

Summer School – Higher School of Economics - June 2013

Reforming Higher Education for more Effective European Universities : Changes, Opportunities, and Challenges

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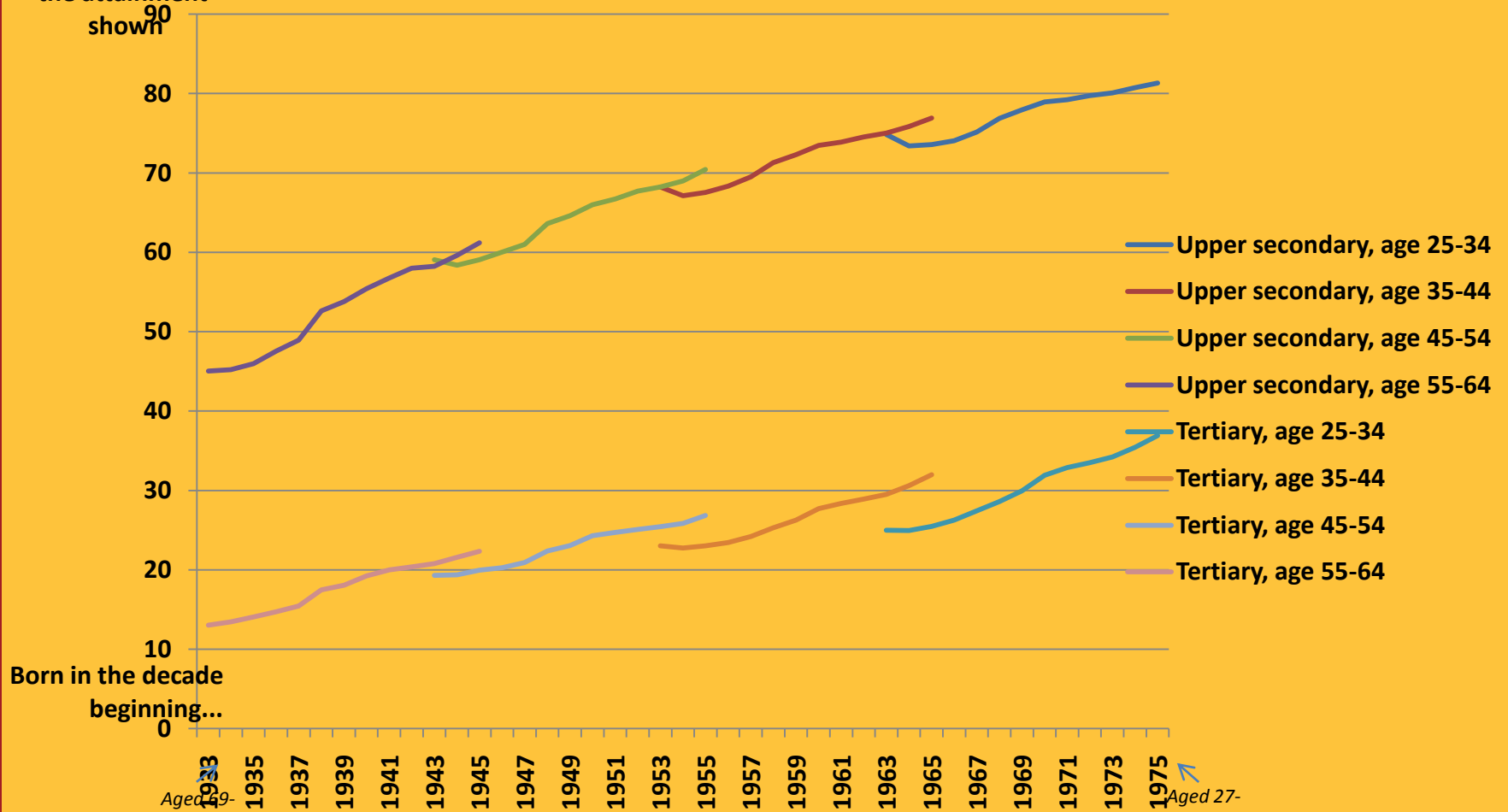
Changing Times in European Higher Education

The Realities of Mass Higher Education:

- **The economic relevance of Higher Education;**
- **Individual and social benefits of Higher Education;**
- **Persistent pressures towards expansion;**
- **How to deal with Mass HE?**

