

## Celebration 90 years FWO

Moderator: Prof. dr. Jan De Groof, Professor University of Tilburg, HSE (Moscow) and College of Europe (Brugge).

Two speakers, to choose out of following list (each 20 minutes): Prof. Dr. Philip Altbach (Boston College); Prof. Dr. Theo Maasen (University of Copenhagen ); Prof. Dr. Guy Neave of Prof. Dr. Liudvika Leisyte of Prof. Dr. Harry de Boer of dhr. Jon File (CHEPS Twente); Prof. Dr. Isak Froumin (HSE, Moscow); Prof. Dr. Greg Craven (Catholic University of Australia); Prof. Dr. Theo Dijkstra (Rijksuniversiteit Groningen); Prof. Dr. Louise Fresco (Universiteit van Wageningen); Prof. Dr. Daniel Zajfman (Weizman Institute of Science Tel Aviv).

Short reply (each 5 minutes): Prof. dr. Lutgart Van den Berghe, Vlerick Business School, Guberna and UGent; Prof. em. dr. André Oosterlinck, prorector K.U.Leuven or Prof. dr. Koen Debackere, KULeuven.

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### **"How hybrid are today's Universities?" Application of the principles of Good Governance, also as a turning point in the relationship between University and Government?**

Good governance is mainly concerned with steering, managing and controlling, organising and implementing, internal supervision and accountability, and with the famous 'checks and balances'. This is especially true in 'hybrid' institutions - as universities are known because of their varying task profiles.

Good governance is also interwoven with a 'culture' within the institution and among staff.

What is lacking, probably to varying degrees, within Flemish universities?

Governance structures and decision-making processes should promote and objectify quality, innovation, competition and performance, and make them more transparent.

However, is there no need for new forms of governance, management, policy and personnel management, not only now but also in the longer term (2030-2050)? Does this call for a new vision, also from the government?

Good governance then becomes the counterpart of the claim for greater autonomy of both institutions and scientists. This implies less regulatory pressure from the government, but also more room for researchers and researcher groups, freeing them from the bureaucracy of the university.

The involvement must be made explicit to reduce the (internal and external) regulatory framework, while at the same time guaranteeing academic freedom and integrity.

Clearly, much remains to be done... And what are the best practices? Should we not advocate for a new relationship between University and Government, a kind of social contract? And for non-mandatory rules and general principles aimed at transparency and comparability between institutions?

