European Universities governance challenges: from project based to sustainable and innovative alliances

Mirabela Amarandei, University of Bucharest

European Universities Innitiative, a vision for Europe

- Two pilot calls in 2018 and 2020 resulted in 41 alliances with diverse tipology of HE institutions; each alliance with a three-year project duration;

- Enhance and deepen the cooperation between universities;

- Long term and sustainable vision for innovative universities, linked with research and civic engagement;

- "European Universities should progressively build their capacity to act as models of good practice to further increase the quality, international competitiveness and attractiveness of the European higher education landscape and should become key elements of the European Education Area by driving excellence."- European Comission, 2020.

European Universities Innitiative, a vision for Europe

European Universities Association- *The Governance Models of European Universities Alliances*, 2021

Visual representation of alliances' governance structure

Strategic development & oversight	• Governing Board • General Assembly
Steering and Coordination	• Steering committee
Management and Implementation	• Project management team • Secretary General • Workpackage structure
Other bodies	• Student Council • Advisory Board • Local groups
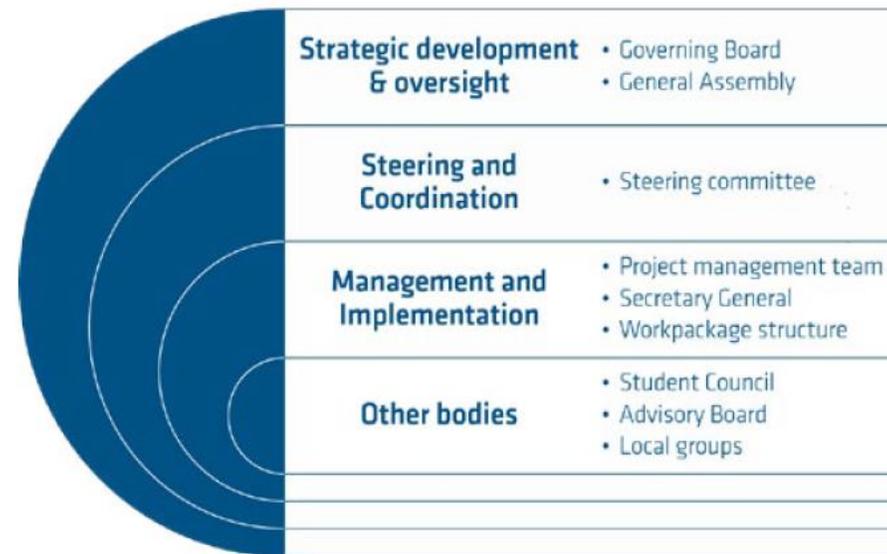
Figure 3 Source *own elaboration, based on consultation of publicly available information about alliances' governance structures*

Framework for a governance change in HE

Change in university governance

- Critical junctures coming from crises;
- *Routine adaptation*;
- Timing of events.

Routine adaptation: governance reforms' impact takes place gradually in the form of institutional routine and process/ decision layering.

Academic institutions develop institutional filters and buffers against external normative pressure and regulations.

"Sector specific inheritance comes before the import of general modernization and trends and before political choice."- **Gornitza Åse, Peter Maassen, Harry de Boer**, 2017, *Change in university governance structures in continental Europe*

The European University, a project or a vision for the future?

European Universities, at the forefront of the EHEA

Some challenges:

- Ambitious objectives vs. institutional cultures;

- National legislation; new governing framework- legal entity;

- Diversity and institutional complexity vs. common goals for a transformative vision;

- Leadership and motivation alignment;

- Funding and resources allocation;

- Internationalization degree (governance, curricula etc.).
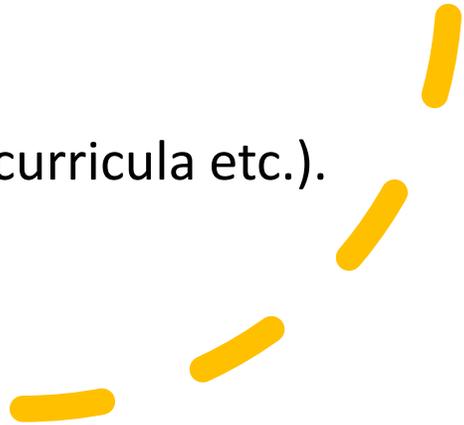
CIVIS Alliance- from project based to a common vision

An alliance of 10 universities across Europe

CIVIS mission:

- creating a European inter-university campus;

- designing new pedagogical and mobility models;

- creating ambitious and European recognized joint educational programmes at BA, MA and PhD level;

- increasing student mobility: 10% by 2022, 50% by 2025;

- becoming a legal entity by 2022; participative, inclusive, civic university by 2030.
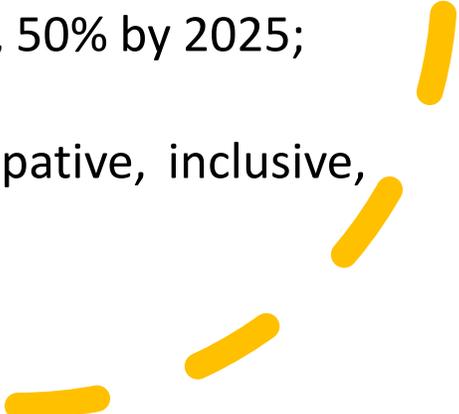
CIVIS Alliance- from project based to a common vision

CIVIS- sharing a long-term strategy on education, research, and innovation

- Regional distribution and diversity in institutional cultures, governance and national legislation;

- National/ institutional funding and resources allocation;

- Internationalization;

- Stakeholders' engagement.

Bibliography:

Gornitzka Å, Maassen P, de Boer H., Change in university governance structures in continental Europe. Higher Educ Q. 2017;00:1–16. https://doi.org/10.1111/hequ.12127

Christensen T., 2010, Springer, University governance reforms: potential problems of more autonomy?

European University Association, 2021, The Governance Models of European Universities Alliances, www. eua.eu

CIVIS Alliance website- www.civis.eu

Thank you!

Mirabela Amarandei, CIVIS Project Manager,

University of Bucharest