A reflection of its members needs, IMHE’s mission is to provide members with analysis and advice on issues of higher education governance and institutional strategy. As part of OECD’s work on education, we can draw on – and contribute to – the broader economic and social analysis of policy and trends.

During the two years since our last General Conference, there have been a number of foci for work. The first has to do with institutional policy on research management. Following publication in 2005 of a report on University Research Management: Meeting the Institutional Challenge, edited by Helen Connell and including case-studies of research universities from across the OECD area, attention turned to the situation of the very large number of newer institutions that have neither a tradition in research, nor the capacity to develop research strengths across the board. The report University Research Management: Developing Research in New Institutions, compiled by Ellen Hazelkorn, attracted attention throughout this period as institutions came under increasing pressure to make their mark in international rankings. The next phase of IMHE work in this area will be to look more closely at the impact of rankings and typologies on institutional behaviour.
The second focus was on the financing of institutions. The report, *On the Edge: Securing a Sustainable Future for Higher Education*, was discussed in several international meetings and was followed by a related study on higher education funding systems and their effects on higher education, led by the Johannes Kepler Universität, Linz. The findings will be published late in 2006.

The globalisation of the higher education market and its impact on the international dimension of national and institutional policy and practice continued to be a strong interest. Following the various reports on quality and internationalisation produced during the past 10 years, IMHE and the World Bank collaborated in the production of *Higher Education in Latin America: The International Dimension*, published in English, French and Spanish.

Different aspects of the governance and management of institutions are addressed in the annual IMHE “What Works” seminars held in Paris in August. The topic in 2005 was *Trends in human resource management*, while that for 2006 is *The roles and responsibilities of governing bodies*.

Throughout the last two years, members of the Secretariat or the Governing Board have presented different aspects of IMHE and OECD work at national and international conferences, and to groups of visitors. Notable in the current biennium has been significant interest from Japan, Korea and China.

The most important single project has been on higher education and regional development, and this work continues for at least another 12 months, leading to a final international conference in Valencia, Spain, in September 2007.

In terms of membership, 2005-06 has been a period of steady growth, and our finances are healthy.

At their recent meeting on *Higher Education: Quality, Equity and Efficiency* the OECD Ministers of Education identified a number of tasks for OECD work on education in which IMHE will be closely involved. The 2007-08 period will be as busy and as challenging as ever and I would like to thank all of you for being a part of it.
IMHE IN BRIEF

The Programme on Institutional Management in Higher Education (IMHE) is part of the Organisation for Economic Co-operation and Development, within the Directorate for Education. IMHE is financed almost entirely from the contributions of its members.

Set up in 1969, IMHE now has some 220 members from 37 different countries. The Governing Board is the decision-making body that monitors the programme of work implemented by the Secretariat.

2006 has been a year of change in the Secretariat, with two long-term staff members retiring. Jacqueline Smith, who during her 19 years in the Secretariat held many different positions, began her career as an assistant editor for the journal and culminated it as a senior analyst. She left the Programme in September 2006. Jan Karlsson, initially on secondment from NUAS, had, among other things, been in charge of the “What Works” seminars. Jan retired in February 2006 after eight years spent in the Secretariat.

At the same time, other comings and goings set the pace for a staff in motion. Kiyong Byun, who had been on secondment to the Secretariat, returned to Korea after working for three years on the Supporting the Contribution of Higher Education Institutions to Regional Development project. Jaana Puukka, who was seconded by the Turku University of Applied Sciences and the City of Turku, Finland, succeeded him in 2005. Francisco Marmolejo, Executive Director of the Consortium for North American Higher Education Collaboration (CONAHEC), spent his sabbatical year in the Secretariat. He resumed his duties at CONAHEC in August 2006. Lastly, Emily Groves joined the Secretariat to work half-time as an assistant.

These many changes and challenges brought a wealth of knowledge and capability to the Secretariat. The experience, specialisation and network contacts of each member of the team have enabled the Secretariat to move forward and innovate in a great many activities.

