Direction de l'éducation scolaire, extrascolaire et de l'enseignement supérieur
Division de l'enseignement supérieur et de la recherche

Higher Education Governance between democratic culture, academic aspirations and market forces

La Gouvernance de l'enseignement supérieur: entre culture démocratique, aspirations académiques et forces du marché

Results of Working Groups

Learning and living democracy

Directorate of school, out-of-school and higher education
Higher Education and Research Division

Working Group A: The objectives of and expectations towards higher education in the changed societal context

- **There is need**
  - **for improving the efficiency of the traditional structures of university governance, maintaining at the same time the balance between them and the current needs of society. In that context, a need for attracting external actors to the new structures.**
  - **for strengthening the central administration of the universities as distinct from governance structures.**
- **In structuring models of governance reaching a better balance between the needs of the society and the needs of the market has to be taken into account**
- **Public authorities should provide adequate instruments for ensuring more autonomy of the universities, while assuring at the same time their accountability.**
- **There is also a need**
  - **for responding to the increasing demands for quality education.**
  - **for improving the active involvement of students as members of the academic community.**

Working Group B: The Governance of Higher Education Systems

- **With regard to quality it is important to address the issues of**
  - **who sets quality standard?**
  - **how these standards are negotiated?**
  - **who decides on the fitness fur purpose?**
- **Autonomy of higher education institution must be provided for at a system level**
- **The legal and regulatory framework shall not be an obstacle to but rather encourage higher education institutions to respond to change as learning organisations**
- **With the increase of steering through contractual mechanisms it is important to take note of the judiciary dimension at system level**
- **Both public and private higher education should be subject to the same legal framework provisions**

Working Group C: Governance of Higher Education Institutions

- **It is important to better define the concept of governance in its entirety also as distinctive from administration and management and to collect and disseminate examples of good practice**
- **In view of the need to change, it is important to promote internal cultures of improvement and change management, while at the same time identifying the sectors where change is most needed**
- **The concept of autonomy of higher education institutions needs refinement indicating areas where further autonomy is crucial**
- **In the promotion of a democratic culture in HEI, bottom-up approaches are necessary**
- **Quality and Governance are inseparable concepts**
- **Principles of good governance should apply to both public and private higher education**

Working Group D: The Actors of Higher Education Governance

- **There is no copy/ paste approach to HE governance in the European context: in each case there is a need to**
  - **adapt to the specific context**
  - **identify which external actors shall be involved**
  - **identify and negotiate the common interest in a collaborative spirit**
  - **find an appropriate balance between internal and external actors**
- **Democratic governance is based on notions of inclusiveness and transparency**
- **Governance is a means to an end, a means to reach and objectives/ goals, of agreeing on goals and on methods and instruments how to reach the goals**
- **Governing bodies should include student participation for matters of admission policy**