



MEHEM

MAPPING EUROPEAN HIGHER EDUCATION MODELS
project under the auspices of EU

WORKSHOP ON

“CHANGES IN GOVERNANCE OF ITALIAN UNIVERSITIES: INSTITUTIONAL OR MARKET SOLUTIONS?”

SIENA, ITALY, APRIL 2-3, 2009

Certosa di Pontignano

<http://www.unisi.it/servizi/certosa/en/certosa.htm>

Organized by The Steering Committee of the MEHEM Project – Local Convenor: Prof. Angelo Riccaboni
**Under the patronage of the Confederation of the Presidents of the Associations of the Deans
of all Italian Faculties**

University systems have been in transition for the last 15 years throughout Europe.

Drives towards cuts in State budgets, pressures towards tightening university – firm links and efforts to create a more homogeneous higher education space - constituted the rationale for several reform waves in many EU countries.

The Bologna Accord in 1999 provided the reforms overall framework and long term vision.

This reform wave has created reform tension within the Italian university system. Critiques of university contribution to and the role within society, expectations of the role of the university in boosting local and country-wide competitiveness, claim for transparency, efficiency measurement and comparability, have largely questioned the definition of university mission and increased public opinion scrutiny on internal practices.

As a result, the Italian university system is now under careful scrutiny of stakeholders, media and society at large.

Many strategies have been formulated; competing models presented and claims for implementing broad solutions are raised by several stakeholders inside and outside the university system.

Within this large debate, increasingly hosted by the mass media after many years of complete silence in the destiny of the university system, it is evident that many contributions as well as legislative efforts seem to focus on themes such as governance, funding / performance metrics and transparency of internal processes (namely recruiting).



Under the auspices of EU, a group of universities – Sabancı University (Istanbul), Uppsala University, Università di Siena, Oxford University, also in collaboration with Instituto de Empresa Foundation (Madrid), UPMF (Grenoble) and DHV (Speyer) – is studying university reforms and practices within the MEHEM (Mapping European Higher Education Models) project.

The first results of the project show that, also because of the “mediatization” of the debate, many university reform proposals are framed along the lines of comprehensive **models** (privatization, competition,...) shaping how universities should conduct research and teaching, allocate financial resources, and accomplish their goals.

However, comprehensive models are enacted through concrete practices and these are the determinants of success. Consistently, the discussion should not aim to focus on the search of the optimal model as derived from samples of each country’s experiences. Oxford and Cambridge are not the unique UK university systems as Harvard, Wharton and Columbia are not the “American MBA model”.

Instead, the aim of the Mehem project is to trace specific **practices** (of governance, funding and recruiting) within specific university contexts in order to understand a) *how they affect the overall performance of each single university* and b) *how they circulate and spread within the university systems of the country* (determining their appropriateness).

The key factors are the drivers of the implementation of such practices, i.e. motivation, incentive systems, resident skills, organizational solutions. Their analyses enable us to learn from an international experience and a valid comparison, without creating dangerous generalizations out of inadequate samples. At the same time, it helps show how much variance is hidden inside apparently very homogeneous models.

This workshop represents the opportunity to discuss changes in governance in Italian Universities from an international perspective.

We hope this may enrich the current debate in Italy and we look forward to hosting an interesting discussion.



Preliminary Programme

April 2, Thursday

14:15 – 19.00

14.15 – 14.40 INTRODUCTION

- Welcome address, *Prof. Silvano Focardi, Rector of University of Siena*
- Introduction, *Prof. Behlül Usdiken, Sabancı University*

14.40 – 16.00 SESSION I: GOVERNANCE: AN INTERNATIONAL PERSPECTIVE

- Chairman: *Prof. Angelo Paletta, Bologna University*
- 14.40 – 15.20 University Governance: an international comparison, *Prof. Lars Engwall, Uppsala University*
- 15.20 – 16.00 Cases of old European Universities:
Oxford University, *Prof. Paolo Quattrone and Maja Korica*
Uppsala University, *Prof. Lars Engwall*

16.00 – 16.30 *Coffee break*

16.30 – 19.00 SESSION II: GOVERNANCE IN ITALIAN UNIVERSITIES

- Chairman: *Prof. Giulio Ghellini, Siena University*
- 16.30 – 17.00 Governance models and practices in Italian Universities, *Prof. Angelo Riccaboni, Siena University*
- 17.00 – 17.30 The new Governance rules at Camerino University, *Prof. Cristina Miceli, Pro-Rector, Camerino University*
- 17.30 – 18.00 The new Governance rules at Tuscia University, *Prof. Marco Mancini, Rector, Tuscia University, Viterbo*
- 18.00 – 18.30 Discussants: *Hon. Luciano Modica and Prof. Alessandro Schiesaro, La Sapienza University, Roma*
- 18.30 – 19.00 Debate



