

Universities in a global context: Institutional positioning in the emerging HE market

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Dilemmas in HE policy

Governments all over the world wish to :

- Expand participation rates in HE ('massification')
- Sustain and enhance quality
- Reduce expenditure per student

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Changing Faces

Attempts to resolve these tensions involve a mix of:

- Audit
- Accountability
- Regulation
- Planning

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Global Excellence

- Globalisation means that quality and standards are rising
- Benchmarks are international and not local or national
- Global issues provide global solutions
- To be 'good' is no longer 'good enough'
-expectations are rising even faster

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Market Forces

- A more market-oriented HE sector will lead to:
 - greater mission diversity
 - greater segmentation in the hierarchy of institutions
- Identifying your strengths and focusing on them is critical
- HEI's cannot do everything they would wish at the level of quality now expected of them by external stakeholders

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Focus

In the past:

Universities did Teaching and Research

Now, universities are involved in:

Lifelong Learning

Research

Knowledge Transfer

Social Inclusion

Local and regional regeneration

Civil and cultural engagement

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Engagement

- The 19th C university involved separation from society and the economy – the ivory tower
- The 21st C university involves engagement with society and the economy
- Hence knowledge transfer (exchange) is a crucial function

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Knowledge exchange

- Iterative process, not linear
- Partnership and networking, not just IPR management
- CPD is central
- Involves L&T not just R
- Stakeholder management, a key process

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Stakeholders

- Fee-payers will be more demanding
- Greater transparency
- Client-focus

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New wine in old bottles

- Engagement requires different mix of leadership, management and administrative skills
- Demand-led v Supply-driven
- Market analysis more important
- Building a brand
- Customer focus

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Institutional positioning

- What is your distinctive brand?
- Where are you competitive?
- What are your key markets?

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Adaptation to demand

How focused, flexible and agile
are you?

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