



Title	From Glam to Gaga – Reflections on the changing management culture in UK Universities
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Citation	Heads of University Management & Administration Network in Europe (HUMANE) Seminar 2010, Vienna, Austria, 19-20 March 2010
Issued Date	2010
URL	http://hdl.handle.net/10722/208395
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From Glam to Gaga

**reflections on the changing management culture
in UK Universities**

Steve Cannon
Secretary to the University of Aberdeen

Change in higher education

What do we want?

Gradual change

When do we want it

In due course?

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WOODY
ALLEN

DIANE
KEATON

TONY
ROBERTS

CAROL
KANE

PAUL
SIMON

SHELLEY
DUVALL

JANET
MARGOLIN

COLLEEN
DEWHURST

"ANNIE HALL"





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University of Warwick
- Financial and Administration Manager
Science Park Ltd
University of Warwick
- Finance Manager
Medical School
University of Dundee
- College Secretary
Duncan of Jordanstone
College of Art
- Deputy Secretary
University of Dundee
- Director of Finance and Strategy
Scottish Funding Council
- University Secretary
University of Aberdeen

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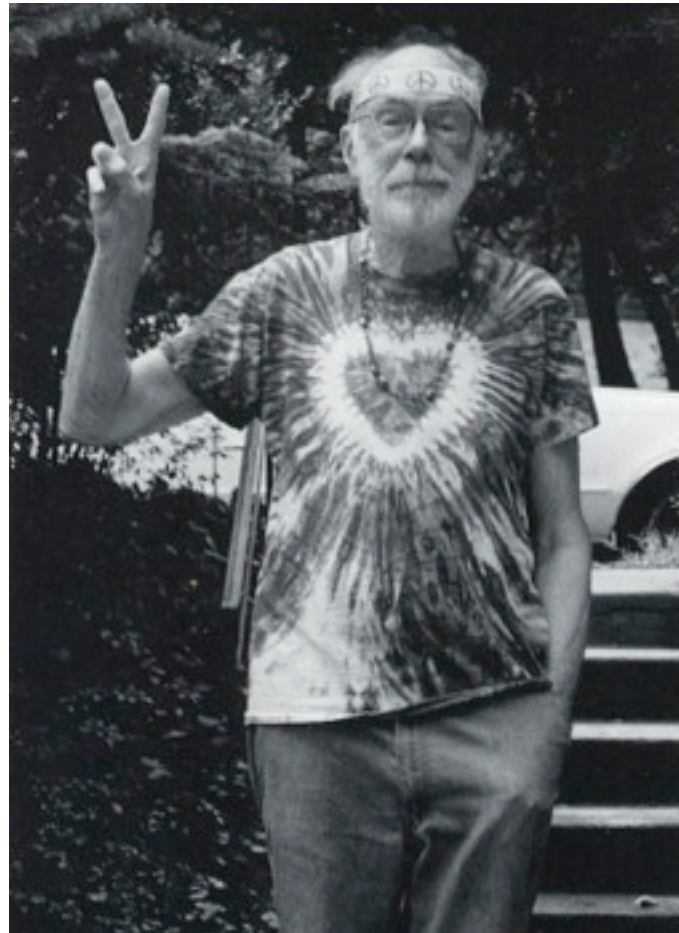
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The Golden Age



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Chronicle / Deanne Fitzmaurice

The Golden Age



No need to manage

“The way in which funds have been provided has had critical implications for the need for management within individual higher education institutions. Tarty expressed, if funding is generous in relation to the task to be performed and if it is provided without a stiff accountability requirement, then those responsible for running an institution will not have to attend to the normal real-life management problem of getting the most out of resources and making and implementing, made choices about priorities. “

The Rise of the Manager



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- External pressure drives change
 - Thatcher cuts in the 1980s
 - Jarratt Report
 - Links financial planning and academic planning
 - Vice-chancellor as CEO
- Universities as complex organisations
 - Increasing professionalisation of support services
 - Development of integrated planning processes
 - Information technology

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FreakingNews.com

The Practical Bargain



Accountability

“ We do not believe there is an absolute principle that prevents the government, the funding council, or some other public body from attaching conditions to money given to a university the freedom of action of institutions will be circumscribed by the extent of their dependence on public funds”

Second Report of the Committee on Standards in Public Life (1996)

Freedom from and freedom to

“Whilst notions of **freedom from** the state are largely illusory, institutions of higher education in the United Kingdom have considerable **freedom to** manage their own affair”

John Sizer 1996

No “freedom from”

an illusion given reliance on public funding

But “freedom to”

allocate funds as the institution sees fit
recruit staff and determine their condition of

work

select students

design and deliver the curriculum

set standards and determine methods of

assessment

A practical bargain?

Recognition that universities operate best when they operate independently of the state

The exact counter-balance to autonomy is accountability

“The universities and funding councils have struck a practical bargain between the benefits of autonomy and the need for accountability”

Lord Nolan (Committee on Standards in Public Life)



**“Our policy for
higher education
is we have no
policy for higher
education”**

All change!

HE Impact on the Scottish Economy

Total income amounts to £1.7 billion
HE sector comparable with computing services industry
HEI export earnings amounted to over £159 million
HEIs attract £446 million from rest of UK into Scotland
HEIs employ 42,350 (36,800 ftes)
HEIs generate 11,000 additional 'knock on' jobs

International students and visitors

Off-campus expenditure estimated at £141m
Generating additional 2,000+ FTE jobs
Additional export earnings £142m

Impact on the local economy

I&E multiplier is 1.4 (£10 produces another £4)

£245m contribution to the local economy

Employment multiplier is 1.5 (2 University jobs = 1 other)

3,000 employees creates an additional 1,400 jobs largely in shops, restaurants, transport, housing, schools and the health service

“Higher education is too important to be left to itself”

Roderick Floud: London Metropolitan University

- And things went wrong
 - Glasgow Caledonian University
 - Portsmouth University
 - Swansea Institute
 - Huddersfield University
- State couldn't run universities but it couldn't trust them either
- Looked to corporate governance models from the private sector

The Primacy of Governance



- Primacy of Governance
 - The Vice Chancellor is the CEO but he reports to a board
 - (and even now some VCs don't recognise that)
 - That board has a majority of lay (external) independent members
 - Rise of CUC
 - Vice Chancellors office and executive authority undermined

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The nationalisation of the universities



- The nationalisation of the universities?
 - Changing role of the state from facilitator to evaluator to regulator
 - Once the role of government to provide for universities and colleges
 - Now the role of universities and colleges to provide for governments
 - Increased funding only provided on a “something for something basis”

- Government looks to universities to provide ulterior goals i.e. HE is a means to an end
- Principles of self regulation and “light touch” but in reality increasingly interventionist
- Recent guidance to English and Welsh Funding Councils aligns funding with state priorities and impacts directly on institutional autonomy

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- The six cultures of the academy
 - The collegial culture
 - The managerial culture
 - The developmental culture
 - The culture of advocacy
 - The virtual culture
 - The tangible culture