

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