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A continuing role for academics : the governance of UK universities in the post-dearing era

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**Abstract**

The governance of higher education has become a recognised cause for concern. Many academics lament the demise of an easy collegiality in the face of the rise of a harder managerialism that robs them of control. But outsiders to the system, concerned about the efficiency and effectiveness of higher education management, are critical of the extent to which academics seem all too eager and able to block changes that might lead to universities better addressing the needs of society. This paper rejects the simple nostrums of both those who hark back to a collegial golden age and those who make the case for a brave managerial future. It argues that universities that are capable of real strategic change in response to challenge are capable of transcending the dichotomy between collegiality and managerialism as modes of organisation. In these successful universities, academics must be involved and prepared to lead, but they must also work in partnership with administrators, in institutions that will be strong to the extent that there is a shared vision that makes

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the institution rather more than just the sum of warring departments. (HRK / Abstract übernommen)