To become a member: http://www.oecd.org/edu/imhe/join
Improving institutional governance and management in higher education

Financial monitoring and effective institutional management

Growing financial constraints on higher education institutions are raising the issue of their viability. On the one hand, institutions face increasing pressure from the growing demand for education, while at the same time government funding is becoming scarcer and more complex, hence the viability issue.

To grasp the challenges and envisage solutions, the IMHE and the Higher Education Funding Council for England (HEFCE) conducted a project in 2004 to explore ways of enhancing the financial management and governance of higher education institutions. This joint effort led to the publication of *On the Edge: Securing a Sustainable Future for Higher Education* (available at [www.oecd.org/edu/higher](http://www.oecd.org/edu/higher)). This work provided the substance for a joint conference that was held in collaboration with the China National Institute for Educational Research (CNIER) in May 2005 in Beijing and Xian, China.

In addition, Austria’s Johannes Kepler University in Linz, with support from the Secretariat and the Governing Board, is conducting a study to monitor financing systems and their impact on higher education systems. This study describes, analyses and compares institutional financing systems and their impact on institutional behaviours. Two meetings have already been held – in Prague, the Czech Republic in October 2004, and in Porto, Portugal in June 2005. An international conference to present the findings is to be held in Paris in September 2006.

“What Works” in higher education management

Since 1998, IMHE has organised international summer seminars on different aspects of institutional management. These seminars are designed to assist member institutions by reviewing current policy and practice. This is done primarily by highlighting issues of common interest and by disseminating examples of solution and innovation. The purpose is also to provide professional development for participants.

In 2004, the seminar on *Communicating in Higher Education: Image and Reality* focused on the impact of the image projected by higher education institutions among their various audiences. The presentations and discussions confirmed that image and communication, besides being part of an institution’s broader strategy, are highly important for the recruitment of students and staff, as well as for matters such as funding and quality assessment.

A year later, in August 2005, the theme *Trends in the management of human resources in higher education* was chosen in recognition of the fact that higher education institutions, whether public or private and regardless of national structures of finance and governance, are facing a number of challenges related to the way they manage their human resources. Public interest must be balanced with institutional autonomy,
recruitment and staff development are expected to be dynamic and systematic, and new systems for remuneration and performance evaluation further add to the challenges. Conflicts of interest and ethical issues are other matters, which are closely related to human resource management.

The theme for the seminar that takes place in August 2006 is Governing bodies of Higher Education Institutions: roles and responsibilities. The focus here is on the highest decision making body whether it is appointed or elected. The choice of theme also reflects the recent development of widened participation in the governing bodies by appointing external members, and by introducing appointed rather than elected heads of higher education institutions.

General conference

For further information contact: valerie.lafon@oecd.org

For over 30 years, IMHE has been holding biennial general conferences on topical issues in higher education. The 2004 General Conference took place at OECD Headquarters in Paris. Its theme was Choices and Responsibilities: Higher Education in the Knowledge Society. The Conference drew more than 250 participants from 36 different countries.

The September 2006 General Conference was held at the French Ministry for National Education, Higher Education and Research, focusing on Values and Ethics: Managing Challenges and Realities in Higher Education.

Building up the capacity and tools for institutional governance and management

Professional development

Professional development activities can take a variety of forms: training seminars or workshops, information/dissemination meetings and study visits.

Intensive and select (with no more than 25 participants), the strategic management seminars for institutional leaders focus on the role of top managers. They give participants a chance to work together to explore the role of university leaders and how they frame strategies and determine how their institutions interact with their socio-economic environments. By taking in participants from different countries, the seminars foster a swapping of experience, theoretical exploration and case studies and the forging of lasting ties. They have been held in Europe for many years now, organised jointly by IMHE and the European University Association (EUA), and are conducted in English and also, more recently, French as well. Depending on demand, IMHE holds seminars in other parts of the world. A seminar was held in April
2004 at University College in Cork, Ireland. Another seminar took place in Porto Alegre, Brazil; this was the first seminar to be conducted in Spanish and Portuguese, and it was held jointly with the Universidade Federale do Rio Grande do Sul (UFRGS) from 27 to 31 August 2004.

