

**Wilhelm Krull**

# **The Times They Are a-Changin**

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## **Intellectual and institutional challenges for European universities**

**Keynote at the HUMANE 2018 Annual Conference**

**“Retaining public trust in universities in a post truth world”**

**Malmö, 16<sup>th</sup> of June 2018**

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  - 2) Specific Threats and Opportunities for European Universities**
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## Changin' Times...

*Come mothers and fathers  
Throughout the land  
And don't criticize  
What you can't understand  
Your sons and your daughters  
Are beyond your command  
Your old road is  
Rapidly agin'.  
Please get out of the new one  
If you can't lend your hand  
For the times they are a-changin'.*

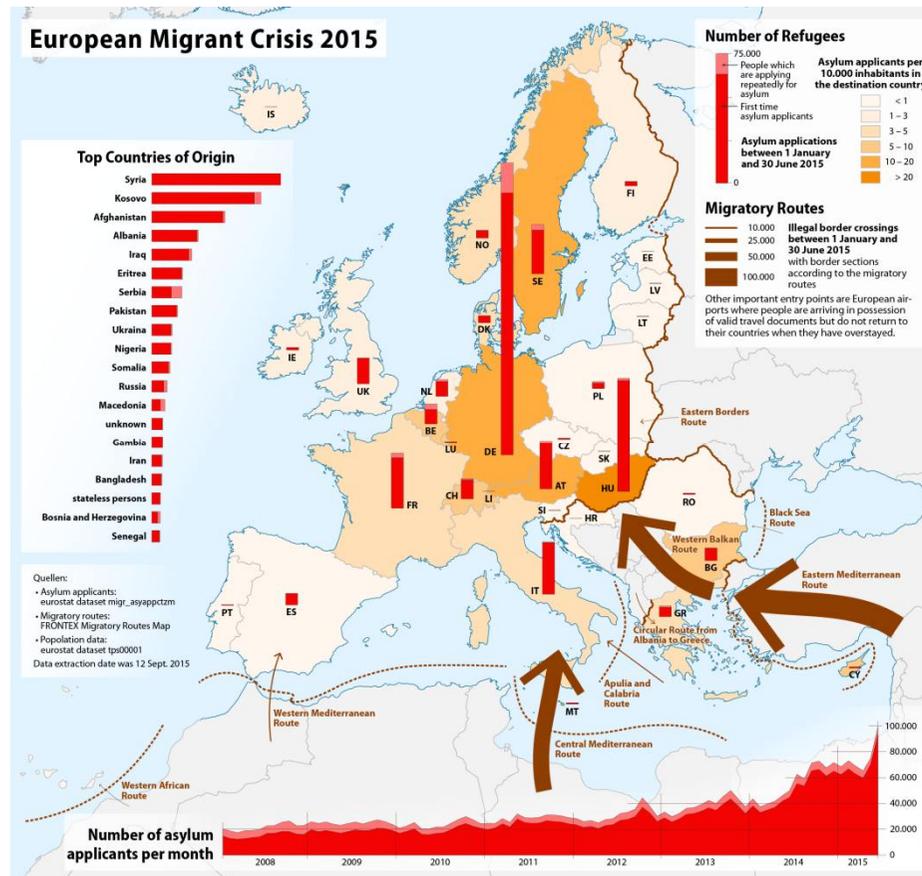
Bob Dylan



Bob Dylan

Photo: Wikimedia Commons

# The European Refugee Crisis' Peak in 2015



Source: Maximilian Dörrbecker via Wikimedia Commons (CC BY-SA 2.0)

## Regionalization, Nationalization, and Populism in Europe

- June 2016: Brexit referendum
- May/December 2016: Austrian presidential election
- March 2017: Dutch general election
- May 2017: French presidential election and
- June 2017: French legislative election
- September 2017: German federal election
- October 2017: Catalan independence referendum
- October 2017: Venetian and Lombard autonomy referendum
- October 2017: Czech legislative election
- October 2017: Hungarian Prime Minister Orban declares „migrant-free zone“ in Eastern Europe

## Emotional and Geographical Frontiers

“The Other will increasingly become part of us in our multicultural societies. The emotional frontiers of the world have become as important as its geographical frontiers.”

