

## PROGRAMME ON INSTITUTIONAL MANAGEMENT IN HIGHER EDUCATION

### Reflections on the IMHE General Conference 2000

I was pleased to see over 200 of our member institutions represented at the General Conference, and a record number of non-members this year. The Conference is the occasion *par excellence* to gather and exchange experiences on issues in institutional management, to hear what IMHE has been doing, to renew old acquaintances and to create new ones.

I believe that all participants will remember the Conference primarily for the quality of the presentations made. Plenary presentations and group session papers covered a wide range of perspectives and experiences on the ways that entrepreneurial activity plays itself out in various institutional settings and within different country and cultural contexts. The Conference generated much discussion and varied views on Burton Clark's thesis concerning entrepreneurial universities. The heads of the "Clark" institutions judged their involvement in the work to be useful and indeed formative. As one rector reported, the



Richard Yelland

senior managers and staff at his institution better understood what they could not do. Other institutions offered differing views of the entrepreneurial approach, drawing attention to the importance of values, ethics, and the soul of the institution, all of which may be threatened by a new, strong entrepreneurial drive in higher education. Sir William Taylor, in his dinner presentation, suggested that accepting change in programmes and the ways of working is part of university life. He stressed the need for institutional managers to become even more engaged with people issues, identifying this as a missing dimension in this area that will be key to securing the benefits of an entrepreneurial orientation for all members of the university community.

The significant differences in mission, traditions, location, economic context, and governmental setting will mean that different approaches to entrepreneurship in higher education will need to be developed over time. A suitable task for IMHE is to monitor how these endeavours are being developed in very different settings and what this means for the conceptual frameworks developed so far.

This year, we have taken a big step in the right direction of having the IMHE General Conference be one of the first choice events for those who want to know more about developments at the cutting edge of policy and how they impact on institutional management. We are now beginning to plan for 2002. Mark the dates in your diary now: 16-18 September 2002.

Richard Yelland, Head, IMHE

The meeting was highly successful, and well received by the participants from 46 countries. The choice of theme — entrepreneurial universities — remains topical nearly



IMHE General Conference 2000 Plenary Session

two years after the publication of the book by Dr. Burton Clark, the main conference speaker. The formal session on the major IMHE projects was met with general satisfaction with the areas being addressed.

The participant profile proved surprising. Rectors and former rectors were the largest single group. That more institutional leaders than pure administrators attended this conference raises the question of whether the IMHE programme is correctly aligned.

IMHE has a unique strength. It is the only higher education management organisation that can draw people from right around the world. Conference participants came from the Far East and the Pacific Rim. A regional (institutional) correspondent exists in Australia for Australia and New Zealand, and a similar arrangement is being established for a regional correspondent in Hong Kong for relations with China. The issues that IMHE raises are global in an era of globalisation.

Future directions for IMHE work could well include staff motivation and morale, which is a problem world-wide, and the relationship between diminishing funding and rising expectations.



Dr. Burton Clark

Peter West, Chairman, Directing Group

## Managing University Museums Seminar

The Finnish Cultural Centre in Paris hosted an international seminar on The Management of University Museums on 18-19 September. Sixty participants from 17 countries contributed to lively discussions on managing university museums, their relationships with their universities and society in general, their collaborative work, their financing, and the implications of widening public access.

As research and teaching needs change, a university museum may find that its relevance as an academic resource has significantly diminished. To survive, a museum may look to enhance its position as a showcase for university achievements, reinforcing the image of the university as a place of culture and learning, and serving as an outreach tool. Attracting an audience from the community at large may also make the museum eligible for external funding.

The university museum must face a challenging dual role: protecting the values of scholarship appropriate to an institution of higher learning while at the same time providing the stimulating environment demanded by the general public. As the balance between these two agendas shifts, museums must revisit their mission and devise appropriate strategic plans.

The discussions made it clear that



those working in university museums need to develop political awareness, work intelligently within the higher education system, and hone their management skills if they are to move with the times. However, university museums are not moving at a uniform pace. Some still define 'management' in terms of the administrative activities associated with curating collections rather than with activities familiar from the business world: writing business plans to persuade would-be contributors of the merits and soundness of plans to build new buildings or addressing the intricate legal and financial issues surrounding donations or running and maintaining collections old and new. An example from a Belgian natural science museum demonstrated the acquisition of expertise needed to untangle the difficult

issues raised by private donations or collection legacies. In Helsinki, the University has established a special foundation to prepare for a new museum and contributors have been sought in various areas. Two North American participants described the lengthy process of mounting strategic campaigns to finance new museum facilities involving many new managerial skills.

