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## IMHE Institutional Management in Higher Education

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*This newsletter is aimed at Regional Co-ordinators and others interested in the OECD work on higher education in regions. The main purpose is to keep you informed about progress made in the OECD Reviews of Higher Education in Regional and City Development. You are welcome to contribute to the contents for example, by informing the OECD Higher Education and Regions Team about related events and meetings; email: [HEregions@oecd.org](mailto:HEregions@oecd.org)*

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### **Message to our Chilean colleagues in the Bío Bío Region**

The OECD HE & Regions Team extends their sympathy to the people of Chile and the Bío Bío Region, as they come to terms with the effects of the recent catastrophic earthquake. We are sad to report that there has been considerable damage in the region and the city of Concepción and its higher education institutions which participated in the OECD review.

### **Events**

## OECD roundtable meeting for cities and regions in Paris on 15-16 September 2010

OECD is organising a meeting to review preliminary outcomes in cities and regions involved in the OECD Reviews in 2008-10. This meeting will highlight the experiences of the various regions and their HEIs and provide opportunities for shared learning, networking and benchmarking.

Regions involved in the reviews are welcome to bring up to 7 delegates. The meeting is open also to other regions interested in the OECD reviews as well as experts involved in the review teams. More information, including the draft agenda, registration form and practical information will be soon available on our website.

Mark this exciting event in your calendar.

This meeting is free-of-charge and will be organised immediately following the IMHE General conference.

## OECD 2010 Higher Education International Conference: Higher Education in a World Changed Utterly. Doing more with Less – REGISTER NOW

More than 300 higher education professionals and experts will convene in Paris for IMHE General Conference in 13-15 September. [Register now](#) to benefit from the lower registration fee (by end April). Lower fees are available for IMHE members. [How to join IMHE](#).

The Conference will focus on how the higher education sector - governments, institutions and individuals - can lead the way to sustainable recovery. Speakers include: Angel GURRÍA, Secretary General of OECD, Xincheng ZHANG, Vice-Minister of Education, China and Luc MONTAGNIER, Nobel Prize winner 2008.

The conference will feature a separate session drawing on the OECD reviews.

### Third round of reviews

Regions and their HEIs which are interested in the third round of reviews (2011-12) are invited to contact the OECD. Building on experiences from the first and second rounds (2005-10), the reviews will continue to foster higher education's contribution to the economic, social, cultural and human capital development in participating regions. The different stages of the reviews, from the regional self-evaluation phase to the final OECD review-report, help partnership building between regional stakeholders, decision makers and HEIs.

The OECD secretariat is now negotiating with regions in Europe, North and South America and South East Asia. It is aiming at working with a limited number of regions in the third round, in order to focus on special challenges and/or outstanding examples of regional development. It is envisaged that the first review visits will take place early 2011 (apart from Free State which is scheduled for October 2010). This opportunity is available mainly to cities and regions that have IMHE member institutions. The regions that sign up now can begin their self-evaluation process and benefit from the knowledge sharing and benchmarking opportunities of the second round, including the roundtable meeting in September.

Read more about the [Third Round](#) and [how to join IMHE](#).

### Free State online!

[Free State](#), the first region that joined the third round of reviews 2011-12, is now featured on the OECD website. Please visit our dedicated web pages to learn more Free State's geography, population, economy, governance and higher educational system.

### Second round progress

#### Amsterdam review results

The OECD report launch workshop took place on 18 February, and the [Amsterdam OECD review report](#) is now available on the OECD website.

Amsterdam is an attractive place to live and work. However, human capital within the city and region is not sufficiently developed and the regional economy has difficulties to take advantage of HEIs' innovation, research and education activities. Knowledge generated in HEIs needs to become more economically relevant in Amsterdam and research and innovation should be closer linked with local business. Integration of inhabitants with non-Western background and lifelong learning remain challenges.