Trends in research management and support

How can higher education be harnessed to help drive economic growth? The governments of all the OECD countries are wondering how higher education can be restructured to achieve that end. The new globalised economy entails new social needs, new approaches to innovation and changing relations between research players. These are prompting universities to think about how they manage research. Civil society, universities, the business sector, industry and government are forging complex links that have an impact on funding, evaluation, training and administrative support for research in higher education institutions.

This project analysed trends in research management and support in a variety of settings. It drew on work by the OECD Directorate for Science, Technology and Industry, on a related study of strategies and processes for growing research at new and emerging higher education institutions, on the work of the project team members and on contributions from participants at seminars organised within the framework of the project.

An initial volume, edited by Helen Connell, drew conclusions from eight case studies under the title *University Research Management: Meeting the Institutional Challenges*. It was published in January 2005. In a second volume, published in September 2005, author Ellen Hazelkorn analysed her work on the development of research in new and emerging higher education institutions: *Growing Research in New Universities*. The findings from these studies have been disseminated extensively at international conferences and workshops.

Developing new tools

The development of information and communication technologies is offering new potential for dispensing and acquiring knowledge. In association with numerous international players, IMHE is looking into setting up an online portal.

The OECD and international and national partners are working together to explore the possibility of greater coordination and structured access to information and knowledge related to higher education policies and practice, for countries to compare and benchmark their experience against others, as well as to share information and good practice.
The International Higher Education Policy Portal (IHEPP) aims to be an authoritative online information resource created by, and for, policy makers and professionals in higher/tertiary education worldwide. Many countries are either introducing significant policy reforms or contemplating doing so. IHEPP will use web technology to provide a reliable source of information on what has already been done, offering policy makers and institutions the opportunity to brief themselves on recent policy and practice developments worldwide.

Managing the property of higher education institutions

Planners, architects and managers are looking for new ways to make efficient use of the resources invested in campus planning, building design, construction and renovation, and university management. Changes in the planning and design of these facilities should benefit the educational process and enhance the quality of the learning environment.

To address these issues, two seminars were held jointly with the OECD Programme on Educational Building. On 24 and 25 April 2005, an international seminar on The planning, design and management of higher education institutions was held in the United States with the Association of Higher Education Facilities Officers (APPA) in San José, California. On 29 and 30 May 2006 a second seminar was held in Zacatecas, Mexico in association with the Mexican Secretariat of Public Education (SEP), the Administrative Board of the Mexican Federal School Construction Programme (CAPFCE) and the National Association of Universities and Higher Education Institutions (ANUIES, Mexico). The subject of the seminar was Higher Education Facilities: Issues and Trends.

Optimising the integration of institutions into their environment

Higher education institutions and regional development

For further information contact: jaana.puukka@oecd.org

After decades of expansion in higher education, policy attention in OECD countries is now focusing on the quality and outcomes of higher education, for example on how higher education contributes to regional development. With the processes of globalisation and localisation, the local availability of knowledge and skills, and the transfer of knowledge and innovation to SMEs are becoming more and more important. IMHE is conducting a comparative review of how issues relating to higher education institutions and their regional engagement are addressed. The thematic review is the most important project in the history of IMHE. It embraces 14 regions across 12 countries in 2005/2006.
The project aims to provide policy and practice guidance to higher education institutions and regional and national governments. It develops and reinforces the partnerships between institutions and regions.

Each region has set up a regional steering group. Twelve review visits have been completed by Peer Review Teams. The two latecomers, Atlantic Canada and North Parana, just completed the self-evaluation and partnership building work. The peer review took place in September.

The IMHE project is mobilising people in the regions. Each review team has met with 60-200 representatives of national, regional and local stakeholders in the public and private sector, as well as HEI leadership, faculty, staff and students. The number of people who come into direct contact with the project will add up to over 1500. Partners include the OECD Territorial Development and Public Governance Directorate, the Higher Education Funding Council for England (HEFCE) and Fundación CYD (Conocimiento y Desarrollo).

Twelve self-evaluation reports and ten peer review reports have already been published online on the OECD website. A final OECD synthesis report, drawing from the experiences of the participating regions and a comprehensive literature review, will follow in 2007. The publication will be launched in an international conference in Valencia in September 2007.

