

EDITED BY MATHIAS DEWATRIPONT,
FRANÇOISE THYS-CLEMENT, LUC WILKIN

EUROPEAN UNIVERSITIES :
CHANGE AND CONVERGENCE ?

éditions

Table of Contents

Acknowledgements	7
------------------------	---

Introduction

Allocution d'ouverture

par Pierre DE MARET	11
---------------------------	----

L'organisation de la recherche en Europe

par Philippe BUSQUIN	13
----------------------------	----

1. Le contexte politique européen pour la recherche 13
2. Les universités : lieux clés de la transition vers la société
de la connaissance 14
3. Cinq défis pour les universités 15
4. L'Université, acteur de l'espace européen de la recherche 16
5. Une politique européenne de la recherche 17

La réforme comptable, budgétaire et financière de l'Université libre de Bruxelles : 1996-2001

par Robert TOLLET	19
-------------------------	----

1. Introduction 19
2. Le carcan de la législation sur les comptes et budgets
applicable aux universités 20
3. Les limites en terme de gestion des comptes et budgets en 1995 21
4. La réforme comptable et budgétaire lancée en 1996 22
5. Exemples concrets de la réforme comptable, budgétaire et financière 26
 - A. Investissements 26
 - B. Financement du déficit 27
 - C. Les spin-off 28
6. Conclusions 29

Part I
European Universities – General

Change and Convergence in European Universities

by Joseph M. BRICALL	33
1. From Trends to Pressures	34
2. Risky Responses to Pressures	39
3. From Risks to Opportunities. Challenges to Autonomy	41

Which Future for the University of the 21st Century?

by Jean-Pierre CONTZEN	45
1. Introduction : an Evolving Environment for the University	45
2. The External Forces in the Field of Higher Education	45
3. The External Forces in the Field of Research and Innovation	46
4. The External Forces in the Field of Relations with the Outside World	47
5. The Current Response of the University	47
6. The Current Response in Higher Education	48
7. The Current Response of the University in Research and Innovation	48
8. The Current Response of the University in its Relations with the Outside World	50
9. The Future Evolution of the University System	51
10. A New Governance Scheme for the University	51
11. A New Structure for the University	52
12. In Conclusion	53

Part II
Academic Capitalism

Reflections on Students and Academic Capitalism

Complexities and Contradictions

by Sheila SLAUGHTER and Larry LESLIE	57
1. “Getting the Right Mix”: How Academic Capitalism Shapes Undergraduate Student Recruitment	59
2. Increased Competition and Further Deregulation	60
3. Patent Cases and Students: Lessons about Academic Capitalism	61
4. In re Cronyn (1989)	62
5. National Research Development Corporation v. Varian Associates (1994) ...	63
6. Johns Hopkins University v. Cellpro, Inc. (1998)	64
7. Conclusion	64

New Managerialism and the Management of UK Universities

by Michael REED	69
1. Introduction	69
2. Varieties of Managerialism	71
3. New Managerialism in the Universities	74
4. Manager Academics and the New Managerialism	75

5. Conclusion	79
The Service University in the Knowledge Economy of Europe	
by Arild TJELDVOLL	85
1. Global Trends in Higher Education	85
2. Universities' Needs for Research on Themselves	86
3. The Service University Concept	87
A. The Control of Resources Shifts from the Professors to the Administration	89
B. Norwegian Professors and Regional Customers of Different Opinions ...	90
4. The Entrepreneurial University and New Modes of Knowledge Production	91
A. The Entrepreneurial University	91
B. Mode 2 of Knowledge Production	92
C. The Knowledge Economy	93
5. A Conceptual Framework for Service University Research	94
A. Universities Have Always Been Service Universities	94
B. Assumptions about a Context of Competition and Crisis	95
C. Assumptions about a Reformulated Mission Statement	95
D. Assumptions about Changed Institutional Activities	96
E. Assumptions about the Changed Result Profile of Universities	99
F. Assumptions about Strategies for Institutional Change and Development	100
G. Three Scenarios for the Response of Universities to External Pressures under Globalisation	103
6. Research Themes to Elucidate the Response of European to Globalisation	103
7. Change? – and/or – Resistance to Globalisation?	106