How can these be addressed? On the national level, increasing the responsibility and flexibility of the tertiary system would make it easier for HEIs to get involved in local activities in Amsterdam to collaborate with businesses, develop regional relevant research and adjust study programmes to enterprises' skill needs. On city level, it is necessary to define clear

ambitions to focus efforts for regional development. Amsterdam needs to promote communication and interaction with HEIs, install technology transfer mechanisms, internationalise HEIs, increase peoples' mobility and skills, and develop learning and retraining of the 30+ age group.

## Review visits

### 6-12 December 2009 – Parana review visit

Ernesto FLORES (IMHE/OECD) led the review visit to Parana and was supported by Philip WADE (former staff of OECD/territorial development), José-Ginés MORA (Institute of Education, University of London), Salvador MALO (Mexican Institute of Competitiveness) and Carlos AZZONI (University of São Paulo). The review was coordinated by Prof. Cássio ROLIM from the Federal University of Paraná and funded by the Curitiba Development Agency, the Paraná's Industry Federation (FIEP-PR - Federação das Indústrias do Estado do Paraná) and the federal university.

The State of Paraná has 10.6 million inhabitants and is the sixth most populated state of Brazil. It has the highest level of poverty in Southern Brazil. Paraná's HE system has 330 000 students enrolled in 183 public and private HEIs. Two-thirds of HE students are enrolled in private universities, mainly students from low-income families.

The review team's initial feedback stressed the need (i) to develop a regional innovation system; (ii) to improve the coordination among HEIs for building a state-wide human capital system; (iii) to promote partnerships among HEIs for teaching, research and innovation; (iv) to develop life-long learning programmes in partnership; (v) to monitor labour market trends and alumni progression; and (vi) to devise and implement territorial strategies addressing needs of both urban and rural areas.

### 6-12 December 2009 – Victoria review visit

Jaana Puukka (IMHE/OECD) led the review team with Ellen HAZELKORN (Dublin Institute of Technology, Ireland), John RUSHFORTH (University of Wales, UK), David CHARLES (Curtin University, Australia), Steve GARLICK (the University of Newcastle, Australia) and Mario PIACENTINI (OECD/territorial development). The local coordinating team, Pin NG (Victoria State Dept of Science, Innovation and Regional Development, DIIRD) and Faye BURTON (regional co-ordinator) organised the review visit programme.

State of Victoria is Australia's second most populous region with a population of 5.3 million. More than 70% of Victorians live in Melbourne. In Victoria, there are 8 state-based universities and the multi-jurisdictional Australian Catholic University National in Victoria, as well as some 1 300 providers of vocational education. Education services, Victoria's biggest export, have more than trebled in the past seven years, leaving some HEIs increasingly dependent on international students. Widening access to HE is a national focus, but the targets appear low. The region's innovation system has a policy focus on science-push innovation. A positive aspect is the growing activity of Victorian HEIs for environmental sustainability.

The OECD review team gave its initial feedback and stressed the need for (i) a system approach and co-ordinated strategy for regional innovation and human capital system; (ii) incentives for HEIs for regional engagement; (iii) flexible multi-provider learning and extension centres; (iv) strengthened evidence-base in decision making; (v) using the region as a laboratory for learning and collaborative research; (vi) partnership structures for enhancing collaboration across government, private sector and HE.

### 17-18 December 2009 – Penang pre-visit

Jaana Puukka (OECD/IMHE) travelled to Penang, Malaysia to prepare for the review visit that is scheduled to take place on 16-22 May 2010. The visit, which was organised by MORSHIDI Sirat and NORPISAH Mat Isa, revealed good progress in producing a rigorous self-evaluation report, while more work is needed in partnership building.

[Penang's HE scene](#) is dominated by the [Universiti Sains Malaysia](#) (USM) that has been identified by the Ministry of Higher Education as the first "APEX" university with the aim to build a world class university. Penang's challenges include environmental degradation, coexistence of ethnic/cultural groups, tensions between these groups, and uneven development including poverty in urban areas as well as growing urban/rural divide.

