



university of  
groningen

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# University Secretary, COO or Kanzler?





# Universities are Wanted

*They are seen as essential engines of development, fertile grounds for new generations of professionals, and indispensable providers of smart solutions to future questions*





# A Governance Jungle

*more and more a hybrid combination of multiple coordination forms. It is a blend in which hierarchies, markets, networks and communities are conveyed without clear dominance of any one of them. Within these realities the university as an organization has come to the fore as a corporate actor.*



# Student numbers

Year	Student numbers
1945	22,000
1950	25,000
1960	50,000
1970	100,000
1980	150,000
1990	190,000
2000	170,000
2010	240,000
2017	275,000
2018	300,000



# Government policy 1960-2019

- ›Independence
- ›Democracy
- ›Autonomy
- ›Steering at a distance



# University Governance today

- › Supervisory Board
- › Executive Board
- › University Council



# Characteristics

	Prior to 2000	After 2005
Term in Office	9 years	4 years
Age at start of role	<40	>45
Internal candidates		External candidates
% Female	15%	60%



# What's in a name?

*Chief Operating Officer*

*Kanzler*

*Registrar*

*University Secretary*

*University Director*

*Secretary General*