

University Models. Sept 30th 2021

SPEAKERS

Paulo Resende da Silva, Professor, University of Evora

Margarida Mano, Vice-Rector of Portuguese Catholic University and President of FORGES – Portuguese Language Countries and Regions Higher Education Management Forum

Prof. Paulo Resende da Silva

Good afternoon. Welcome to our last webinar, and in the previous webinars that we organize in July and this month, we focus on and share our European visions, and our reality about the key pillars to support the modernization of the Iraqi universities. Previously, we shared about autonomy, university governance, quality assurance, internationalization, and accountability. Today in this webinar, we will focus on university models and some specifications of the university management. To share with us knowledge we invite Professor Margarida Mano, Vice-Rector of the Portuguese Catholic University and in a few moments, I want to share to you a short CV of Margarida. As a coordinator, me and Professor Nazar have this working plan and this activity so you go to their special grateful to our friends and colleague is to prepare the content and that they will very soon will present for us so to Margarida.

Margarida Mano holds a PhD in management, awarded by the University of Southampton in the United Kingdom, and the master and the bachelor's degrees in economics from the faculty of economy of the University of Queensland. She is currently Vice-Rector of the Portuguese Catholic University for quality, innovation, and development. She was Minister of Education and Science in the 20th government of the Portuguese Republic in 2015, and a member of the Portuguese Parliament between 2015 and 2019. Previously she was Vice-Rector of the University of Queensborough from 2011 to 2015. And was responsible for strategic planning, financial affairs and social action. Margarida Mano began a career in the banking sector, where she worked from 1987 to 1996. She was elder University management holes since that time, including administrator between 1906 until 2009 and proactive between 2009 and 2011 of the University of Queensborough, where she has been an Economics and Management teacher, strategic management, institutional assessment, quality management and economic policies at the faculty of economy of Queensborough university. Research interests are being focused on Higher education management, quality, governance and strategic management for sites scenario planning and innovation. Margarida Mano is the author of a series of publications, books, and various articles in international scientific journals with peer review, but her administration's review perspectives, perspectives, policy and practice in a Higher Education, Journal of US-China public administration and others. she also has been participating as a team member and as a coordinator in various features and knowledge transfer project. She is a researcher at CBRE. Currently, she is president and Founding member of the FORGES Association for the management of higher education in Portuguese speaking countries and regions. So Good morning, Margarida and welcome to our webinar.

Prof. Margarida Mano

Thank you very much. It's my pleasure, in fact, we are friends just for doing the work we meet in a conference, and we have passionate by the university. I am grateful for the invitation; I think you have already few seminars with topics that were very important and cross with these kinds of university models and management. So, I think perhaps today I will be with you reflecting about the University with a lot a lot of pleasure. I will be glad to read your questions and open to the debate.

Prof. Paulo Resende da Silva

This webinar has two different moments. So, firstly, I want to present a short presentation with some topics that create some conceptualizations and orientation from this webinar and after we have a short conversation with Margarida about this. So, let me share the PowerPoint presentation. So, it's only to give some orientations about some contents and aspects that you need to look when we talk about university models and oriented from a governance model and also oriented for management model and at the ancient the key business processes is very management language. I know that we are talking about management. So, In the Universities since some years ago, they are increasing pressures to change that is something that we need to put a strong focus because always is very demanding the situation that we are leaving, so to change the way they operate, organize internally and the procedures and change out the government connections, the industry societal groups connection and so on. So, this pressure creates the needs for change of the governance model that we do it in Portugal in the 15 years ago and also to change to internal procedures and from the business process. So, all these situations seem that we are Leaving nowadays and indeed we are stronger than that it was in the past. To answer to that university should develop some specific strategic orientations, increasing their capacity to use the autonomy, understand that environment, work with stakeholders, especially the key stakeholders, and we need to identify the key stakeholders to work with them, change or adapt the governance bodies, develop a more flexible capabilities, increase the leader's competence, reengineering the management process, and internal procedures. So, all of these are demanding, and all of these in some way create some changes and the change will be transformational change or revolutionary change but the topics that we need to look to them and to adapt from our reality as a university because University always under the influence of pressure from external stakeholders and this is normal. There are some special public universities some government control is everywhere the situation.

