



Global Context and Drivers for Changes for University Governance

Melita Kovacevic

EU Expert on HE
Former Vice Rector for Research and Technology
University of Zagreb

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Topics

Global context - What is different?

University today - HE and social context

Main triggers and challenges for change

University tomorrow

- Do we know what will happen?



European vs World perspective



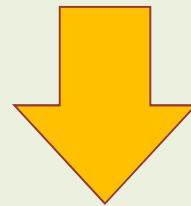
EHEA
ERA



- new HE market
- new demands
- changing rules

Globalisation

- it affects all human activities and processes
- demand for more research and research practices to address them
- need to promote a future development of a knowledge-based society, both in developed and developing countries



an increased strategic role
for universities (WB, OECD, EU...)



Universities in a new context:

- mass education
- more competitive
- new roles for universities
(education/research/innovation - ERI triangle)
- new demands on quality
- new/different roles for students and teachers



Universities from

local

regional

global perspective

**important generators
of knowledge and development**



starting point...

University governance is the way in which universities are operated.

Governing structures for higher education **are highly differentiated** throughout the world, but the different models nonetheless **share a common heritage**.



Facing new demands, both in research and teaching

But also to serve society

The palette of stakeholders and beneficiaries has
broaden

University must respond to new demands

and

To be responsible towards all stakeholders and
beneficiaries



Universities are very **special** and **unique places** and need to be treated with **special care**

'love and hate' relationship with government

'individualistic' approach

predominant teaching and research experience,
not administrative

institutional resistance to change



EUA / STRONG UNIVERSITIES FOR EUROPE

**Leadership and governance
change
is a MUST**



It is important to

- to make universities ready to change
- to raise awareness of a need to change
- to support research performance and its relevance for the whole society
- internationalisation
- funding



Main triggers and challenges

- new living context / IT technology
- a flow of information
- available quantity of information
- rapid changes and new developments in living environment



Main triggers and challenges

still... the objectives are very similar

- to educate young people, a new generation of professionals
- to educate as many as possible young people
- to make them fit for their careers

educational globalization



- shift of generations,
both students and teachers
- new type of leaders
- changing role of universities
- further diversification of universities
- new ways of teaching
and performing research



Will universities:

- Stay the same?
- Loose on their importance?
- Disappear?



Education will remain important

Research will be even more important

Society and its prosperity will depend on education and research

and ... Universities will need leaders



Instead of conclusion

- Universities are changing and will change
- Universities will face number of new challenges
- Teachers, an 'analogy' generation, has to adapt to a new educational context
- Students will become more active participants of the process with higher expectations

Good academic leaders of today prepare institutions, staff and students for tomorrow

A good leader is like a good chess player...



Thank you!