### 24-31 January 2010 – Andalusia review visit

Jaana PUUKKA (IMHE/OECD) led the review team and was supported by Ernesto FLORES (OECD/IMHE), Patrick BUBARLE (former OECD staff), Philip WADE (former OECD staff), Francisco MARMOLEJO (CONAHEC), and José-Ginés MORA (University of London/University of Valencia). The regional co-ordinator, Eulalia PETIT, had organised the visit with the support of Inmaculada PERIAÑEZ.

Andalusia is the most populous region in Spain (8.2 million inhabitants). Andalusian university system consists of 10 public universities with 222 000 students. The region is slowly moving towards a knowledge-based society but the SME-based economy has a low absorptive capacity for innovation and graduates and unemployment rates are high. Andalusia's HE

system, which is coordinated by the regional government, has excelled in planning, coordination, analysis, goal setting, prioritisation and consensus building.

The OECD review team gave its initial feedback and stressed the need to: (i) view job creation as a key goal of innovation and human capital development; (ii) adopt a wider innovation concept (move away for science push); (iii) mobilise the systems in place for SME development (digitalisation); (iv) step up entrepreneurship with concerted efforts in HEIs; (v) revisit university performance based agreements to provide stronger incentives for student employability, entrepreneurship and knowledge transfer; (vi) monitor the rate of return and effectiveness of public investment; and (v) capitalise on Andalusia's heritage of coexistence of three cultures (Spanish, Arabic and Jewish).

## **22-22 February 2010 – Lombardy pre-visit**

Jaana PUUKKA (IMHE/OECD) supported by Andrea HOFER from the OECD/LEED Trento Centre that focuses on local development and entrepreneurship travelled to Milan to prepare for the OECD review that is scheduled to take place 27 June - 2 July 2010. The visit was organised by the regional coordinator Alberto BRUGNOLI (IReR), with the support of Sabrina BANDERA, Alessandro SALA and Prof Paolo TRIVELLATO (vice chair of the regional steering committee; University Bicocca). Lombardy is Italy's largest region with a population is over 10 million, including 15% migrants and the highest number of students in Italy (223 000). There are 15 HEIs and 31 higher technical training centres (poles) established by the regional government.

## **28 February-6 March 2010 – Catalonia review visit**

Jaana PUUKKA (OECD/IMHE) led the review to team to Catalonia and was supported by Ernesto FLORES (OECD/IMHE), Karen MAGUIRE (OECD/GOV), Susan CHRISTOPHERSON (Cornell University, US), Ellen HAZELKORN (Dublin Institute of Technology, Ireland), Helena NAZARÉ (University of Aveiro, Portugal) and José-Ginés MORA (University of London, UK). The regional co-ordinators Josep VILALTA (Association of public universities in Catalonia, ACUP) and Martí PARELLADA (Fundación CYD) had organised the review visit agenda.

This OECD reviews in Spain are timely because of the ongoing discussion on how to reform higher education and overcome the economic downturn. Unemployment in Catalonia is high at 16-17% and hitting hard the population with low skills, such as immigrants. Productivity rate is falling behind the OECD average and the diverse SME-based economy has a low absorptive capacity. While universities have improved their performance in knowledge production, there is room for improvement in knowledge dissemination, creation of high growth tech spin-offs and collaboration with the labour market.

The OECD review team gave its preliminary findings and stressed the need to: i) foster human capital development for new and changing jobs while adopting a systemic approach to entrepreneurship in education; ii) view job creation as a key for innovation and put in practice a wide innovation concept beyond science push; iii) incentivise universities' regional engagement through performance-based funding and through challenge-driven competitive calls; iv) monitor the rate of return and effectiveness of public investment in research and innovation; and vi) nurture talent at home. There is also a need to modernise university governance.