More information: www.oecd.org/edu/higher/regionaldevelopment

**Monitoring internationalisation in higher education**

The Internationalisation Quality Review (IQR) assesses the goals, structures and activities of the participating institution. Since June 2003, IQR has been managed by IMHE with participation from the Academic Cooperation Association (ACA). The latest review, in 2004, was of the State University Higher School of Economics in Moscow.

In addition, in association with the World Bank, IMHE has supported work on the internationalisation of higher education in Latin America. This work is an extension of an initial project on the internationalisation of higher education that had led to the publication in 1999 of *Quality and Internationalisation in Higher Education*. This publication stresses that internationalisation is becoming an integral aspect of the teaching, research and public service roles of many higher education institutions. It provides a framework to assist institutions in designing and reviewing their own strategies and policies. In 2006, the publication of *Higher Education in Latin America: The International Dimension* showed that higher education institutions understand the importance of a strategy for dealing with internationalisation, but that they lack guidance and tools. It also points out that institutions have a specific need for help with the three phases of planning, implementation and evaluation. Lastly, it is essential to develop and use data-gathering tools.
IMHE information and dissemination activities

The impact of the IMHE’s work depends to a large extent on the quality of the documents it produces, but also on its capacity to disseminate information. The IMHE attaches great importance to communicating with its various audiences in order to enhance its visibility and the impact of its work.

Journal Higher Education Management and Policy

For further information, contact: jill.gaston@oecd.org

Every year since 1977, the Programme has published three paper-version issues of its journal, Higher Education Management and Policy. Covering policy and practical issues relating to the management of systems and institutions, the journal targets leaders, managers, researchers and policymakers.

Articles for the journal are carefully selected by the Editor, Professor Michael Shattock, with the help of the Editorial Advisory Group, comprising:

- Elaine El-Khawas, George Washington University, United States (Chair)
- Philip G. Altbach, Boston College, United States
- Berit Askling, Göteborg University, Sweden
- Chris Duke, RMIT University, Australia
- Leo Goedegebuure, University of Twente, Netherlands
- Ellen Hazelkorn, Dublin Institute of Technology, Ireland
- Salvador Malo, Mexican Institute for Competitiveness (IMCO), Mexico
- V. Lynn Meek, University of New England, Australia
- Robin Middlehurst, University of Surrey, United Kingdom
- José-Ginés Mora, Universidad Politécnica de Valencia, Spain
- Detlef Müller-Böhling, Centre for Higher Education Development, Germany
- Christine Musselin, Center for the Sociology of Organizations (CNRS), France
- Jamil Salmi, World Bank, United States
- Sheila Slaughter, University of Arizona, United States
- Franz Strehl, Johannes Kepler University, Linz, Austria
- Andrée Sursock, European University Association (EUA), Belgium
- Ulrich Teichler, International Centre for Higher Education Research-Kassel, Germany
- Luc Weber, University of Geneva, Switzerland
- Akiyoshi Yonezawa, National Institute for Academic Degrees and University Evaluation (NIAD-UE), Japan.

Since 2005, it has been possible to download articles in the Journal individually from SourceOECD. Articles are then grouped together to form entire issues of the journal. Individual articles may be downloaded in response to highly specific queries regarding a given topic or author. These facilities have been made available in response to numerous requests to the OECD Online Bookshop.

With the departure of Jacqueline Smith, responsibility for the journal Higher Education Management and Policy within IMHE has been assigned to Jill Gaston. A ten-year staff veteran of the Programme on Educational Building (PEB), Jill is in charge of, among other things, looking after the programme’s journal PEB Exchange and other publications.

To order the journal: OECD code SUB-88011P1; ISSN 1018-9327: www.oecd.org/bookshop
**IMHE Info**

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Every year, three issues of **IMHE Info** inform readers about the topical higher education themes covered by the IMHE Programme. Each issue focuses on a particular theme from among the challenges facing the majority of higher education institutions, and reviews current trends and prospects. At the same time, it ties the theme in with the broader work of the OECD. It also keeps readers informed about forthcoming meetings and flagship publications. Subscribership has been increasing steadily. For each new issue we get about 15 requests from people wishing to be put on the distribution list. A survey was launched in July 2006 to ascertain how we could best meet the needs of **IMHE Info** readers. The results are expected by December 2006.

