Modern University Autonomy viewed through Internal Governance and Management Practices

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University autonomy frameworks

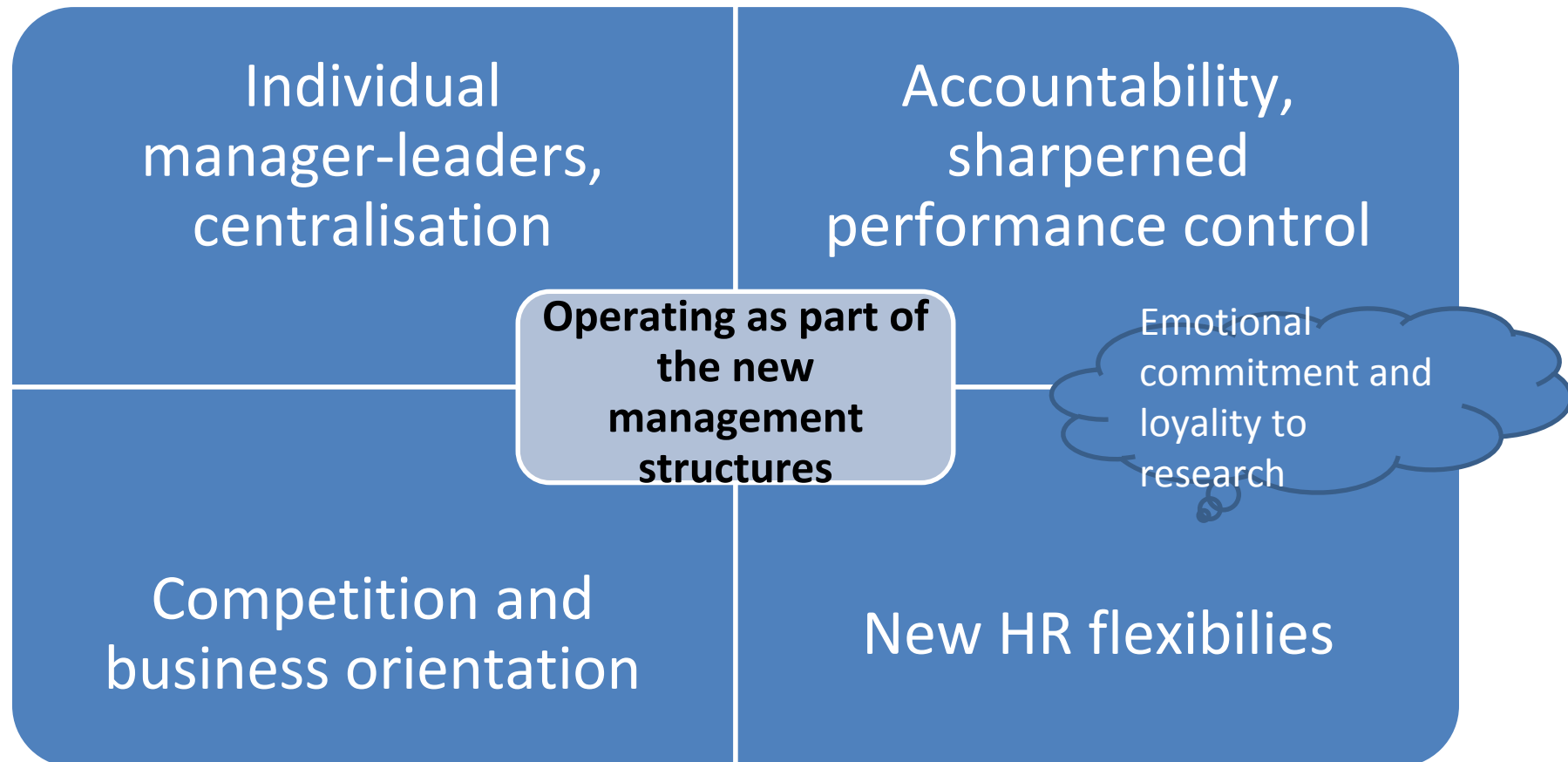- All Finnish universities were "given new autonomy" by using HE policy reform in 2010

- Three public universities in the state of Sâo Paulo "won autonomy" in 1987

- Autonomy frameworks are the result of different political-administrative processes

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Autonomy frameworks inside Finnish universities: a reform-driven logic of action creates 'rules of the game'

Individual manager-leaders, centralisation

Accountability, sharperned performance control

Operating as part of the new management structures

Emotional commitment and loyalty to research

Competition and business orientation

New HR flexibilies

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State of São Paulo System: autonomy without a policy framework: reforms coming from the need of budget control

Introducing new management tools and information systems

Evaluation of units, departments and individual academics' performance

A mix of collegiagialism and "democratic" modes of governance

Centralisation

budget control, performance oriented resource allocations

' UTA in Finland

Reform-driven logics of action

- New university management system and internal organisation
- New executive roles of rector and deans (Universities Act!)
  - Deans as manager-leaders
- The new role of external stakeholders inside university (Universities Act!)
- Centralisation of administrative services
- New internal resource allocation model

USP, in Brazil

Collegiality-driven logics of action

- University authorities chosen in electoral procesesses
- Key positions in administration filled from senior academics
- Minimal role of external stakeholders
- Tension between centralization and the federative dynamics

Managerialism, organisational actorhood

- Strong awareness of institution's financial capacity
- Internal management tools and information systems(planning systems, statistical yearbook, publications)
- Reinforcing organisational identity

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UTA: Dimensions of Change

Changes since 2010	University of Tampere, Finland
New organisational and management system	From three-tier governance to two-tier governance University level: Rector, University Board, Executive Management Team, Collegiate Body, Teaching and Research Councils Unit level: Closing 42 performance units () and abolishing the department level structure, establishing 9 schools (from 2017 onwards as faculties) by combining faculties and performance units, supervising professors for degree programmes
New roles of board	Board and rector in charge of strategic planning
New 'deanship': manager-leaders	Full-time head of faculty, extensive financial and academic powers, serves as a chair person in faculty council, 3 years term of office
Centralised administrative services	From unit level administrative services to new university level administrative service centre (financial services, staff administration, ICT, research administration, student administration etc)
Academic leadership	Nominated responsible academic coordinators for educational programmes and courses for each academic year
New internal resource allocation model	New performance indicators, funding is internally allocated to the faculties by the rector

Excelence and university governance

- **Bonaccorsi (2017):** A crucial implication of the Continental European model is an intrinsic difficulty in achieving academic decisions that imply differential rates of growth of disciplines or differential treatment of staff based on performance.
- A key factor in developing entrepreneurialism in universities is flexibility in the management of human resources.
- Universities whose recruitment processes and staffing structures are linked to their state civil service are significantlyi nhibited from incentivizing staff in terms if innovation and academic performance (Shattock, 2009, 205).

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Thank you!

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