We have our academic culture and collegiality and always we have a limited resource. Resources not enough always everywhere in any university. But so, to look to the University model and I use a paper that was writing for Margarida with a colleague from University in Coimbra (higher Education in Coimbra). we need to be clear about missions and performance criteria from our universities. we need to have a very strong directive body, strong directions about the orientation of the university. You need to be self-directed and self-reliant schools to create the capacity to answer to the strategic plan and strategic orientation and to the community. we need to focus on the critical elements of an organization and it's similar in the universities. So, we need to division of work to believe somethings in our work and any of the academic and legal authorities. You need to integrate relationship between the state as government and state as a country, the market and the oligarchy exists inside of the universities and the process and interested group. You need to some normative orientation. All of these cross the universities and all of these creating needs to have a university model and to look some specification from the university model. So, you have opportunity to choose that this reality is not common everywhere and this appears in the same way in everywhere diversified funding. we have different situation, the Iraqi situation and the Portuguese and Italy situation. you need to have strengthened steering core, expanded periphery outreach, stimulate academic heartland, integrate an entrepreneurial culture. Don't confuse these with only the entrepreneurial Universities; it's a little bit larger than entrepreneurial Universities. when you look to the Europe, you can find three main models. The Napoleonic style models seem very common inside of Europe, especially in Portugal, in Spain, perhaps also in Italy a little bit and you have the Anglo Saxon model, some of you know because you studied in England and UK. So, we have this model more oriented, and we have the style of German tradition about the university.

Nowadays, the Anglo Saxon and German traditions also appear in Napoleonic University. But when you look to the structure and model, you will still be a Napoleonic University. You even use some knowledge and some wisdom that you can add into the other models. You can find different types of universities because always we are university with the same general orientations. But when you organize and you look to find the model, we can see that we have more centralized universities, more federal universities, more or a little bit centralized universities with some autonomy of different faculties or different institutions of the University, have more orientation teaching Universities, more researcher teaching universities, more entrepreneurial universities. We have Difference types of application of this concept of university, and this depends on the evolution and development of each university that integrated in the country and integrated where they are. This is not a closed model, but it's something that appears when we analyze

individually each university because our focus is to teach in the plans and the learning process to increase the competencies of our students and our regions. we need to research and to publish and share with the community. It's unique to management knowledge that we are creating. we have the third nations, and we need to connect a lot with the community. So, this is some orientations and our opinions about some guidance from our conversation to share. Margarida shares the revisions about the university model and how you can improve the management of each university. We receive your comments and questions to create more debate. In some way give some orientations about what has been talked in this webinar? In your opinion, what is University governance?

Prof. Margarida Mano

This is a difficult question because governance is a little like quality for everyone knows what it is. I think governance, it's a very important concept in university because I see governance as the glue that links University structures, processes, and people in harmonious way, in a way that is balanced at the same time executive, but also diplomatic and collegium and so it is the glue that links this kind of structures and processes and people in harmonious way with the society. we could say with stakeholders and partners, but with the society, because University has a social role if it's private or public, but if it is especially public, a social role that is very, very important that university is as an institution with more than 1000 years and I think in Mediterranean and in Iraq, you have this kind of sense of the importance and the precious acknowledge at university. These blue links and these kind of complex process with the society are in the sense of a strategic picture and this is the point of changed governing or governance. It's not just management. In the kind of that we have goals, we have resources, and we must allocate them. Because there is a link between the university and society that link more in a strategic perspective, not just University's strategic plan, but also what the society expect from an institution that are educating and researching people from that will be active in the next 20 or 30 years. What we are doing now has a real impact in the next decade.

We can talk about governance, in a corporation. But in the university, I think governance is very, very important because, we are talking about complex institutions. When we talk about complex institutions, there are some authors that talk about the never-ending goals. we have the teaching that is a very important. we have research, research is very demanding, not just because it's expensive and very competitive in an international forum, where we are, it's what we are doing, how we are just not competing, but in a global perspective, collaborating and cooperating. we have the third mission, that it was very, very clear there that this is also a very complex mission, because we have the knowledge transfer with the market, but we have also cultural aspects with the society. So, this kind of three missions are very demanding. It is a social demanding that we all the firms today also are from these demanding, but the universities have also this social aspect, that is the authority's management and demanding aspect, because as Paul said, resources are discussing. Because public politics have tendentially less funding for the higher education. So, if we are in a pandemic, I think this is clear that public politics became more important, but the resources are not expanding. The fields like health are more demanding. I think we are not expecting to have more public funds. For the higher education. I'm talking in general, and I'm talking about Europe. There are realities, that can be very different. So, for me, the governance of the university and the models that universities have or choose, and the governments, because the models are very frame political and decisions in many cases. So, I think this is very important, because we expect a very wise way to balance and to manage everything internally. But looking to what we want to do, the dreams that we are, make the exploration in a changing process. I think everyone knows that there is responsibility to change that. The change process is an art.