Participants came from institutions with different structures and funding assumptions, but nonetheless found common problems to discuss, even in unexpected areas. Their engagement led indirectly to the announcement, at the end of the seminar, of a special university museums unit under the auspices of ICOM (the International Council of Museums, an UNESCO-affiliated NGO).

## A Visit to Rhodes University

Rhodes University, the second oldest in sub-Saharan Africa, joined the IMHE Programme this year. Since its foundation in 1904, the University has maintained a tradition of excellence and inventive thought, producing graduates who are leaders in their fields in many parts of the world, despite the fact that Rhodes is one of the smallest universities in the country. On the outskirts of historic Grahamstown (Eastern Cape), the spacious campus enrolls approximately 5000 students, including those from neighbouring countries and other continents, in faculties of commerce, education, humanities, law, pharmacy and science. A second campus, opened in urban East London, has expanded rapidly to serve about 1000 students from that area.

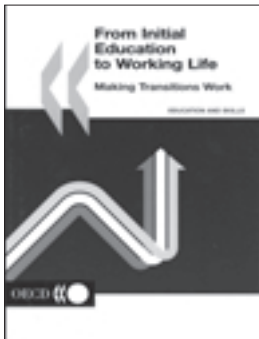
Along with other HEIs in South Africa, Rhodes University faces a complex set of pressures and challenges. Since the democratic election and the end of isolation, it has had to renew and expand contacts with the rest of the world, and devote special attention to ICT, management approaches, quality assessment and control, internationalisation, etc. While expanding internationally, it must also respond to

local needs. Black participation must increase at all levels. To complement students' occasionally insufficient preparation, the university has implemented an affirmative action programme that identifies promising secondary school students and offers them tutoring once they have entered the university. To increase the participation of qualified national staff, the university has embarked on a "grow your own timber" approach, acknowledging that it will take several years to produce appreciable results and that in-breeding is a risk. Higher education legislation is also evolving in South Africa, and the consequences are hard to predict.



Sandy Stephenson, Academic Planning Officer, Dr. David Woods, Vice-Chancellor, Ms. Jacqueline Smith, IMHE, Dr. Michael Smout, Vice-Principal.

## Publications of Interest



*From Initial Education to Working Life: Making Transitions Work.* 2000. OECD Publications. ISBN 92-64-17631-4.

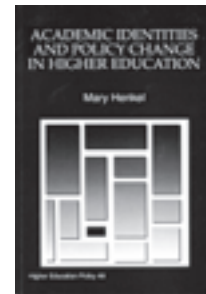


*Transforming Higher Education: A Comparative Study.*

Higher Education Policy 57, Jessica Kingsley Publishers.

Maurice Kogan, Marianne Bauer, Ivar Bleiklie and

Mary Henkel. June 2000. ISBN 1 85032 882 7.



*Academic Identities and Policy Change in Higher Education.*

Higher Education Policy 46, Jessica Kingsley

Publishers., Mary Henkel.

September 2000.

ISBN 1 85032 662 X.

## News from the Secretariat

### ● *HEM Journal Editor Maurice Kogan Steps Down*

Maurice Kogan, Professor Emeritus of Political Science and Director of the Centre for the Evaluation of Public Policy and Practice at Brunel University, is stepping down after 15 years as editor of the *Higher Education Management Journal*. After reading history at Cambridge and spending 14 years in the British civil service, Maurice Kogan held several posts at Brunel University — Professor of Government, Dean, and Acting Vice-Chancellor. At the same time, he contributed extensively to applied research in higher education, local government, and health and science policy. In 1997-1998, he was asked to write a book on structure and process in higher education and has continued to focus on higher education for the last 20 years. His thinking about higher education management had begun to mature, therefore, well before the decade and a half of his stewardship of the IMHE publication.



Maurice Kogan

He sees the evolution of education in Britain from the period of easy-going funding of the late 1960s to the beginning of reduced funding as setting the context for the rising importance of research for education policy. Indeed, as funding became tighter, the issues of selectivity, accountability, marketisation, massification — many socio-economic concerns — became mediated by the HE management system. In an era of

new public management, issues about management became the front-line concerns.

IMHE has been important in identifying and promoting management values and responds to the higher education agenda from the 1980s onward. IMHE is in a position to deal with evolving management issues, to cope with a new range of social concerns, and to changing forms of knowledge and how they are handled by university systems.

