Knowledge Triangle: Governance issues of HEIs (mission and strategy) in KT

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Challenges

- Traditional models overloaded
- Manifold societal expectations
- Differentiation of forms
- Funding problems – call for „private“ finance
- New Public Management
- „Third Mission“ agenda
- Legitimacy concerns
**Governance**

- From shared to managerial
- Stakeholder involvement
- Hierarchical power
- Rules and procedures
- External peer reviews

- Leaving the Ivory Tower is underway....

**Mission**

- Differentiation in form of HEIs
  - Vertical and horizontal
    - Applied, basic
    - Graduate, comprehensive
- Third mission
  - Research-led
  - Impact on business and society
  - Knowledge transfer
- Applied research
  - Interdisciplinary
  - Societal influence
Strategy

- Joint activities with different stakeholders
- New incentives: open access, role definition
- Differentiation in structure
- Strengthening strengths
- „Grouping“ for impact
- Open innovation

HEIs Implications

- Leadership
  - Incentives
  - Consensus building: academy and management
- „Soft“ implementation
  - Interdisciplinary research
  - Extended mission
  - Network governance
- „Hard“ implementation
  - Spin-offs
  - Innovation centers
  - Business parks
  - Clusters and networks