Prof. Paulo Resende da Silva

it's a very large answer. But it's interesting because you can have when you look to the different models and sometimes very place in the world, sometimes asking me, which project as to what I was involved with, which are the best model format on my university, when they asked me, and they always give the same answer. So, you need to look to because every university and every reality have a different stage of development and a different stage of the structure of each

university. Every different stage of the connect with the community and management is third mission, so the question is, what do you recommend selecting? What is the most suite model for university?

Prof. Margarida Mano

I think the choice of the model not a magic thing. We have some models that are potentiating some kinds of advantages and disadvantage. In fact, it's very important that this model is the best one now. what I know is that as you said is very important the context, the culture not only the national context that is an issue, because national contexts are determining the timeline for instance the rules, the legal framework, and this is very important. we cannot for instance talk about Barton-Clark and entrepreneurial university that is a model very important even if it's not possible to do it in all the field but at least the idea considering the proactive university that is something that I think we leave today but when they start it was something new in academic field. we cannot think for instance Barton-Clark model that has the American context. So, can we import Barton-Clark? we can import some ideas and principles and values that are very important in whatever context, but we cannot import model and I am talking about working hard, but I could talk about Napoleon model and etc. In my view, what is important is the context. It means national context, but also institutional context as you said. We can have a same national context and we have institutions with the different profile and strategic choice. If they have the same rules of managing for instance financial resources, that could be the case in Portugal for instance, we have the same rules for all universities to financial management, even that, we can have institutions for which the research model is more appropriated and others were the Napoleonic model is more appropriate what they seem it's very important, the context, the national and the institutional context and the values and people, what kind of people that you have or especially because this is advice interaction, what kind of people is chosen to deliver the institution or to leave the center. So, I will afford to choose a model and look to the context in this field. I will look to the politics and to division where do you want to come? Where do you want to being in 20 years? what are the changes you need to do to achieve where we want to achieve? I think they are the two important questions and aspects to not to choose a model but to construct a model.

Prof. Paulo Resende da Silva

This is interesting because now we use a word that is very important “construct our model”. It's more adequate for our reality because when you choose the model and you try to choose a model, we don't forget that where we have some orientation from the government as a public university. So, each country and each government define some orientation they want to achieve in the future in some aspect. it's one of the reasons because I only speak now about Portuguese context and our moderator can support me if she agrees or not. In 18th and 19th and in the last century, the focus is increasing the qualification of the society and focus is more on learning models and teaching model. After then we need to choose and receive more orientation for research models and more focus on research because we achieve some important goals, so now you can go jump to another stage of the development. So, this kind of the situations of reality, it's very important to analyze, even so, in each moment, every university can choose different kind of orientation, if they have the autonomy, we assume that they have the autonomy to have this kind of choice. So, also this building, construct your model I think it's very useful to understand that it doesn't exist a model that asset to our needs totally. When you look for your experience a manager of the university, when I say manager not in governance model, but as a manager, because you work 14 years as a manager, direct manager of the university (strategic leader of the university). when we talk about strategic leaders of the university, directors, the deans and so on, and the managers, the administrative stuff, you need to understand which are the whole of each one because they have implication out to choose a model as we say. So, which kind of whole have competence, especially the key leaders, the strategic leaders, rectors, the deans of faculties, what kind of key competence that is more adequate?

