

UNIVERSITY MANAGEMENT  
TENDENCIES AND PROGRAMS  
FOR THE NEW EUROPE  
Slovenian Rectors Conference  
Portoroz 6-7 November 2009

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# OVERVIEW

## MAIN ASPECTS

- Global versus local networks. **One culture!**
- Decrease of nation state's impact
- **Institutional Autonomy**

NETWORK ← INTEGRATION → FRAGMENTATION

- Rules & Norms: **Governance under decreasing state impact**
- Rewriting PPP I: public private partnership
- Rewriting PPP II: Pleasure Payment Prestige
- Academic Freedom Ranking

# NATION STATE'S RETREAT

- Despite growing nationalism, the role of the nation state in steering big institutions is over:
- → supra-national and global norms & cultures + local rules → more public ownership, less state ownership
- Governance >> delivery of common goods by the state: SCIENCE AND STUDY ARE PUBLIC GOODS,

# GLOBAL VERSUS LOCAL NETWORKS

- Higher Education will become as global as science already is:
  - Conventions on recognition, licenses, authorization
  - Local exchange between expert & lay-cultures
  - Disconnection of profession and qualification, but:

# GLOBAL VERSUS LOCAL NETWORKS

- Participation in h.e. will increase → 75%
- EACH INSTITUTION WILL HAVE TO POSITION ITSELF WITHIN SEVERAL NETWORKS
- Relations with the **science system** will change: **return of research** to the university networks

# Institutional autonomy

- Legislation reduced to principles, framework and supervision
- Universities act as enterprises, but never as businesses (and they should not act like businesses)
- Under the unity of law (preferably European law) each university is one legal entity with rights to ownership, academic freedom and its self-determined profile

# Network ← Integration ← Fragmentation

- Many positions in several networks for each university (The university decides on which profiles will be implied to a network)
- Representation, trust, recognition and „network“ability“ will decide over the relative position → institutional capitals in relation to the „power“ and „impact“ of an institution ← attraction of students & research

# MANAGEMENT

- More important than ever: professional UNDERSTANDING of academic habitus
- Common interest of academics and administrators:
  - → Effectiveness
  - → Study-orientation
  - → Research-orientation
  - → Public orientation



# Norms and Rules

- Universities are principled institutional actors accountable to a certain culture (you don't violate its rules without sanctions!)
- Diversity can only occur if the internal competition (over riches, influence and power positions) is secondary to the university's position in the network: solidarity and synergy >> private interest

# PPP I Public Private Partnership

- Not a bad idea, also for the future, but the rules must be clear: universities function differently from profit-oriented enterprises
- Loosely coupled systems
- Slow systems
- Principled legitimacy of operations
- **Public** means the people, not the state, **private** means principled stakes

# PPP II Pleasure Payment Prestige

- The rules of the game: institution topples disciplines and their cultures
- Pleasure → social responsibility, working environment, non-essential qualities of the institution
- Payment: must not privilege whose disciplines are stronger on the market! (cf. Wall Street example)
- Prestige: the immaterial asset of academia

# ACADEMIC FREEDOM

- AF is the right to expression and information + Quality
- It is not only an individual right, but also an institutional privilege and condition
- It must depend on the relative power-position of a subject, a nobel-prize winner or a faculty
- It creates the trust universities need to find their place in the network

# THANK YOU

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