## **Miscellaneous**

### **OECD for higher education that boosts cities' and regions' green growth**

Green Growth is an OECD strategic priority which addresses global challenges, such as climate change and post-crisis recovery. OECD is now working on a framework for green growth that can enable economic development, prevent environmental degradation and enhance quality of life. The work is prepared through a multi-disciplinary inter-governmental process and is based on the work of 25 OECD Committees. Meetings and workshops with NGOs will be organised during the strategy's preparation. For more information on Green Growth, please visit: [www.oecd.org/greengrowth](http://www.oecd.org/greengrowth).

The OECD reviews address sustainability and Green Growth issues. Higher education institutions can contribute to a green economy by generating innovations, producing new skills, providing platforms for knowledge exchange and producing behavioral changes. Climate change and Green Growth will be highlighted particularly in the forthcoming review reports for State of Victoria, Berlin and the Paso del Norte Region.

### **Free State University invites articles about small town development Africa**

Free State University, an IMHE member and coordinator of the OECD review of Free State in South Africa, invites articles for a publication exploring the development challenges of small towns in specific urban contexts in Africa, from an empirical, theoretical or historical perspective. Subjects of special interest are: sustainability and scale of development, environmental problems, land grabbing, public service, economic dichotomies, and policy and tourist development. Non-South African case study contributions are especially encouraged.

If you are interested to submit a paper, please send a short abstract (100-200 words) with title, indicating the type of chapter you are proposing (empirical, theoretical, historical) and the main issues you would be addressing, to [rdonaldson@sun.ac.za](mailto:rdonaldson@sun.ac.za) and [maraisjgl@ufs.ac.za](mailto:maraisjgl@ufs.ac.za). Deadline for receiving abstracts is 15 April 2010. Authors will be notified by 15 May whether they may contribute to the publication. Final chapters will be due on 30

November 2010.

## OECD HE & Regions Web 2.0 Community

This collaborative space has been designed to help regions to share their experiences of the review process. To register go to <http://community.oecd.org>

## Regions and regional co-ordinators in the second round of reviews

Fifteen regions and city-regions participate in the second round of OECD Reviews of Higher Education in Regional Development in 2009-2010. To learn more about the regions please [visit our dedicated website](#) where you can also find the contact details of the [regional co-ordinators](#).

## OECD HE & regions team: staff

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## Publications

### Economic Policy Reforms: Going for Growth 2010



Going for Growth 2010 takes stock of recent progress in implementing policy reforms to improve labour productivity and utilisation that were identified as priorities in the 2009 edition.

### Learning Our Lesson: Review of Quality Teaching in Higher Education



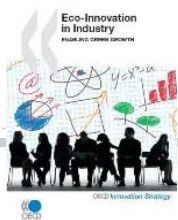
Based on an OECD review of 46 quality teaching initiatives in 20 countries, this report highlights the significant impact of the institutions' environment, trends in the quality of academia, teaching methods and learning conditions.

### OECD Tourism Trends & Policies 2010



This book defines the major trends and challenges facing tourism in the next decade – from globalisation to environmental issues. Tourism data from 42 countries are presented and analysed including all OECD countries, and fast-growing tourism centres such as Brazil, Chile, China and India.

### Eco-Innovation in Industry: Enabling Green Growth



This book provides benchmarking tools on sustainable manufacturing and aims to spur eco-innovation through better understanding of innovation mechanisms.

### OECD Science, Technology and Industry Scoreboard 2011: Innovation and Growth in Knowledge Economies



The STI Scoreboard analyses the major trends in knowledge and innovation in today's global economy. With over 180 indicators it presents a policy-oriented review of science, technology, innovation and industrial performance in OECD and major non-OECD countries.

## Regions Matter: Economic Recovery, Innovation and Sustainable Growth

Recently, OECD countries have promoted a new approach to regional policy. This report reviews the main dimensions of this policy shift, drawing on recent work by OECD including analysis of regional data, policy reviews and case studies.



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**Higher Education Management and Policy, Volume 21 Issue 3: Journal of the Programme on Institutional Management in Higher Education**



The main objectives of the Programme are to promote, through research, training and information exchange, greater professionalism in the management of institutions of higher education; and to facilitate a wider dissemination of practical management methods and approaches.

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