D. Moïsi, *The Geopolitics of Emotion*, 2009, p. 144



**Dominique Moïsi**  
Photo: Wikimedia Commons

## Hungary

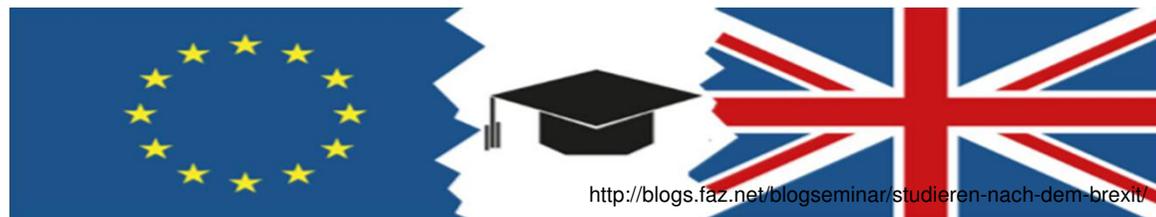
- Founded by George Soros in 1991 in support of open societies in the post-communist era.
- Accredited in the US (State of New York) and in Hungary, located in Budapest.
- In 2017 the Hungarian government introduced new regulations for foreign-operating universities, several of which affect CEU: e. g. mandatory agreement with the university's other country of operation, corresponding campus (e. g. Bard College New York), working permits for non-EU staff.
- General license prolonged for one year in October 2017.
- About to open a third campus in Vienna; the Open Society Foundation moved its headquarters to Berlin.

## The European Commission's Note to UK Researchers

“If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to be eligible to receive EU funding or be required to leave the project on the basis of Article 50 of the grant agreement.”

European Commission, 6 October 2017

<http://ec.europa.eu/research/participants/portal/desktop/en/support/about.html>



## Brexit Consequences for UK Universities

- Currently, UK universities receive 15 % funding from the EU.
- Over 200,000 British students have benefited from the Erasmus exchange programme.
- EU students may be charged tuition fees at more expensive international rates.
- Continued high demand among domestic and international students to study at higher education institutions in the UK.
- Uncertainty for EU researchers in the UK concerning visa arrangements, participation in EU funding programmes, brain drain.

## Poland and Turkey – Impact on Germany

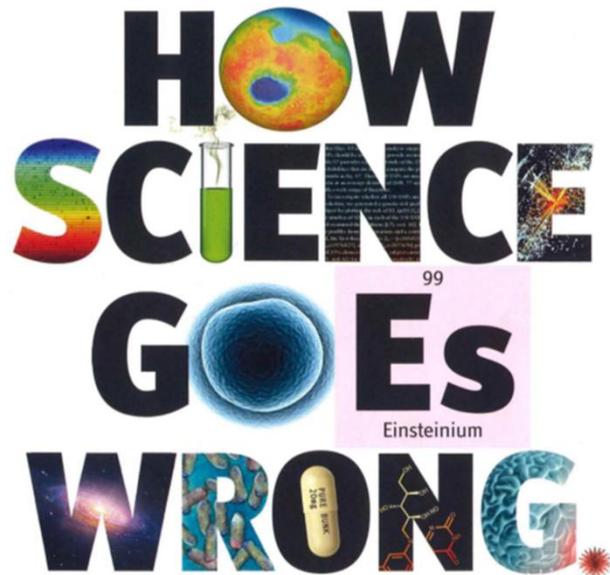
### Poland

- Humanities under pressure: „polonization“.
- German-Polish History Textbook in turmoil.

### Turkey

- “Academy in Exile” funded by the Volkswagen Foundation and recently attacked by nationalist Turkish media.

# Inside Science: How to Regain Trust?



"WHILE DOING THE RESEARCH, KEEP IN MIND THERE ARE ONLY TWO KINDS OF FACTS... THOSE THAT SUPPORT MY POSITION... AND INCONCLUSIVE."



<http://cognitive-edge.com/blog/on-evidence/>



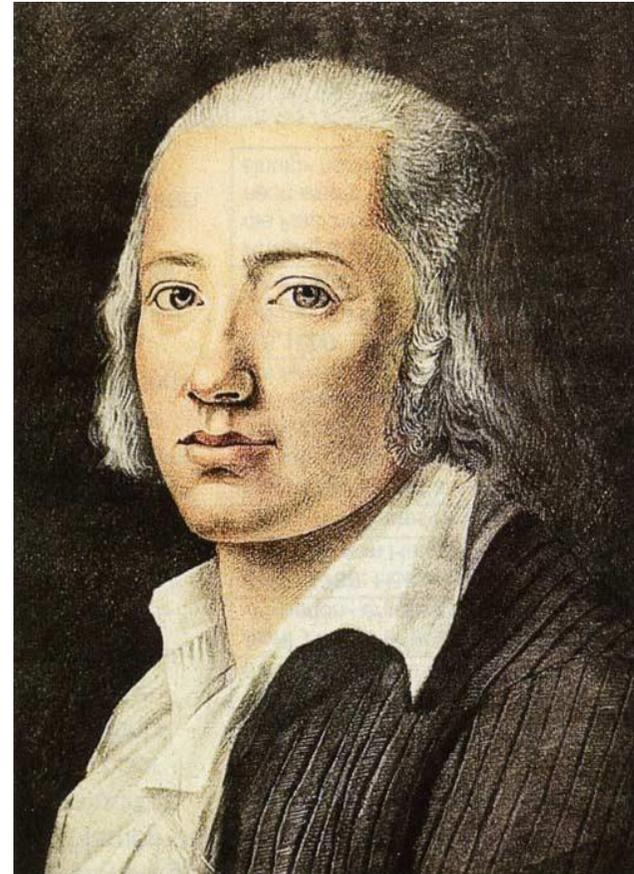
<http://www.volkswagenstiftung.at/politik/3981281/Wissenschaftsbetrug-als-Straftat>

