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**Centralizing the Governance of a  
Decentralized University  
去中心化大学的治理中心化**

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**NOVA University: a Decentralized  
University**

**At NOVA University the Schools used to be very  
autonomous, each one defining their own:**

- Financial structure 财务
- Academic projects 学术
- Pedagogical Projects 教学
- International partnerships 国际合作
- General strategy (or lack of) 总体战略 (战略缺失)
  - Recruitment 聘用
  - Placement 实习
  - Funding 经费
  - Managing Alumni 校友



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**NOVA University: a Decentralized  
University**

**At NOVA University the Rector's power was  
limited to:**

- Degree Awarding 授予学位
  - Quality Control 质量控制
  - Academic Jurys 学术评审委员会
  - Diplomas issuance 发放文凭
  - Academic equivalencies 学术等效性
- Public Budget Allocation 公共预算分配



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**Advantages of the Decentralized model:**

- Less bureaucratic 官僚主义
- The most efficient units are not constrained by the less efficient  
效率高的, 不受效率低的限制
- Development pace is defined by the most efficient units 由最高  
效的单位设定发展节奏
- Advantages and disadvantages of units' scale become more  
apparent 单位规模的优势和不足更清晰



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**Disadvantages of the Decentralized model:**

- Lack of coordination 协调不足
- Lack of synergies 合力不足
- Limits cooperation and multidisciplinary approaches 限制合作  
与多学科发展
- Makes it difficult to define an institutional culture 难以定义统  
一的机构文化



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**Restructuring HE Institutions**

**The Challenge:**

Role of HEI in stimulating students to acquire knowledge in a context of 激  
励学生吸纳知识

- diversified environments; 多样化环境
- knowledge society; 知识社会
- lifelong learning in the globalization era 全球化背景下的终身学习

called for a synergetic, multidisciplinary approach!! 协作促进 合力、多学  
科方式

At national level it was pointed to the need to contribute to 对国家来说,  
需要致力促进

- social cohesion 社会凝聚力
- equity 平等均衡
- maintaining cultural identity. 文化身份

### The Emphasis:

focused on the role of strategic management procedures and its specific structures in the development of: 战略管理程序、其具体结构, 来发展以下

- teaching and learning; 教与学
- research and development; 研究开发
- investments and finances; 投资、财务
- internationalization development; 国际化
- social impact; 社会影响
- creation of value for society; 社会价值

### Portuguese legislation introduced in 2007 07年葡萄牙立法

Had a significant effect in the governance of Portuguese universities

- involved a new leadership approach 新领导力方法
- centralizes the decision-making process and 集中决策过程
- allows for more autonomy to develop external connections outside the university
  - facilitating interventions in society! 促进对社会的主动干预

The key role is played by

- the rector, together with the rectoral team and the deans, 校长、团队和院长
- the general council and the board of trustees. 董事会和大会 (总理事会)

The last two bodies include external members who are not academics and come from the society. 后者, 包括来自社会、学术圈外的外部成员

In the case of NOVA University this new governance experience was further extended since the institution has recently become a public foundation under private law. 根据私法, 新大学成为公立基金, 新治理模式进一步实施

- The two main features of this reorganisation were related to
- institutional autonomy and 机构自治
  - governance models 治理模式

The policy took some inspiration from the Anglo-Saxon model of public management – but not in a radical way 英国公共管理模式—却不激进

For example, the General Council, 总理事会

- still kept a majority of members from the academic community, (professors and researchers), but 大部分成员来自学术界
- The external members, coming from society, must be elected by the internal members, 外部成员, 必须有内部成员挑选

Thus maintaining the decision-making power within the university community. 决策权, 归属大学内部

However, it was the first time in Portugal that external members of the community became involved in the governance of the university. 第一次有外部成员, 参与大学治理

In fact, among other functions, the General Council approves the strategic plan of the university and elects the Rector. 批准战略计划, 选举校长

This change was seen by the academic community as two-edge sword:

on one side with concern, related to the apparent loss of

- Academic freedom; 学术自由
- Pedagogical freedom 教学自由
- Financial autonomy; 财务自治
- Strategic freedom. 战略自由

On the other hand with hope of a more active involvement in the decision-making process at top managerial level thus allowing for

- Contracting resources under the private law 根据私法, 获得更多资源
- More synergetic projects 协作合力
- More multidisciplinary developments 多学科发展
- More social impact 社会影响
- Knowledge transfer to the society 知识转移
- Value creation to society 社会价值

How to conciliate 如何调和

- the development of discipline knowledge with 学科知识的发展-和-
- the modern need of impact that requires porous boundaries between the different areas of knowledge and society? 今天的社会要求知识产生影响，需要各领域的知识和社会之间的边界虚化

For example, how may this concern be reflected in Faculty evaluation and progression? 教师评估和职称评定中如何体现？

Social impact requires:

- multidisciplinary and 多学科
- close relationship with society. 社会

How to conciliate this cooperative framework with the development needs of each area of knowledge? 合作框架与各知识领域发展需要协调

In other words, how to develop a matricial model of the University? 招生录取模式

In the formal model the space of solutions to this problem was empty – since no mechanisms of coordination existed. 正式模式中，无法解决这一问题--还没有任何协调机制

Thank you!