


# CHANGING LANDSCAPE IN SCIENCE, INNOVATION SYSTEMS & HIGHER EDUCATION: IMPLICATIONS FOR ACP

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# SUMMARY

- ❖ Internationalisation
- ❖ Increased status of and significance of research
- ❖ Need for Institutional differentiation
- ❖ Demand for Strategic leadership
- ❖ Professionalisation, expansion and differentiation of administration in universities
- ❖ Redefinition of the role of the student and the objectives of higher education



# THE TRANSFORMATION OF THE STUDENT

- Redefinition of the student from learner to customer
  - Standardisation and accreditation take on a new significance as different educational offerings seek to compete for students' attention through quality assurance. University rankings are the latest manifestation
  - Universities are enjoined to focus on providing students with employable skills and entrepreneurial mindsets
  - Migration of the discourse of competitiveness to higher education



# INCREASED STATUS OF AND SIGNIFICANCE OF RESEARCH

- Research, previously an activity that came to the university as a means of assuring quality in education is now for many institutions, an important source of status and income
- Education can in many cases lose justification at the institutional level if research performance is not up to par in the area



# DEMAND FOR INSTITUTIONAL DIFFERENTIATION

- A confluence of factors suggest that in many markets, there is increasing pressure for differentiation
- Research and education are expensive activities even in systems where universities can take fees
- Deans and VCs are therefore increasingly pressured to seek ways of reducing risk- institutional differentiation is a risk management strategy



# STRATEGIC LEADERSHIP

- Collegial leadership is losing external legitimacy
- Nature of leadership expected of department heads, deans, and VCs requires specific leadership skills as well as the intellectual leadership that was expected in the collegial paradigm
- Many universities are investing in training programmes for staff at all levels particularly early career researchers.



# INTERNATIONALISATION

- Internationalisation in higher education is operational at four levels:

Level 1: mobility

Level 2: Research collaboration

Level 3: Coordination of research funding

Level 4: Institutional internationalisation





# UNIVERSITY ADMINISTRATION

- Professionalisation of administration in universities
- Differentiation of administration – technology transfer, research, education, executive education