administration, Royal University College of Music in Stockholm (SE)

You have most probably heard the joke: “Leading a university????? – Have you ever heard of someone herding cats?” If you have not, do visit:

http://www.metacafe.com/watch/66347/cat_herding/

If you have spent 25 years among scholars working within the humanities, social sciences law and science and after that change jobs to a college of music, you come to reflect on how behaviour may be influenced by your subject. This is not the place to discuss whether personalities assemble within subjects or studies in that subject influences the personalities of its scholars. But we tend to observe patterns in how scholars in different disciplines react and behave.

These patterns could be called cultures. And managing a university, you need some basic understanding of these cultures. That helps you to choose the measures that are most efficient and the arguments that are most convincing depending on whom you are addressing.

There are beliefs that scholars working in an artistic rather than a scientific paradigm are bearers of very special culture. I will question that, but also point to the effects of working in disciplines where quality is the result of inter-subjective effects rather than the ability to provide sound and solid fact based arguments.

Let us have a look - does it matter what kind of cats you are herding?

Management culture: defined by history, mission or personality?

Jane Hopkinson, University Secretary and Academic Registrar, University of Plymouth (UK)

Management structures in UK higher education are many and varied. Traditionally management culture has been seen as an outcome of institutional history: the Oxbridge Colleges maintain a tradition which at least formally retains the elements of collegial democracy, while the universities established by statute in 1992 have generally been seen as more hierarchical and ‘managerialist’. The presentation will touch briefly on the different types of institution and the range of management structures which exist.

But does management culture have less to do with formal structures or institutional history, and more to do with the external context, particular mission of the university and with the personality of the Vice-Chancellor as head of the institution?

I will discuss briefly the impact of the competitive mass market in relation to UK higher education, the role of the university within its region, and the increasing diversity of those who might be described as its stakeholders.

I will use the example of the University of Plymouth over the past decade to demonstrate the changes in managerial culture which the University has experienced and the ways in which those changes have reflected the key aspects of the University’s mission and the approach of each of its Vice-Chancellors.

Brief biography

Jane has worked in UK Higher Education for over 30 years

Her current role involves membership of the Vice-Chancellor’s senior advisory group (interestingly known as the Chief Executive’s Group), acting as a link between the

Board of Governors (of which she is formally Clerk) and the University management structures, leadership of the Governance, Planning and Registry functions within the University, and participation (either as member or Chairman)) in a number of key committees.

From Glam to Gaga – Reflections on the changing management culture in UK Universities

Steve Cannon, Secretary, University of Aberdeen (UK)

I began my career in the late seventies when Glam Rock was beginning to give way to Punk and life was simpler, resources plentiful, letter writing an art and administrators knew and remained in their place.

As the New Romantics of the early eighties gave way to the Dance Music of the nineties so traditional administrative values were eclipsed by a new managerial culture in which Universities sought to import the values of post Thatcher capitalism.

With the advent of reality TV shows and the inexorable rise of The X Factor the new Century saw the boardroom give way to a form of popular accountability with its focus on transparency, value for money, freedom of information and a fear of failure.

And now in 2010 as administrations, and indeed universities, face an uncertain future I pose the question will it be Lady Gaga or Susan Boyle?

Management of a small University: Small size, small problems...or not?

Giuliana Zotta Vittur, Direttore Amministrativo, Scuola Internazionale Superiore di Studi Avanzati (IT)

SISSA (International School for Advanced Studies) is a unique university in the Italian system, due to its size, mission and international character, and it is also one of the smallest among the Italian universities. SISSA represents a very special reality because from the start it has devoted itself to the training of PhD students.

The School was founded in 1978 when post-graduated courses did not yet exist in Italy, and since then it has carried out research and prepared Ph.D. students in the fields of Physics, Mathematics and Neurosciences. The only opening to human sciences is represented by the Master in Science Communication which deals with the relationship between interdisciplinary sciences and scientific knowledge dissemination.

The subject proposed by Giuliana concerns the relationship between size and complexity. Speaking from her long experience as Head of Administration of a very small university, although being conscious that she cannot make a direct comparison with the management of a larger one, Giuliana questions the idea that "small = easy". In a small university it is possible to find all sorts of problems which are typical of a larger institution, the difference being in the greater number of cases experienced by the latter.

As far as SISSA is concerned, the main difficulties come from its high level of internationalization, and the fact that the academics are very involved in their research, and are not naturally inclined to take an interest in all the bureaucratic and organizational aspects. Furthermore, the administrative network, which supports the Head of Administration, is really very stretched and thus it is not always possible to delegate, which means that the Head of Administration is forced to become involved in virtually all matters.

It is likely that being the Head of Administration of a small university is more varied, and perhaps more entertaining, than being the Head of Administration of a large university (and may be for this reason the former is paid less than the latter!), but it is certainly no less difficult, or less demanding or tiring!

Brief biography

Giuliana has been the Head of Administration of SISSA for 22 years. Holding this office for such a long time in the same university is really a unique case in Italy. However she doesn't like to be defined as the "oldest" Italian Head of Administration!

Before working at SISSA, she had been Head of Human Resources at the University of Trieste for more than 10 years.

She has decided to leave SISSA at the beginning of November 2010 and to retire one year before the expiry date of her contract. On the same day a new Rector will take up his position in SISSA.

She has worked with three SISSA Rectors and "three" is the perfect number for her! Besides, she believes that it will be very good for SISSA to have a new Head of Administration who will have an overall vision of the running of the School from a new point of view.

She still doesn't know what she is going to do after November 2010: whether another job or just making the most of being retired. She still has a few months ahead before making a final decision...

Clash of management cultures in the case of a merger between a university and a research centre.

Dietmar Ertmann, Former Kanzler, Universität Karlsruhe (now Karlsruher Institut für Technologie) (DE)

No abstract

France: From feudalism to federalism – the weight of history

Yves Glorion, Secrétaire-général, Ecole Centrale de Lyon (FR)

To understand management cultures in France, it is necessary to know the **history** of higher education system in this country.

Three worlds have grown apart, each one with its particular culture as a product of history (from 12th century to the end of the 20th century) :

- Universities
- "**Grandes Ecoles**" (highly selective admission, close and longstanding links with enterprises, small scale set-up)
- Research centers

The convergence of these three worlds is very recent (the last 20 years) and is not achieved.

These recent changes product strong **resistances** and old levers are used to create new management.

Three case studies are shown:

- Convergence between university and research center in Nice
- Convergence between two "Grandes Ecoles" in Lyon : one public and the other private (Ecole centrale de Lyon and EMLyon business school)
- New governance for new projects with important incentives by the government (Grandes Ecoles plus Universities)

The following points can be examined:

These necessary changes take place at the time of globalization of higher education in the world.

Is there only one model possible?

What will become of the very particular French model?

Universities (especially in France) are very specific organizations. The management should be very specific too.

We have to find out a new management culture , taking into consideration our identity and our history combining performance and humanism.