Engaging in the Modernisation Agenda

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For the MODERN project CHEPS has produced six thematic reports on key issues related to current priorities in HE management:

- Governance
- Funding
- Internationalisation and its quality assurance
- Regional innovation
- Knowledge exchange
- Engaging in the Modernisation Agenda (reflecting on it from the angles of the five thematic areas above)
KNOWLEDGE EXCHANGE

• Strengthening the knowledge triangle
• Implications for teaching and research
TEACHING – Better performance

- Increase the number of graduates (productivity)
- Decrease drop-out rates (efficiency)
- Qualifications and competences should better meet labour market demands (relevance – employability)
- Stronger focus on entrepreneurial and innovative skills
- Increased access for non-traditional groups (part-timers, LLL)
TEACHING – *Interactive*

“for education to fulfil its role in the knowledge triangle, research and innovation objectives and outcomes need to feed back into education, with teaching and learning underpinned by a strong research base, and teaching and learning environments developed and improved through greater incorporation of creative thinking and innovative attitudes and approaches”
RESEARCH – *intensified interactions among knowledge providers*

- Increased engagement with start-ups and spin-offs
- Partnerships and collaboration with industry and other stakeholders
- Involvement in the creation of regional hubs of excellence
- Simultaneously maintain a strong fundamental research base
REGIONAL INNOVATION – building on regional strength

• Engagement in **smart specialisation** – setting clear priorities, focus on local strengths, remove bottlenecks to innovation.

• Contribute to the development of selective clusters that specialise in particular areas and concentrate resources to achieve excellence.

• Develop structured partnerships at a regional level and possibly attune institutional missions (including teaching) accordingly.
Knowledge Generators (e.g. universities)

Intermediary organisations

Regional governance organisations

Transfer activities

Knowledge exploiters (innovating businesses)

Demand for knowledge and skills

Regional routines/habits

Different levels......
GOVERNANCE AND FUNDING – *changing regulatory frameworks*

Market-based governance

- Institutional autonomy (‘agentification’)
- Contractualisation
- Competitive and performance-oriented funding mechanisms
- More accountability and transparency requirements
- Selective policy interventions to create focus and mass
CONSEQUENCES FOR INSTITUTIONS

Challenged to fulfil many expectations across the full spectrum of activities in an environment with changing regulatory frameworks and unfavourable financial winds

Actively, strategically and commercially engage in interactions with external stakeholders

Cultural shift: blending traditional and new values

Enhance strategic intelligence and management capacities

Institutional profiling – selectivity and avoiding mission overload

Brussels, 30 January 2012