

PROGRAMME ON INSTITUTIONAL MANAGEMENT IN HIGHER EDUCATION

Programme of Work Takes New Direction

The 1999-2000 IMHE programme of work includes three new projects in addition to other activities outside the project framework. The aim is to complete the work before the end of the current IMHE mandate in 2001. The themes chosen are intended to meet the needs of IMHE member institutions as identified during the 1998 General Conference. In addition, they build on various IMHE work completed to date, incorporate the outcomes of the OECD "Thematic Review of the First Years of Tertiary Education" (as reported in *Redefining Tertiary Education* 1998) and contribute to the overall OECD objective of promoting lifelong learning for all.

Research Management

The new project, **Trends in Research Management and Support**, aims to identify key issues and questions of practice which relate to the challenges of managing research in a variety of country settings, assess different approaches which impact the overall functioning of the university, and subsequently to propose ways in which universities can best respond to the local, regional and global demands on university research.

Previous IMHE work in this area includes a seminar on research management which was held in Tartu (Estonia) in 1997. The outcomes of that meeting provided background for this project. In addition, the new initiative builds on the now completed project, **The Response of Higher Education to Regional Needs**.

The Secretariat also works closely with the Directorate for Science, Technology and Industry (DSTI), which has completed work in this area as well. (The latest DSTI publication on this topic, *University Research in Transition* 1998, is available from OECD Publications, FF 120).

The following are among the issues under consideration:

- international vs. local dimension of university research;
- research funding and the competition for funding;
- exploitation of intellectual property;
- evaluation of research in a local or regional context;

- organisation of research and training for research.

Project leader is Françoise Thys-Clément, Pro-Rector of the Université Libre de Bruxelles.

Governance and Leadership

As envisaged, this project aims to provide a better understanding of the changes in governance and decision-making taking place at the institution level within a context of shifting national policies for higher education. The project team is now being formed. Initial background-conceptual development has been prepared by the Secretariat. Work consists of a survey and analyses of trends and experiences in OECD Member countries. This activity relates to the IMHE seminar on governance and leadership held in Amsterdam in October 1998 and will incorporate the outcomes of the IMHE study visit to the United States in March-April. Findings will be presented at an international seminar, and the project will conclude with the publication of a summary report.

Institutional Response to Students as Customers

The aim of this project is to provide institutions with a range of information on the effects of the emergence of "students as consumers" on programmes, teaching and learning, as well as on the management arrangements and services which support needed changes. Attention will be given to the implications of this

trend for staff development, marketing, customer relations and new orientations in planning services. An overview of issues relating to these developments will be the focus of a seminar scheduled for 6-7 December in Sydney. This meeting will provide an opportunity to share views on and experiences with new management approaches. Depending on interest in member institutions, specific questions for more focused, comparative work will be determined.

What Works in Higher Education Management

This activity is designed to strengthen the management capacity of IMHE member institutions through careful analyses of current practices and examples of successful innovation and performance assessment. To ensure that the issues are relevant to an international audience of institutional managers, institutions of different types and from varied national contexts are to be included. Among the themes to be addressed within a series of seminars are the following: infrastructure management (work to be carried out in collaboration with the Programme on Educational Building, PEB), legal issues, the age profile of staff, and the evaluation of university administration. A seminar on *Legal Issues in Higher Education* has already been scheduled for September.

Details on meetings for the year are provided in the *Calendar of Events* on the last page.

Introduction to the IMHE Directing Group

The **IMHE Directing Group** oversees the development of the programme of work in line with the overall objectives of the OECD. The 28-member group determines general direction and guides the progress of activities. When preparing the programme of work, proposals are prepared by the Secretariat in co-operation with experts in the field, and those approved by the Directing Group are included in the budget. The Directing Group meets twice a year in Paris. Chairman of the Directing Group is **Peter West**, Secretary, University of Strathclyde (United Kingdom).

