



***Choices and Responsibilities:  
Higher Education in the Knowledge Society***

**Programme on Institutional Management in Higher Education (IMHE)**

**University Management in Different Cultures**

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Managing Universities in Different Cultures is the main project of my sabbatical in 2004. I plan to spend some time at 10 universities in 10 countries.

In my paper I start discussing the major challenges that face most institutions of higher education at the beginning of the 21<sup>st</sup> century. They include:

- An increased demand for higher education
- Decreasing public funds for higher education
- Increasing costs of higher education
- Rapid changes in information technology and communications
- Increased demands on transparency in institutions of higher education
- Changing university governance
- Globalization
- A growing number of non-traditional students

I then give examples from some of the 10 universities on how organization, governance, financing and management are changing and which are the most important challenges facing those institutions at the beginning of the 21<sup>st</sup> century and how their planned responses are.

My hypothesis is that the current organization and management practices at institutions of higher education have to change if those institutions are to succeed in providing high quality education to a fast growing student population at a cost that society and the students are willing to pay.