When Maurice Kogan arrived as the *HEM Journal* editor in 1985, he had four objectives: to try to improve the standards of the articles; to address more than the managerial dimension of higher education; to see management as both a critical and an empirical activity; and to build up a stronger core of analytic approaches and people pursuing them. Articles were selected largely from IMHE conference and workshop papers and published as thematic issues (governance, evaluation, staffing), or from solicited and unsolicited pieces. As he concludes his tenure, Maurice Kogan takes stock of his achievements. Yes, he believes that the standards of articles have gone up. As for whether there is now a sufficient body of analytic reflection on management, he considers that there is still room for growth. He is satisfied with the circulation of the journal, from which he takes leave with the intelligence and energy that characterised his editorship.

At its October 19th meeting in Paris, the Directing Group warmly thanked Maurice Kogan.



## News from the Secretariat (cont.)

### ● Internationalisation Quality Review (IQR) – Up and Running

Since the launch of IQR in 1999 and the first evaluation of the University of Amsterdam as a pilot phase, three universities have applied to the program: the University of Valladolid (Spain), Erasmus University (The Netherlands) and Aalborg University (Denmark). Each university must write a self-evaluation report outlining its internationalisation strategies and then undergo a visit by a peer review team. This methodology consists of a supportive, improvement-oriented process for the institution. IQR is not a comparative instrument that ranks institutions, or marks their efforts but rather provides advice based on the university's own stated aims.

Three teams of peers have been selected on the basis of their expertise in

evaluation, in internationalisation, or in higher education management. All three teams participated in a seminar in Liège, Belgium on 15-16 September 2000 to learn about the IQR philosophy and methodology. The first visits will take place at the beginning of 2001.

IQR is managed by a group including representatives of the IMHE, the Association of European Universities (CRE) and the Academic Co-operation Association (ACA). Prospective institutions must pay a fee of 19 000 Euros to cover the direct costs of the three partner organisations and the experts involved. IMHE members benefit from a reduced rate of 17 500 Euros.

For further information, contact the IMHE Secretariat.

● *PEB Exchange* and the *Higher Education Management Journal* are available on the web. For Tables of Contents, abstracts of articles, and subscriber information see <http://www.ingenta.com>

### News from Members

● The Nobel Prize in Chemistry 2000, for the discovery and development of conductive polymers was awarded jointly to three researchers, including Professor of Chemistry Hideki Shirawaka at the Institute of Materials Science, **University of Tsukuba, Japan**.

● Dr. Reyes Tamez Guerra, currently Rector of the **Autonomous University of Nuevo Leon (UANL)**, was appointed Secretary of Education of Mexico.

## IMHE Calendar 2001

### 27-28 February

IMHE and the United Nations University, *University Research*, Tokyo, Japan.

### 11-15 May

*Management Seminar for University Leaders* in collaboration with Hong Kong Baptist University, Hong Kong SAR, China.

### 20-22 May

IMHE and the Centre on Higher Education Studies, *Seminar on Governance and Leadership of Higher Education*, Prague, Czech Republic.

### 30-31 August

IMHE and NUAS (Nordic Association of University Administrators) *Seminar on Higher Education Financing*, Helsinki, Finland.

### 7-12 September

CRE/IMHE *Management Seminar for University Leaders* (in French), Grenoble, France.

### 8-9 October

IMHE and the UNAM (Universidad Nacional Autónoma de México) *Managing Change* (provisional title), Mexico City, Mexico.

### 19-22 March

International Network for Quality Assurance in Higher Education and the National Assessment and Accreditation Council 6th International Conference: *Quality, Standards, and Recognition*, Bangalore, India. For registration forms: [www.members.tripod.com/naac](http://www.members.tripod.com/naac)

### 27-29 March

SRHE Education Policy Unit, University of the Western Cape, HEI of the Western Cape and ACU, *Globalisation and Higher Education: Views from the South*, Cape Town, South Africa. For further information: [www.srhe.ac.uk](http://www.srhe.ac.uk)

### 29-30 March

CRE, *The Convention of European Higher Education Institutions*, Salamanca, Spain. For further information: [www.unige.ch/cre](http://www.unige.ch/cre) or email the CRE at [info@cre.unige.ch](mailto:info@cre.unige.ch)

### 1-5 April

20th ICDE World Conference on Open Learning and Distance Education: *The Future of Learning, Learning for the Future: Shaping the Transition*, Dusseldorf, Germany. For further information: [www.icde.org](http://www.icde.org)

### 18-19 May

CRE, *Ministers' Higher Education Summit*, Prague, Czech Republic. For further information: [www.unige.ch/cre](http://www.unige.ch/cre) or email the CRE at [info@cre.unige.ch](mailto:info@cre.unige.ch)

### 19-23 August

13th International Meeting of University Administrators, *Values and Culture in Higher Education*, Helsinki, Finland. For further information: [www.helsinki.fi/imua2001](http://www.helsinki.fi/imua2001)



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