Australia **Michael Gallagher**, Department of Education, Training and Youth Affairs, *Substitute: Tom Karmel*, Department of Education, Training and Youth Affairs; **Ingrid Moses**, Vice-Chancellor, University of New England, Armidale, *Substitute: Lynn Meek*, Director, Centre for Higher Education Management, University of New England, Armidale

Austria **Othmar Köckinger**, Universitätsdirektor, Johannes Kepler Universität Linz

Belgium **Ignace Hecquet**, Directeur du Service d'Études, Université Catholique de Louvain, *Substitute: Serge Bodson*, Secrétaire, Université Libre de Bruxelles; **Karel Tavernier**, General Administrator, Katholieke Universiteit Leuven, *Substitute: Marc van Boven*, Chairman of the Board, University of Antwerpen (UIA)

Canada **Louise Dandurand**, Vice-rectrice à la recherche, à la création et à la planification, Université du Québec à Montréal, *Substitute: Jacques L'Écuyer*, Président, Commission d'évaluation de l'enseignement collégial

Czech Republic **Helena Sebkova**, Director, Centre for Higher Education Studies, Ministry of Education, Youth and Sport

Denmark **Peter Plenge**, University Director, Aalborg University

Estonia **Everaus Hele**, Vice-Rector for Institutional Development, University of Tartu, *Substitute: Hasso Kukemelk*, University of Tartu (observer status)

Finland **Sinikka Mertano**, Director of Administration, University of Helsinki, *Substitute: Juhani Lillberg*, Director of Administration, University of Lapland

France **Philippe Cazenave**, Professeur de Sciences Économiques, Université de Paris II - ERMES

Germany **Min. Dir. Hans R. Friedrich**, Director General, "Institutions of Higher Education and Science Support, Basic Research", Federal Ministry of Education, Science, Research and Technology

Greece **Dionyssis Kladis**, Secretary for Higher Education, Ministry of Education

Hungary **János Csirik**, Chair of the Financing Council, University of Sciences József Attila of Szeged

Ireland **Michael F. Kelleher**, Finance Officer and Secretary, University College, Cork *Substitute: John Hayden*, Secretary, Higher Education Authority

Italy **Antonella Cammisa**, Head of Unit for International University Co-operation, Ministero dell'Università della ricerca scientifica e tecnologica

Japan **Motohisa Kaneko**, Director of the Center for Research & Development of Higher Education, The University of Tokyo

Mexico **Salvador Malo**, Secretario de Planeación, Universidad Nacional Autónoma de México (UNAM)

Netherlands **Ron Bormans**, Member of the Executive Board, Hogeschool van Amsterdam

Norway **Peter Lykke**, Deputy University Director, The Norwegian University of Science & Technology, Trondheim

Portugal **Alberto Amaral**, President of the Centro de Investigaes de Políticas do Ensino Superior (CIPES)

Spain **Antonio de Juan Abad**, Asesor Técnico del Rector, Universidad Complutense de Madrid

Sweden **Mats Ola Ottosson**, University Director, Uppsala University; **Lennart Ståhle**, Deputy Director, Ministry of Education and Science

Switzerland **Andréa Schenker**, PD Dr., Chef de la Section des affaires universitaires, Office fédéral de l'éducation et de la science; **André Vifian**, Secrétaire Général, Université de Genève, *Substitute: Isabella Brunelli*, Office fédéral de l'éducation et de la science

United Kingdom **Martin Lowe**, Secretary, University of Edinburgh

News from the Secretariat

■ IMHE welcomes the following new members:

- Klaipeda University, Lithuania;
- University of Economics, Poznan, Poland;
- Hogeschool van Amsterdam, The Netherlands.

There are currently 168 IMHE member institutions, representing thirty countries.

■ The proceedings of the meeting, *Institutional Experiences of Quality Assessment in Higher Education*, held in Mexico City

(1997), have been published in Spanish under the title, *La calidad en la educación superior en México: una comparación internacional* (1998).

Coordinators of the publication are Salvador Malo and Arturo Velázquez Jiménez. For more information, contact Salvador Malo, Secretario de Planeación, Universidad Nacional Autónoma de México (UNAM), Torre de Rectoría, piso 8, Ciudad



Universitaria, 04510 Mexico, DF; fax: (525) 550 0525; e-mail: malo@servidor.unam.mx.

■ To continue to provide high quality analyses in the field of higher education management, the IMHE journal, *Higher Education Management*, is a "refereed" publication. External reviewers advise the Editor on content and analysis of submissions. For more information, contact the Editor: Maurice Kogan, 48 Duncan Terrace, London N1 8AL, United Kingdom.