**Note to Members**

For further information contact: valerie.lafon@oecd.org

This takes the form of a brief e-mail to IMHE members every six weeks, providing information on the Programme’s activities, news from members and other points of interest. In July 2006, the Note to Members got a new look and is now done in blue, with a great many links to the IMHE Internet site.

**Internet site**

For further information contact: valerie.lafon@oecd.org

The IMHE Web site is part of the broader OECD Internet site. Regularly updated, the OECD Web site is attracting a growing number of visitors.

Visits to the OECD Internet site rose by roughly 18% in 2005. In 2005, the OECD site received some 13.7 million hits, and the size of our site expanded by a third.

The aim of the Web site is to provide easy, rapid access to information on IMHE (e.g. meetings, publications and members). The site is the showcase for the IMHE’s work.

www.oecd.org/edu/higher

**Publications**


**List of meetings organised by or with participation from IMHE**

### 2004

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<tr>
<td>1-2 April</td>
<td>62nd meeting of the IMHE Directing Group</td>
<td>Paris, France</td>
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<tr>
<td>16-21 April</td>
<td><em>Strategic Management for Institutional Leaders</em></td>
<td>University College, Cork, Ireland.</td>
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<td>5-7 May</td>
<td><em>Research as an Agent for Transformation and Development</em>, International Conference held by the Association of Commonwealth Universities (ACU) and the Southern African Research and Innovation Management Association (SARIMA), Cape Town, South Africa.</td>
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<td>7-8 June</td>
<td><em>The University of the 21st Century</em>, Okanagan University College, British Columbia, Canada.</td>
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<td>25 July</td>
<td><em>Internationalisation of Higher Education in Latin America</em>, São Paulo, Brazil.</td>
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<tr>
<td>27-31 August</td>
<td><em>Strategic Management for University Leaders in Latin America</em>, Universidade Federal do Rio Grande do Sul, Porto Alegre, Brazil.</td>
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<tr>
<td>15 September</td>
<td>63rd meeting of the IMHE Directing Group</td>
<td>Paris, France</td>
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<td>11-12 October</td>
<td>3rd OECD Forum on Trade in Educational Services, Sydney, Australia.</td>
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<td>14-15 October</td>
<td><em>Funding Systems and Their Effects on Higher Education Systems</em>, Expert meeting, Prague, Czech Republic.</td>
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<td>1-4 November</td>
<td><em>Information and Communications Technology and Educational Property Management</em>, OECD/PEB Seminar, Montreal, Canada.</td>
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### 2005

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<th>Date</th>
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<tr>
<td>24-27 April</td>
<td><em>Planning, Designing and Managing Higher Education Institutions</em>, APPA/IMHE/PEB symposium, San José, California, United States.</td>
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<td>9-13 May</td>
<td><em>Money, Mission, Management</em>, Conference organised in collaboration with CNIER, Beijing and Xian, China.</td>
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<td>4-5 October</td>
<td><em>The Role of Higher Education Institutions in Regional Development</em>, Seminar in collaboration with NUAS and NUS, Karlstad, Sweden.</td>
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<td>27 October</td>
<td>2nd meeting of the IMHE Governing Board, Paris, France.</td>
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<td>27-29 October</td>
<td><em>University Public Relations</em>, ACUCA/IMHE Seminar, Tokyo, Japan.</td>
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2006

7 April 3rd meeting of the IMHE Governing Board, Paris, France.
27-28 April Governing Universities in the Knowledge Society, in collaboration with Generalitat Valenciana, Spain.
13 September 4th meeting of the IMHE Governing Board, Paris, France.
14 September Funding Systems and Their Effects on Higher Education Systems, project meeting, Paris, France.
16-17 October Supporting the Contribution of Higher Education Institutions to Regional Development, International conference by invitation only, Copenhagen, Denmark.
4-5 December Typology and Rankings, Workshop jointly organised with the German Hochschulerektorenkonferenz-HRK, Bonn, Germany.

Find the list of all IMHE meetings on www.oecd.org/edu/imhemeetings

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