VALUES AND ETHICS IN UNIVERSITY GOVERNANCE

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UNIVERSITY GOVERNANCE

■ LEADERSHIP
  ■ setting up goals
  ■ promoting values

■ MANAGEMENT
  ■ finding tools and resources for accepted goals
MANAGERIAL VALUES

- effectivity
- efficiency
- productivity
- performance indicators
- accountability
- assessment
NEW PUBLIC MANAGEMENT

- it is good to use resources in an instrumentally rational manner
- competition in the global market economy
- universities as “factories” or productive parts of “national innovation systems”
- overemphasis on managerial values
- similarity to F. TAYLOR’s scientific management (1907)
AGAINST TAYLORISM

criticism of Taylorism and Fordism:

- incitement, overstrain, exploitation of workers
- monotonous work habits in line production
- hierarchical model of management
- planning economy
- belongs to old-fashioned "chimney industry"
NEW TRENDS

- postindustrial information society
- new information occupations replace hard labor
- creativity, individual self-realization
- hierarchies resolved, flexible administration, learning organizations
CONFLICTING TENDENCIES

- Effectivity and accountability may be useful tools in university administration, but their implementation should be complemented and balanced by academic values.
- University policies have ethically relevant aspects.
- Classical Humboldtian university may be effective relative to "output" measures of the appropriate type: values and goals of the university.
UNIVERSITY AS A VALUE-BASED ORGANIZATION

Universities Act of Finland:
- free research
- research-based teaching
- education of youth to serve their nation and humanity
- interaction with society
VALUES OF THE UNIVERSITY OF HELSINKI

Strategy 2007-2009

- Basic values: knowledge, truth, criticism, creativity, edification, well-being

- Guiding principles: equality, democracy, sustainable development
UNIVERSITY VALUES

Knowledge

Truth

Edification

Well-being

Criticism

Creativity

Autonomy
VALUES IN SCIENCE

- EPISTEMIC UTILITIES:
  - truth
  - information
  - justification

- PRACTICAL UTILITIES (applied research and technology)
  - economic profit
  - social relevance
  - human well-being
MERTON: ETHOS OF SCIENCE

- COMMUNISM: public and common goods
- UNIVERSALISM: impersonal criteria
- DISINTERESTNESS: no personal advantage
- ORGANIZED SCEPTICISM: critical attitude, logic and experience
ETHICS OF SCIENCE

unwritten moral principles or written ethical codes against misconduct in science

- HONESTY: fraud, fabrication of data
- FAIRNESS: plagiarism
- PROTECTION: harm to objects of research
- RESPONSIBILITY: harmful applications of science to nature, humanity, and society

Ethics of education and teaching
ETHICAL THEORIES

- UTILITARIANISM (MILL): ethically good actions bring about the greatest amount of human happiness (or other valuable consequences)

- DEONTOLOGICAL ETHICS (KANT): follow rules that define obligations and permissions, duties and rights; ethics as a system or code of commandments

- VIRTUE ETHICS (ARISTOTLE): characteristics of good human beings and good human life
PROFESSIONAL ETHICS

PROFESSION: a group of individuals with a common value-based service or occupation ideal and related skills and knowledge in their own field

- classical professions: medicine (health), law (justice), education (human growth)

- administrators for X: general ethics, legislation about X, institutional values of X
DEMAND FOR ETHICS IN PUBLIC LIFE

- United Kingdom: The Nolan Committee on standards in public life 1995

- State Personnel Strategy 2001, Finland
  - public activities are value-based and ethically on a high level
  - the competitiveness of the state as an employer secures skillful and committed personnel
  - a good director takes care of the personnel resources and of each individual

personnel policy, responsibilities
DIRECTORS

- strong will, motivation
- execution
- understanding (emotional intelligence)
- concern for people
- mental flexibility
- social flexibility
PUBLIC SERVANTS

- utilitarian: effective in producing results
- deontological: obedience to the law
- virtues: good professional life
The Seven Principles of Public Life

- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty
- leadership
PUBLIC SERVANTS: FINLAND 1999 (I)

List five most important values in public service:

- legality 65.5%    honesty 25%
- service 61.5%     efficiency 24%
- expertise 58.1%   loyalty 8%
- impartiality 57.1% devotion 5%
- justice 56.6%     collegiality 4%
- openness 47.8%
- effectiveness 42.3%
- integrity 33.7%
List five worst forms of unethical conduct:

- corruption 78,9% irresponsibility
- bargain with jobs 43,2% sexual harrassment
- political discrimination 41,8% interest group
- favor of friends 34,1% own interest
- sexual discrimination 32,5% unnecessary delay
- disqualification 31,9% withholding knowledge
- defective preparation
- mischief at workplace
- resistance to reforms
Best ways of promoting ethics:

- example of directors
- explication of values
- information
- education
- ethical codes
- legislation
- control, surveillance
- conditions of work
- internal and external responsibility