

#### LEAD workshops on Academic Leadership



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"Transformation of HE for the needs of the society & economy"

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#### How Can We Help Them?

- Research
  - Basic research, applied research
  - Interaction between basic and applied - innovations

- Academic Programmes

- PhD, Master, Bachelor Programmes
- Professional and continuing education

- Answers are dependent on our *definition of the environment* (e.g. Research University, Local University)

#### For What Universities Exist?

- Academic community / disciplines
  - Development of new knowledge
- Society
  - Application of knowledge for the use of stakeholders and clients
  - Local, national, regional (e.g. Europe) and global levels
- Changing priorities towards social responsibilities
  - Increased complexity of society/social challenges
  - Technology development
  - Increasing share of higher education of taxpayers' money

#### Transformation of Higher Education

- System level transformation

- Based on national and regional policies – Government, EU, ...
- Based on market coordination

- Institutional transformation

#### Who Are Our Stakeholders?

- Universities themselves, research institutes, academic community
- Government, civil society, industries, business companies, ...
- Who are our stakeholders *in our specific environment* – local, national, regional, global
- The definition of the environment is a strategic decision of a university

#### System level transformation

- National and regional policies

- Historical traditions
- Educational model roots
- European – Chinese systems
- Supranational coordination – European union, OECD, UNESCO

- Market coordination

- Historical roots – more or different
- Integral part of globalisation

- Dialogue and benchmarking are needed, *but we need to avoid simplifications in transferring some practices from a system to another*

### (Global) Trends of System Level Transformation

- Increased diversity – academic and professional (Universities of Applied Sciences, UAS) sectors
- Provision of frameworks and instruments for mobility and competition (European Educational Area – Bologna Process, Erasmus mobility programme)
- Integration of Higher Education policy to other policies and national priorities, e.g. World Class Research University policy to serve national competitiveness
- Institutional mergers for strengthening the national systems and universities
- Increased competition on talented students, research funding and academics
- Results driven government steering instruments (e.g. performance funding)
- Emergence of rankings for the "measurement of unmeasurable"

### We need to Ask Every Day

- For what our university exists?
- Who are our stakeholders?
- How we can help our stakeholders?

### Trends in Institutional Transformation

- Increased institutional autonomy (governance and funding)
- Changing emphasis from traditional academic values (academic freedom, collegiality and institutional autonomy) towards the dominance of external values (social relevance, efficiency, value for money, ...)
- From traditional collegial organisation, management and leadership towards managerialisms
- From closed governance model towards open governance (external representatives in governance bodies, leaders from outside universities)
- Towards effective leadership (appointed leaders)
- Hierarchical management structures and implementation model
- continues ...

### These questions will lead to further questions

- What is our operational environment?
- How our university is and should be connected to *the* environment
- Which kind of organisational structures (academic and administrative) we need to help the stakeholders?
- How can we interact with the stakeholders (academic, governance)?
- Which kind of capacity we need for the communication and interaction with Government and in the market place?

- Increase of cross-disciplinary organisation structures, educational programmes and research infrastructure
- Improve the efficiency and effectiveness of services to academic units
- New services (interfaces) for cooperation with business and industries (technology centres, advisory services, platforms for communication)
- Joint research centres with companies and research institutes