Notice

The Secretariat is in the process of updating the **IMHE-Info** newsletter mailing list. In the weeks ahead, you will receive in the mail a brief information sheet to review. We ask that you take the time to complete the form and return it to the IMHE office. We thank you in advance for your co-operation.

ELSEWHERE IN OECD

The Commercialisation of Government-Funded Research and Development

Many OECD Member countries are keenly interested in expanding the diffusion of technology produced by universities and national laboratories out to the larger economy. A better technology transfer process can improve the productivity and innovativeness of domestic firms, increase private funding for university research, leverage returns to public sector investments, and make universities more responsive to industry needs. However, the diffusion of technology is neither rapid nor automatic. The OECD Directorate for Science, Technology and Industry (DSTI) convened an international experts workshop in November 1998 in Australia to discuss what strategies most effectively promote the commercialisation of government-funded research.

Commercialisation policies are proliferating across the area of the OECD. A popular approach is to encourage entrepreneurship *within* universities. This is done by changing the incentives researchers face to exploit commercially their ideas and by bringing in house some of the downstream commercialisation activities, through incubators and centres of excellence.

Another approach is to make partnerships with universities more attractive to *companies*. Some countries, such as Australia, France and Germany, have programmes to lower collaboration entry costs by actively seeking potential industry partners for universities, simplifying contract procedures, subsidising risks inherent in co-operation, and clarifying the ownership of intellectual property rights. Finally, many countries are stimulating the formation of networks which can institutionalise linkages between firms and universities.

Universities in a few countries (United Kingdom, United States) have responded to the challenge with surprising agility. Conference speakers stressed the need, however, for a co-ordinated approach to the commercialisation of public research, simultaneously changing the incentives for researchers, universities, and firms. Framework conditions—including a reasonably uniform set of rules on intellectual property (IP) ownership and exploitation—are important for predictability. But removing regulatory and IP barriers alone may not be sufficient to increase technology flows between the public and private sectors. In many countries, private or semi-private technology transfer offices and venture capital funds have played a critical intermediating role, as did the Israeli government's Yozma venture capital fund, for example.

Preliminary indications are that technology transfer has accelerated in a number of countries. In particular, data from the United States and the United Kingdom show encouraging results in terms of increased patenting activity, revenues from licensing, private sector support for research programmes, and the creation of technology-based firms. The conference underlined, however, that the cost-benefit analysis of commercialisation policies is complex.

Future OECD work on measuring technology transfer and its economic impact will help policymakers decide what mix of strategies best serves national and educational objectives in science and technology.

The above contribution was prepared by Bénédicte Callan, consultant, Directorate for Science, Technology and Industry. Contact by e-mail: benedicte.callan@oecd.org.

Public-Private Partnerships in Science and Technology

The most recent edition of the OECD *STI Review* No. 23 examines the emergence of public-private partnerships for research and development, technology development and diffusion. The papers in this issue are drawn from an ad hoc *Thematic Workshop on Public-Private Partnerships* held in Paris and additional contributions from academic and field experts. One of the eleven chapters looks into growing research co-operation between universities and industry. Such co-operation is seen to change the interface between universities, the private sector and government: knowledge flows from universities need not pass through the public domain and resource flows from industry to universities are targeted on specific research outcomes. These and other related issues of funding, implementation, intellectual property rights, commercialisation and evaluation of university-industry partnerships are explored through reference to specific country experiences and policies.

Prepared by the OECD Directorate for Science, Technology and Industry, the *STI Review* presents studies of interest to science, technology and industry policymakers and analysts with particular emphasis on cross-country comparisons, quantitative descriptions of new trends and identification of recent and future policy questions.

Subscription price is FF 330 (twice yearly).

To order from the OECD:

e-mail: sales@oecd.org

internet: www.oecd.org/publications

Education Committee and CERI Activities

The 1999-2000 programme of work for the Education Committee is organised around five objectives:

- monitoring and evaluating strategies for lifelong learning;
- strengthening the foundations for lifelong learning;
- facilitating transitions through lifelong learning and work;
- mobilising resources and using them effectively;
- improving the sharing of roles and responsibilities among governments and partners.

