

Table of Contents

Acknowledgements	V
1 The Transformation of the University - Reality or Myth?	1
1.1 Decades of Higher Education Reform: Towards a New Social Contract..	1
1.1.1 Redistributing Authority: An Empirical Question	5
1.1.2 Redistributing Authority: A Theoretical Question.....	9
1.2 Change and Transformation from the Perspective of Organisational Sociology.....	13
1.2.1 Analysing the Organisational Transformation of the University with the Help of Archetypes	14
1.2.2 Re-Phrasing the Research Questions: Explaining the Organisational Transformation of the European University as a Transition between Archetypes	17
1.3 Structure of the Study	19
2 Analytical Framework	21
2.1 Actor-Centred Institutionalism	21
2.2 Building the Archetype Template.....	27
2.2.1 The Archetype Template	36
2.3 Factors that Hinder or Facilitate Archetype Change.....	39
3 Research Design	45
3.1 Comparative Case Studies	45
3.1.1 Country Selection	47
3.1.2 Selection of Universities	48
3.1.3 Selection of Fields of Research	50
3.1.4 Selection of Decision-Making Cases	51
3.2 Limitations.....	59
3.3 Data Collection	61
3.3.1 Modelling the Authority Distributions of Archetypes	61
3.3.2 Building the Empirical Case Studies	64
3.4 Data Analysis	65

4	Presentation of Archetypes.....	69
4.1	Bifurcated Hollow University	69
4.2	State-Chartered Employment University.....	71
4.3	Portfolio University	73
5	Higher Education in the Netherlands	79
5.1	The Dutch Higher Education System	79
5.1.1	Key Actors in the Higher Education Landscape	85
5.2	Relevant Policy Developments.....	87
6	Seeking Evidence of Archetype Change in Dutch Higher Education .	95
6.1	University A1	95
6.1.1	Research-Portfolio Decisions and the Selection of Research Priority Areas.....	96
6.1.2	Organisation of (Individual) Performance Evaluations	105
6.1.3	Internal Resource Allocation at the Central and Faculty Levels....	111
6.1.4	Observed Authority Distributions A1	115
6.1.5	Comparing A1's Authority Distributions to the Post-Transition Archetype Portfolio University.....	122
6.2	University A2	125
6.2.1	Research-Portfolio Decisions and the Selection of Research Priority Areas.....	127
6.2.2	Organisation of (Individual) Performance Evaluation	136
6.2.3	Internal Resource Allocation at the Central and Faculty Levels....	140
6.2.4	Observed Authority Distributions A2	143
6.2.5	Comparing A2's Authority Distributions to the Post-Transition Archetype Portfolio University.....	149
6.3	Reflection on the Dutch Cases.....	152
7	Higher Education in England.....	157
7.1	The English Higher Education System.....	157
7.1.1	Key Actors in the Higher Education Landscape	163
7.1.2	Relevant Policy Developments.....	165
8	Seeking Evidence of Archetype Change in English Higher Education	169
8.1	University B1	169
8.1.1	Research-Portfolio Decisions and the Selection of Research Priority Areas.....	171

8.1.2	Organisation of (Individual) Performance Evaluation	177
8.1.3	Internal Resource Allocation at the Central and Faculty Levels....	185
8.1.4	Observed Authority Distributions B1	189
8.1.5	Comparing B1's Authority Distributions to the Post-Transition Archetype Portfolio University.....	195
8.2	University B2	198
8.2.1	Research-Portfolio Decisions and the Selection of Research Priority Areas.....	200
8.2.2	Organisation of (Individual) Performance Evaluation	206
8.2.3	Internal Resource Allocation at the Central and Faculty Levels....	215
8.2.4	Observed Authority Distributions B2	219
8.2.5	Comparing B2's Authority Distributions to the Post-Transition Archetype Portfolio University.....	225
8.3	Reflection on the English Cases	226
9	Conclusions	231
9.1	The Study in a Nutshell	231
9.2	Answering the Research Question.....	232
9.2.1	Explaining Similarities in Observed Authority Patterns	235
9.2.2	Explaining Differences in Authority Patterns with Variations in National Policy Frameworks	239
9.2.3	Explaining Differences in Authority Patterns with Variations in Epistemic Cultures.....	241
9.3	University Autonomy and Authority in Use Revisited.....	242
9.4	Reflection on the Analytical Approach	244
9.5	Avenues for Further Research	247
	References.....	251
	Appendix.....	269

From Loose to Tight Management
Seeking Evidence of Archetype Change in Dutch and
English Higher Education

Weyer, E.

2018, XIII, 305 p. 22 illus., Softcover

ISBN: 978-3-658-19748-3