

LEAD workshops on Academic Leadership

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LEAD Workshop

“Transformation of HE for the needs of the society & economy” 适应社会和经济需要的高等教育转型

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For What Universities Exist? 大学存在的意义?

- Academic community / disciplines 学术社群/学科
 - Development of new knowledge 发展新知识
- Society 社会
 - Application of knowledge for the use of stakeholders and clients 知识的应用
 - Local, national, regional (e.g. Europe) and global levels 当地/国家/地区/全球
- Changing priorities towards social responsibilities 对社会责任的重点改变
 - Increased complexity of society/social challenges 社会挑战更复杂
 - Technology development 技术开发
 - Increasing share of higher education of taxpayers' money 公民税收占比增加

Who Are Our Stakeholders? 利益相关方是谁?

- Universities themselves, research institutes, academic community 大学本身、研究所、学术社群
- Government, civil society, industries, business companies, ... 政府、民间社会、产业、企业
- Who are our stakeholders *in our specific environment* – local, national, regional, global 我们的环境里 利益相关者是谁-本地、国家、地区、全球
- The definition of the environment is a strategic decision of a university 对环境的定义是大学的战略决定

How Can We Help Them? 如何帮助他们?

- Research 科研
 - Basic research, applied research 基础、应用科研
 - Interaction between basic and applied - innovations 基础和应用互动-创新
- Academic Programmes 学术
 - PhD, Master, Bachelor Programmes 博士、硕士、本科教育
 - Professional and continuing education 职业和继续教育
- Answers are dependent on our *definition of the environment* (e.g. Research University, Local University) 答案取决于我们对环境的定义

Transformation of Higher Education 高等教育转型

- System level transformation 系统层面转型
 - Based on national and regional policies – Government, EU, ... 政策
 - Based on market coordination 市场
- Institutional transformation 机构转型

System level transformation 系统层面转型

- National and regional policies 国家和地区政策
 - Historical traditions 传统
 - Educational model roots 教育模式根源
 - European – Chinese systems 欧洲-中国体系
 - Supranational coordination – European union, OECD, UNESCO 超国家机构-欧盟、经合组织、教科文组织
- Market coordination 市场协调
 - Historical roots – more or different 历史根源
 - Integral part of globalisation 全球化
- Dialogue and benchmarking are needed, *but* we need to avoid simplifications in transferring some practices from a system to another
需要对话和标准，**但**要避免简单照搬

(Global) Trends of System Level Transformation 系统层面转型的(全球)趋势

- Increased diversity – academic and professional (Universities of Applied Sciences, UAS) sectors 更多多样-学术和职业(应用科技大学)
- Provision of frameworks and instruments for mobility and competition (European Educational Area – Bologna Process, Erasmus mobility programme) 更多流动性和竞争的框架和工具
- Integration of Higher Education policy to other policies and national priorities, e.g. World Class Research University policy to serve national competitiveness 高等教育政策与其它政策、国家发展重点的整合
- Institutional mergers for strengthening the national systems and universities 机构合并
- Increased competition on talented students, research funding and academics 对生源、经费和学者的竞争更激烈
- Results driven government steering instruments (e.g. performance funding) 政府指导工具以结果为导向
- Emergence of rankings for the "measurement of unmeasurable" 出现对"无法衡量"因素的排名

Trends in Institutional Transformation 机构转型的趋势

- Increased institutional autonomy (governance and funding) 机构自治增强
- Changing emphasis from traditional academic values (academic freedom, collegiality and institutional autonomy) towards the dominance of external values (social relevance, efficiency, value for money, ...) 从强调传统学术价值到外部价值主导
- From traditional collegial organisation, management and leadership towards managerialisms 从传统学院组织、管理、领导到管理主义
- From closed governance model towards open governance (external representatives in governance bodies, leaders from outside universities) 从封闭到开放治理
- Towards effective leadership (appointed leaders) 领导效力
- Hierarchical management structures and implementation model 等级管理结构和执行模式
- continues ... 以及...

- Increase of cross-disciplinary organisation structures, educational programmes and research infrastructure 更多跨学科组织结构、专业和科研基础设施
- Improve the efficiency and effectiveness of services to academic units 改善给学术单位服务的效率和效果
- New services (interfaces) for cooperation with business and industries (technology centres, advisory services, platforms for communication) 与企业、产业合作新服务
- Joint research centres with companies and research institutes 与企业 and 研究所合办研究中心

We need to Ask Every Day 每天都问问自己:

- For what our university exists? 大学存在的意义?
- Who are our stakeholders? 利益相关方是谁?
- How we can help our stakeholders? 如何帮助他们?

These questions will lead to further questions 更多的问题

- What is our operational environment? 我们的运营环境如何?
- How our university is and should be connected to **the** environment 我们情况如何，如何与环境相连?
- Which kind of organisational structures (academic and administrative) we need to help the stakeholders? 需要何种组织结构来帮助相关方?
- How can we interact with the stakeholders (academic, governance)? 如何与相关方互动?
- Which kind of capacity we need for the communication and interaction with Government and in the market place? 需要何种能力来和政府、市场沟通?