Prof. Margarida Mano

We can say that the whole must be manager that you survived in the sense. They have goals, resources, people and they make choices to conduct and construct a way. I put the difference or not the difference but the requests for a good top leader of university in two points. The first one that I think it was important 30 years ago, which becomes more and more important, because when you are in the top, you must be aware and manage a lot of external information that is very, very important because you must be looking outside the more part of your time. If you want to change and to conduct the institutions for a point strategically in the future, you must be very aware what is happened, how can you anticipate things? How can you out all the world and with globalization that is very important. How are your partners, stakeholders, competitors? The state, the government, how are they? What are the players? And what kind of the game is going on? Because if you want to conduct institution to somewhere outside in the future, you must be not very informed about what's happened. I think for instance, it's very interesting because the band and the shock that games to all the world, I put a little point saying about, nobody says knows anything, because uncertainty can be a reality even. At this time, I think these kinds of qualities are very important, because we are also rebuilding a new world, what will be the university in 10 years, what we will be teaching in a new university in 10 years. I like that Universities are conservative institutions and it's very different to change. we put a lot of energy to change something because there are a lot of energy, etc. But in fact, when we think about, all will be the classes, the presential and the distance learning, we don't know nothing, but we know that we must be aware of what will be happening, and especially the choices that we might have, where are determining the future. So, I think this is one point very important is that the rectors, directors, the boards, the middle directions, but especially the top leaders must be very informed and looking to around, looking to the world, looking to the future. The second point that I think it's a little, is the balance with this point. In all my experience that I had and the things I made with teams. In all my experience I don't achieve, and I don't see anyone that making some success alone.

If the leader doesn't know very well the institution, the people, her expectations, but also what kind of thing motivate them, what are they interest, they interest that are sometimes and often very conflict? I didn't make nothing without people. I was looking outside. That's where we must go. And then searching for Alliance internal Alliance to go and sometimes we don't prove it, we don't have it. So, you must create other projects with creating internal alliance and then you have just people that try with you, it's confidential and then it goes with you. Sometimes, this requires time. Because confidence, it's the most important thing that only that can have. If people have confidence you, goes with you because you are a director that you have it. So, I think these are the two points that are very important, the capacity to give importance to the external world with the capacity to really be interested and know the internal structures process with special people.

Prof. Paulo Resende da Silva

I think that something that we are telling, is a little bit connected to the previous question, the construct of the model. You can have a very wonderful vision for our university but when a look inside, and you don't have the alliance personal groups or key persons, and you don't have adequate structure, and you don't have the key process oriented to them. you are missing something. So, this is one of the aspects because also Ahmed Al-Manea added something here and also they have some comments and some questions. I think that go oriented to them. So, when we look to the competence, when we looked to the walls of each other, we need to understand where we are and what we are, is sometimes you lose that. sometimes we have a lot of dreams in our mind to create a model university but with reality, you need to have these desires. So, these connections, it's critical to create our university model, and to make the links between this different whole and this competence. So how you look to this and what kind of shows excellence or recommendation you can use this word from our colleagues from Iraq to begin a process now.

Prof. Margarida Mano

I think that you have a lot of workshops on the topics that you have already some of them that are very important in this the kind of answer to your question. you can have tools and you choose what tools are the best and here you don't have an answer. I have big experience of change in institution, my tool was quality. Because I have the institution that was very well organized. But with the people inside people very indifferent rooms without talking with each other, It was of course many years ago. It was very curious because quality and quality systems were in a perspective of culture of quality. Because quality have bureaucracy, and we must manage very well things but in a culture of quality, we came to the good practice about openness, participation, responsibility, efficiency, and the clarity of the processes. it was the key for the change. It was very interesting because there were people that was not very qualified and the quality give to them the opportunity to be equal to the pair. I'm talking about Administrative Service to be paired with the technique and the people that was a very graduate so and quality was the two. But we can think in another tool, and I am looking to the topics that you are already like internationalization. internationalization could be very important, not just in the point and to looking to the international students, to staff, network, and international network. But could also very important in a perspective as benchmarking, but also the importing psychologically ideas that can change everything because sometimes institution think that has resulted somewhere. it's better to motivate to go up or not because you can have an institution where is very doesn't like what comes from the outside and then internationalization could not be. So, I think that we came to the idea to know well people, the key actors to change and, what are we going, what we want to be? I think for instance research is a good example because you know now research is very expensive. research is very demanding if we are talking about well steam or if you are talking about humanities and liberal arts. you have research is very competitive. So if you want to point your institutional as I thought you'd say it's a research university with the critic massing research in some three older, what kind of options do you do, you can just to make the choice, you can make all the choice if you have resources in symptoms, but you can make a choice to invest in schools, because you create a place where the professors are creating a college that are making with the juniors and are making some internationalization cross it etc. and then you can do it. you are thinking in something that requires time, but it's very internal link. you can make something, make a contract with someone that is very good in our area. if they have space to do it, because you are going to justice area and what you want results in a short time.

