UNIVERSITY GOVERNANCE

Which model to meet global challenges

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Summary

- A changing university in a fast changing world
- Main global challenges facing Portuguese universities
- Fundamental challenges to effective governance
- Which model of governance?
- Conclusions
A changing university in a fast changing world

- In the past: Universities changed slowly in a slow moving world
  - “useful Knowledge” (Bacon) “liberal knowledge” (Cardinal Newman)
  - Medieval model, Napoleonic model, Humboldt model
  - Federated model, centralized model
  - Inside/outside of the general social fabric of a given era
- Nowadays the same options are discussed but within much shorter periods of time
  - Scientific and social progress are much faster
  - Society makes universities accountable for the investment on them
Main Global Challenges Facing Portuguese Universities

- Demography
- Reduced direct public funding
- Massification
- Quality assurance
- Increased multi and interdisciplinarity
- Critical mass needed
- Internationalization
- Mobility
- Increased accountability
- Expected role of university in economic development
- Diversification of funding sources
**Fundamental challenges to effective governance**

- Increased complexity of management – not for “amateurs”
- Personal responsibility of university leaders
- Beurocracy (impairs required decision speed in a fast moving environment)
- Against change culture of part of the academic community
- Pseudo democratic paradigm – elected leaders
- Lack of trust in appointed leaders – collegiate decisions only
- Balance between acting leaders and collegiate participation
- New culture for teaching/learning methodology
- Mission focalization
- Multidisciplinarity and interdisciplinarity promotion
- Critical mass building – cooperation/organization
- Communication
- Diversification of funding sources – fund raising
Which Model of Governance

Main Principles:

- Board of stakeholders for strategic decisions and supervision
- Leader selection/dismissal by board of stakeholders with justified decision
- Leadership with power to decide
- Elected collegiate senate as counselling board and indirect participation of academic community
- Deans appointed by rector with participation of local academic community
- Informal boards for true participation of academic community in decision processes
- Bureaucratic environment as simple as possible
- Accountability
Possible Juridical Models of Governance (1)

Keeping main principles of governance model

- Public Institute
  - Very complex bureaucratic environment
  - No management tools available
    - Bank financing and real estate management requires formal authorization of government (complex, difficult, long delays)
  - Very limited financial autonomy due to integration into state budget
  - Very complex reporting to government due to state budget discipline
  - Very time consuming and large delays
  - Very slow response to management needs
Possible Juridical Models of Governance (2)

- Public Foundation with private law regime
  - Less complex bureaucracy for hiring human resources, acquiring goods and services and for economic and financial accounting
  - Larger financing autonomy
    - No direct integration in state budget
    - Free use of yearly economic and financial results
    - Simplified reporting to government
  - Management tools available
    - Bank financing possible within limits
    - Management of real estate possible within limits
  - Extra government financing possible through negotiation
  - Easier integration into the University of Research and Development Institutions
  - Foundation curators as partners for fund raising
Conclusions

- Universities must change in accordance with changes in their environment
- Universities must adopt government models that allow them to answer as quickly as possible to changes in the environment
- The model of Public Foundation with private law regime might be a good solution and deserves to be tested