CERI work for this period focuses on:

- developing and analysing education statistics and indicators;
- identifying key features of schooling for tomorrow;
- conceptualising and analysing the management of knowledge and the role of research and development in education, knowledge societies and learning economies;
- identifying significant innovations in education and evaluating what works;
- analysing and evaluating educational and other innovative strategies for inclusion and social responsibility in education.



In Brief

Bookshelf

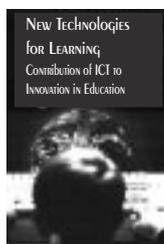
The following titles are among the recent releases from Jessica Kingsley Publishers, 116 Pentonville Road, London, N1, 9JB, United Kingdom:

Changing Relationships between Higher Education and the State (1999), edited by M. Henkel and B. Little, £22.50 (Higher Education Policy Series 45);

Higher Education in a Post-Binary Era: National Reforms and Institutional Responses (1999), edited by D.C.B. Teather, £22.50 (Higher Education Policy Series 38);

Innovation and Adaptation in Higher Education: The Changing Conditions of Advanced Teaching and Learning in Europe (1999), edited by C. Gellert, £22.50 (Higher Education Policy Series 22).

Also of interest:



New Technologies for Learning: Contribution of ICT to Innovation in Education (1998), R. Dillemans, J. Lowyck, G. Van der Perre, C. Claeys, J. Elen, 1.450BEF, Leuven University Press, Blijde-Inkomstraat 5, B-3000 Leuven, Belgium.

Ville architecture université: réalisations du schéma Université 2000 (1998 French only), Ministère de l'Éducation nationale, de la Recherche et de la Technologie, France, 270 FF, Éditions du Moniteur, 17, rue d'Uzès, 75018 Paris Cedex 02, France.

Meetings

EAIE 1999 Training Activities: Course I: Introduction to the Internationalisation of Higher Education, 21-25 June, Maastricht, The Netherlands; **Course II: Internationalisation and Strategic Management in Higher Education**, 4-8 July, Barcelona, Spain; **Course III: Internationalising the Curriculum in Higher Education**, 9-13 July, Barcelona, Spain; **SAFSA (Study Abroad and Foreign Student Advisers) Cross-Cultural Training Course**, 22-24 April, Wageningen, The Netherlands. For information on the activities of the European Association for International Education: <http://www.eaie.nl>; e-mail: eaie@eaie.nl.

INQAAHE Conference. A Framework for Quality: Evaluating Evaluation is the theme of the 1999 Conference of the International Network for Quality Assurance in Higher Education, 2-5 May, in Santiago, Chile. Languages of the Conference are English and Spanish. Cost: About US \$500. For information, contact Ms. Adriana Celedon by e-mail: turement@reuna.cl. For details on INQAAHE membership and activities, contact Dr. David Woodhouse by e-mail: aau@nzvcc.ac.nz.

IMHE Calendar

20 March-2 April: *Changing the Academic/Administrative Interface*, study visit for senior institutional managers to the United States.

16-21 April: *Professional Development - CRE/IMHE Seminar for University Leaders*, Aveiro, Portugal, in co-operation with the University of Aveiro (**in English**).

7-9 June: Japan-OECD seminar to examine higher education reform, in co-operation with the OECD Education Committee, the University of Tokyo and the Japanese Ministry of Education.

3-8 September: *Professional Development - CRE/IMHE Seminar for University Leaders*, Brussels, Belgium, in co-operation with the Université Libre de Bruxelles (**in French**).

20-22 September: *Legal Issues in Higher Education*, Oxford, United Kingdom, in co-operation with the New College of Oxford.

29 September-1 October: *Access or Exclusion? Transnational Trade in Education Services*, organised by the Global Alliance for Transnational Education (GATE), Melbourne, Australia, in co-operation with Monash University.

11-12 October: *The Response of Higher Education to Regional Needs*, Glasgow, United Kingdom, in co-operation with the Society for Research into Higher Education and the University of Strathclyde.

24-29 October: *The Changing Infrastructure of Tertiary Education*, Montreal and Quebec, Canada, in co-operation with the OECD Programme on Educational Building (PEB).

6-7 December: *Positioning Universities in the Learning Economy*, Sydney, Australia, in co-operation with the University of Western Sydney, Nepean.

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