Part III Governance

Governing Dutch Academia

by Harry DE BOER	111
1. Introduction	111
2. Comparison of University Governance Structures	112
A. Democracy versus Guardianship	112
B. Distribution of Powers	113
3. Dutch University Governance Structure since 1945	115
4. Final Remarks	119

More Leadership for French Universities, but also More Divergences between the Presidents and the Deans

by Stéphanie MIGNOT-GÉRARD and Christine MUSSELIN	123
1. Introduction	123
2. Ambitious and Voluntarist President's Team	125

A. Who Belongs to the President's Team ?	125
B. The Emergence of University Strategies in Different Areas	126
C. The Voluntarist Discourse of the Presidents and their Teams	128
3. Less Enthusiastic Deans	129
A. The Deans Perceive themselves as Primus Inter Pares	129
B. A Conception in Conformity with the Faculty Expectations	130
4. A Difficult Cooperation between the Presidents' Teams and the Deans	131
A. A Gap between the University and the Faculty Levels	132
B. Unbalanced Relations between the Deans and the Presidents' Team ...	134
5. How to Explain Faculty/University Dichotomies ?	137
A. The Weight of the Past	138
B. The Contractual Policy	139
C. Status	139
D. Managing Deliberative Bodies Is Easier than Managing Deans	140
6. Conclusion	141

**The Transformation of Leadership Practices Seen
from a Shop Floor University Perspective**

by Jørgen Gulddahl RASMUSSEN	147
1. Introduction	147
2. Production of Knowledge in an Organisational Perspective	147
A. Problems Observed	148
B. The Nature of University Work	149
3. Commonly Used Transformation in Leadership for Increased Effectiveness in University Knowledge Production	149
A. The New Steering Principles	150
B. Contradictory External Demands	151
C. Toward Indirect Steering	151
4. The Encounter between the Need for Integrated Leadership at the Production Level and the Commonly Used Steering Principles	152
A. "The Survival of the Fittest" Principles	152
B. Actively Coping with the Problems	153
C. Internal Organisational Change	153
D. Relationships between the New Shop Floor Developments and the New Principles of Governance	154
5. Different Ways to Organise and Lead University Activities at the Shop Floor Level	155
Methods Used for Restructuring the Middle and the Shop Floor Management	156
6. The Principles of Leadership Meet the Actual Practices – Seen in a Theoretical Perspective	158

Part IV Evaluation

Evaluating University Success	163
by Michael SHATTOCK	
Which Performances for Universities?	175
by Jean-Louis VANHERWEGHEM	
1. Introduction	175
2. The Education System in the “Communauté française de Belgique” (CFB). A Short Description	176
3. How to Assess Universities?	177
4. Student Recruitment	177
5. Student Pass Rate	177
6. Graduates’ Professional Successes	178
7. A Preliminary Conclusion: No Clue for the Evaluation of Teaching	179
8. The Best Evidence of the Performance of a University Is the Quality of its Research	179
9. Conclusion	179

Part V Networks

To What Extent Are Belgian Universities Highly Engaged in European S&T Network?	185
by Henri CAPRON and Michele CINCERA	
1. Introduction	185
2. The Academic Partnership: Evolution or Revolution?	186
3. Participation of Belgian Universities in European Pre-competitive R&D Collaborations	189
4. Near-market Research Cooperation	200
5. Conclusion	204
Economists as Academic Entrepreneurs. How (Some) Social Scientists Have Responded to the Changing Role of Universities	207
by Stephen YEO	
1. Changing Environment, Shifting Expectations	207
2. CEPR – One Example of the Response in Economics	208
3. The Response in Economics More Generally	211
A. “The “For Profit” Response	211
B. The “Non-Profit” Response	212
C. Why Have the Responses Taken Such Different Forms in Economics?	212
D. Institutions as Service Providers	212
E. Explaining the “For Profit Response”	215
F. Explaining the “Non-profit Response”	215
4. Conclusion	216

Conclusions

Managing University Complexity

by Mathias DEWATRIPONT, Françoise THYS-CLÉMENT and Luc WILKIN	221
1. The European Challenge	225
2. Market Imperfections and Universities	225
3. Managing Complexity: Measuring University Performance	228
4. Managing Complexity: Adapting University Governance	229
A. The Case for a Centralized Strategy	229
B. Centralizing Governance: the Dutch Case	230
C. Evolving Governance in Practice	230
D. Networks	233
Biographical Notes	237
Table of Contents	243