## New Opportunities...

„Wo aber Gefahr ist, wächst  
Das Rettende auch.“

“But where the danger is, also grows  
the saving power.”

Friedrich Hölderlin



## Emmanuel Macron in 2017

“I believe we should create European Universities – a network of universities across Europe with programmes that have all their students study abroad and take classes in at least two languages. These European Universities will also be drivers of educational innovation and the quest for excellence. We should set for ourselves the goal of creating at least 20 of them by 2024. However, we must begin setting up the first of these universities as early as the next academic year, with real European semesters and real European diplomas.”

Emmanuel Macron

Sorbonne Speech, September 26, 2017

## Arising European Universities...

- 4EU: Charles University (Czech Republic), Heidelberg University (Germany), Sorbonne University (France), and the University of Warsaw (Poland).
- Eucor: University of Basel (Switzerland), University of Haute-Alsace and University of Strasbourg (both France), University of Freiburg and Karlsruhe Institute of Technology (both Germany).
- U4: Ghent University (Belgium), University of Göttingen (Germany), University of Groningen (Netherlands), and Uppsala University (Sweden).
- Hartung and Krupa in ZEIT Campus:  
A single European University with 5 institutes focusing on different subject fields; distributed among countries at the periphery of the European Union.

## Institutional and Managerial Challenges

- **Transparency**
- **Trust**
- **A changing role of leadership**

## Transparency as a Solution?

“Today the word ‘transparency’ is haunting all spheres of life [...]. Transparency creates trust, the new dogma affirms. What is forgotten thereby is that such insistence on transparency is occurring in a society where the meaning of ‘trust’ has been massively compromised.”

Byung-Chul Han, *The Transparency Society*, 2015, p. vii

## Dimension of Trust in Science

Judgements of trust are made along three dimensions:

- 1. A judgement of expertise**  
Scientists are able to solve problems and generate knowledge.
- 2. A judgment of integrity**  
Scientists adhere to a set of justifiable methods and principles.
- 3. A judgement of benevolence**  
Scientists do research for society and the public good.

cf. Mayer, R. C., Davis, J. H., Schoorman, F. D. (1995). An integrative model of organizational trust. *The Academy of Management Review Vol 20, Issue 3*, p. 712.

## Public Trust in Science

Here are some reasons why you might trust scientists. To what extent do you personally agree with them?

Because scientists are experts in their field.



Because scientists work according to rules and standard procedures.



Because scientists do research in the public interest.



● stimme voll und ganz zu 
 ● stimme eher zu 
 ● unentschieden 
 ● stimme eher nicht zu 
 ● stimme nicht zu 
 ● weiß nicht, keine Angabe

Number of respondents: 1.007 | Survey period: July 2017 | Source: Science barometer – Wissenschaft im Dialog/Kantar Emnid  
 Figures are in per cent. Numbers may not add up to 100 per cent due to rounding.

## Academia Needs Society

- New, interactive modes of communication that try to overcome still existing asymmetries;
- Enhanced transparency with respect to processes and procedures involved in the generation of new knowledge;
- Increasing opportunities for the participation of citizens in agenda-setting processes as well as citizen-science based projects;
- New modes of operation such as focus groups, consensus conferences, and online consultations;
- More bidirectional exchanges of views and concerns as well as mutual perception of risks;
- Reconfiguring consultation processes in order to facilitate debates on scenarios of desirable futures and the co-creation of common positions.

## The Seven C's to Develop a Culture of Creativity

1. **Competence**
2. **Courage**
3. **Commitment**
4. **Communication**
5. **Co-operation**
6. **Continuity**
7. **Centers/Clusters**

## New Modes of Leadership

**In rapidly changing times, university leadership has to balance a variety of tensions:**

- providing space for creative thinking  
vs. establishing reliable work-processes
- leading from the top  
vs. leading through moderation
- holding on to governance processes  
vs. letting go of them
- intervening personally  
vs. giving people free space



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Bob Dylan

**Thank you very much  
for your attention!**

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