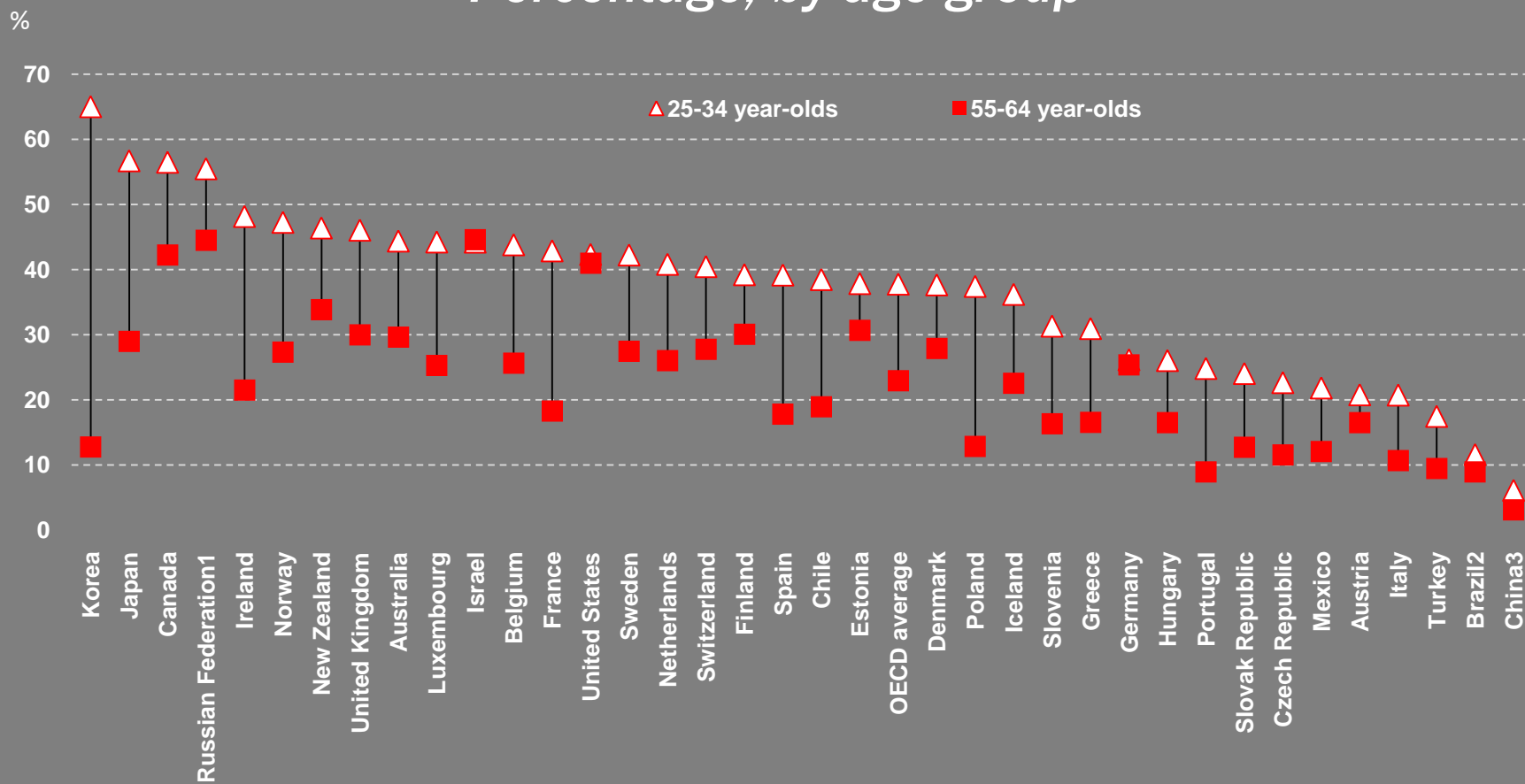
% with at least the attainment shown

Chart 1. Educational attainment, by age and birth cohort (OECD average)



Population that has attained tertiary education (2010)

Percentage, by age group



How to deal with Mass HE?

- **Size – System and Institutions;**
- **Differentiation and Diversity;**
- **Cost – Total and per unit;**
- **Multiple expectations;**

HE as a mature sector:

- **More demanding questions being asked;**
- **Growth is not anymore a sufficient sign of progress;**
- **Concerns about internal and external efficiency;**
- **The Erosion of Trust**

Institutional challenges of Mass HE:

- **Serving expanding and more diverse constituencies**
- **Multiple missions and demands**
- **Internal Tensions and the risk of Fragmentation**
- **The Overloaded University?**

A Changing Landscape in European Higher Education

Markets and European Higher Education:

- **Massification and Complexity;**
- **Cost-disease and Rising costs of Higher Education;**
- **A Challenging Political Economy;**
- **Changing purposes about Higher Education;**

Changing Perceptions about HE:

- **Education as an individual Investment**
- **The role of HE – from Welfare to Competitiveness**
- **HEIs as (economic) organizations**
- **HE's regulation – Markets and Privatization**

Attempts of System Reform:

- **Manipulating Supply and Demand Forces**
- **Fostering Institutional Autonomy**
- **Different Forms of Competition**
- **Developing Quasi-Markets**
- **Changing Public-Private Mix**

Marketization Reforms - Influencing the Conditions of the Market

Supply	Demand
<ol style="list-style-type: none">1. Entry and Exit of the market2. Product specification3. Use of productive factors4. Prices	<ol style="list-style-type: none">1. Choice of provider2. Choice of product3. Information about prices and qualities4. Prices and costs

Marketization of HEIs: From Systemic to Institutional Changes

From Systemic to Institutional Changes:

- **Funding**
- **Human Resources**
- **Governance**
- **Management**

From Systemic to Institutional Changes –

Funding:

- **Diversification of structure of revenues**
- **Performance-based and contractualized public funding**
- **Tuition Fees and Students as paying customers**
- **Differentiation and selectivity**
- **Managing multiple sources and demands**

From Systemic to Institutional Changes: -

Human Resources:

- Growing Autonomy and Decline of civil service ties**
- Assessment of performance and Differentiation of pay**
- Impacts on overall motivation and levels of satisfaction**
- Levels of commitment and non-visible institutional activities**

From Systemic to Institutional Changes –

Governance and Management:

- **A corporate-market approach and the decline of Collegiality;**
- **The role of external stakeholders and their internalization;**
- **Students as Stakeholders vs. Customers;**
- **Legitimacy of decision-making: academic vs. managerial**

Transforming European HE?

Some Concluding Remarks

Transforming European HEIs

- **Changing responsiveness - Short term vs. long term responses**
- **Financial and Academic sustainability**
- **A differentiated impact across countries, disciplines, groups**
- **A more diverse and stratified landscape**
- **Combining Efficiency and Cohesiveness**

Facing the Institutional Challenges:

- **HEIs as quasi-economic organizations**
- **The promises and perils of a Service Orientation;**
- **Balancing Academic and Management priorities;**
- **Being capable to define its Mission and to pursue it consistently;**
- **From an Overloaded University to a Focused University;**

Thank you!

Questions? Comments? Complaints?...

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