Prof. Paulo Resende da Silva

You looked to these two comments that request. With COVID-19, when we need to end, when everyone goes home and everyone's due to adapt very faster. This is not faster, is transformational, because it's one day you are in our office, in university and in our classroom and other day, we're at home giving lectures. So, this is one day for the other. So, this is disruptive situation, and this creates change in university. I think the question of Ahmed Amani is okay, look to this reality. Now, when you look to the models, what we need to adapt and changing the models. To answer to this reality, we come back to the essential lectures, some things they have in the reality of the situation of the university, we know that you can work in a technological platform. in European what is the big change that happened with this?

Prof. Margarida Mano

I think there are changes very important and even if we won't feel them in the next few years, I think they are in the agenda in this context. when you ask me what kind of characteristics a leader and I must have said look around know what the institution and I is think there are also another characteristic that is not the answer to this question, but it's important in this framework, that is the notion of time. What I mean is, I think someone is in the top, is very stressful. In this context because of course is speeding something but I think must have a time not speed. slowly time to have the good options. we must do everything at the same time. But I think if the leader has not the time to reflect and the time to choose, it will be very difficult. So, I think this is a characteristic. I think there are some things that will be very important, and one of them are infrastructures. I think the idea to manage the infrastructures in the world fashion. it will be very changed. I think the most important difference for me, is to think how we balance the old world and the

new world in a balance. In something that could make good sense. Even if it's looking for the millionaire perspective, or in the future perspective, because the university has this kind of a balance, because has the knowledge and the conservative perspective, the defending things from fashions and this is the knowledge of the centuries, but also must be in the front year of science. and with the robotic things, etc. So, I think the infrastructures must be because infrastructures are expensive and important. But I think we must do change the world that the way as we can look at the infrastructures and take profits of that. This is one thing. The other thing that I think this is also very important, because I think that will be more expensive to do presidential things because you have secularity costs, it's more difficult, more expensive, at least the mobility. Also, by Ambiental motives, and I think sustainability in the sense of the respect of the ambient, the people, the profit will be key. I don't know if they are sorry, the goals of this tool or other tool will be very clear for me that the balance between the stakeholders about what is the decisions that you take that respect the past, but especially are respecting the future are very, very important. A I think it's very difficult to manage the balance. I think there is a balance that is very strongly important in universities in this context and before that it's the balance between in one and you must respect Academy Friedman, you must create space to the initiative of academic staff, to project we have the tension of the after demanding research and dreaming etc. But the other hand you have the institutional power because reputation of an institution, credibility interdisciplinarity requires some sense of institution, especially if you compete in the international world. So is this balance very important. I think we all live very exceptional times. I believe that you must in fact look to the knowledge of university not with iPhone to not be wise to be to want to be in the new fashion. But you must be aware that nothing will be become the same.

Prof. Paulo Resende da Silva

There were some comments or questions for Ameer Al-Ammeedee. I think this is not the adequate moment to answer to this comment for one simple reason because you're looking more for pedagogical, methodological application. So, a lot of a project in Europe when you look from different, I don't know from dental students, but I know from business students, economic student, and IT student. we can see a lot of projects that we're working on that and try to develop and identify some models that are more adequate on our actual reality. So, because you are not specializing in medicine so it's difficult to say what needs to be changed on what we need to adapt to increase teaching of the learning process.

Prof. Margarida Mano

I think for instance not just this question about dental sciences but also for others, I think for instance the precision medicine became very important. It means that the robotic in medicine and in science and in the way that we are not treating the profile of people that we are treating that people even kind of have wealth characteristics. The precision science will be very important in dental science.

Prof. Paulo Resende da Silva

Thank you, Margarida, for your participating and sharing with us your opinion about these topics. Thanks to all and for your involvement and for engagement with during these six webinars. it's the last webinar now you got to change to a different type of events and the different type of training sessions. we know to be go to begin the next two weeks in workshops and the workshops is not an open session that we have on webinars. We go to participate on workshop, and we got to work with you to choose what are the critical persons on workshops. They can be especially the leader of the process in each university, participating in university that we know to begin to work in a different way. Thank you to all the persons that participated all webinars. We want to help Iraq University to understand the way that you can choose according to your needs. What is the best from you for your university including the models, the governance, the hour you use the autonomy, the quality assurance that you saw them in different webinars, and you can have different situations, different opportunities, different models? So, you need to always not to copy it but to adapt to your reality. Bye everyone.