April 3, Friday

9:00 – 13.30

9.00 – 10.30 SESSION III: PERFORMANCE ASSESSMENT: THE MARKET AND ITS ALTERNATIVES

- Chairman: *Maja Korica, Oxford University*
- 9.00 – 9.30 The dilemma of university system governance: a pluralistic or fragmented network?, *Prof. Matteo Turri Milano University, Prof. Eliana Minelli, Carlo Cattaneo University, Milano*
- 9.30 – 10.00 The role of evaluation, *Prof. Giunio Luzzatto, Genova University*
- 10.00 – 10:30 An institutional perspective, *Prof. Carmelo Mazza, IE Business School*

10.30 – 11.00 Coffee break

11.00 – 13.30 SESSION IV: CLOSING PANEL

- Coordinator: *Prof. Behlul Usdiken*
- Panelists: *Prof. Alessandro Schiesaro, Prof. Marco Mancini, Prof. Monica Baraldi, Prof. Lars Engwall, Prof. Paolo Quattrone*
- Debate



Participants

This is an open-to-the-public event. However, for organisational reasons attendants need to enroll by contacting Ms. Francesca Trovarelli, trovarelli@unisi.it.

For more information please visit the website <http://www.unisi.it/eventi/mehem/>.

Approximately 30 highly qualified speakers from universities and administration are invited to present evidences and discuss their findings.

Participants who have currently confirmed their presence are listed below.

Monica **Baraldi**, Bologna University (Italy)

Albrecht **Bluemel**, Speyer University (Germany)

Franco **Ceccuzzi**, Hon.

Zaynab **El Bernoussi**, IE- Instituto de Empresa (Spain)

Lars **Engwall**, Uppsala University (Sweden)

Francesco **Favotto**, Padova University, delegate of CUN (Italian National University Council)

Paolo **Francini**, University of Siena, Rector's delegate for Special Affairs

Cristina **Galgani**, University of Siena (Italy)

Giulio **Ghellini**, University of Siena (Italy)

Maja **Korica**, Oxford University (Great Britain)

Danielle **Logue**, Oxford University (Great Britain)

Severine **Louvel**, Grenoble University (France)

Giunio **Luzzatto**, University of Genova (Italy)

Marco **Mancini**, Rector, Tuscia University, Viterbo (Italy)

Carmelo **Mazza**, Grenoble University (France)

Cristina **Miceli**, University of Camerino (Italy)

Eliana **Minelli**, Cattaneo University, Milano (Italy)

Luciano **Modica**, MP, Hon.

Berna **Oztekin**, Sabanci University (Turkey)

Angelo **Paletta**, Bologna University (Italy)

Alessandra **Petrucci**, Firenze University, member of CUN (Italian National University Council)

Paolo **Quattrone**, Oxford University (Great Britain)

Marta **Rapallini**, Responsible for University PD Toscana

Angelo **Riccaboni**, University of Siena (Italy)

Alessandro **Schiesaro**, La Sapienza University, Rome (Italy)



Etrit **Shkreli**, Sabancı University (Turkey)

Francesca **Trovarelli**, University of Siena (Italy)

Matteo **Turri**, Milano University (Italy)

Behlul **Urdiken**, Sabancı University (Turkey)

Roberto **Venuti**, University of Siena (Italy)

Linda **Wedlin**, Uppsala University (Sweden)

A complete list of participants will be available in due course.

Simultaneous translation will be available.



MEHEM, Mapping European Higher Educational Models, is a European project realized thanks to the participation of the Sabancı University (Istanbul), the University of Oxford, the University of Siena and the University of Uppsala. For years now scholars from these universities cooperate on analyzing changes in university systems, organizing international events and publishing studies related to university issues.

Three institutions from Germany (DHV, Speyer), France (UPMF, Grenoble) and Spain (Instituto de Empresa Foundation, Madrid) are partners of the MEHEM network.

The project's focus is the comparison of the mechanisms of university governance at European level in order to develop paths of changes for university politics and institutional managements.

Such a comparison is based on the analysis of the national university systems with reference to mechanisms of funding, monitoring and recruitment as well as on the definition of case studies inherent in specific universities.

MEHEM is part of the programme entitled "Promotion of the Civil Society Dialogue between the European Union and Turkey" which has been implemented by the Turkish Secretariat General for EU Affairs and co-financed by the European Commission.

Within this framework, the project also aims to contribute to Turkey's preparation for access to the European Union by providing an encompassing comparison between Turkish higher education systems and those of the leading EU member states. In particular, it aims to encourage the alignment of the Turkish university system within the international context, while respecting national specificity.

Project activities are available at the following link www.mehem.org.