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Abstract

The aim of this chapter is to understand how performance is being measured and managed in universities and the way Performance Management Systems (PMS) have affected the roles and influences of key actors in the governance of universities. Results from a high performing Portuguese university show the inexistence of a fully developed PMS. In fact, even though there has been a substantial increase in the measurement of performance in most areas, there seems to be a lack of action, especially regarding individual performance. In terms of governance, the analysis of the case study through a new governance framework shows that external pressures to implement PMS (mainly coming from the state and from European policies) are the most influential ones. Moreover, results show that there has been a centralization of authority and a change in the roles of key actors. The number of external members in the main governing bodies grew and academics' bureaucratic work increased enormously. Nevertheless, academics are still the most powerful group in terms of

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decision-making. The governance reforms that took place in the Portuguese higher education system enable the implementation and functioning of PMS. But other factors should also be considered, namely the level of communication and the level of stakeholder involvement. These factors help to overcome resistances and to build trust, the most difficult piece of the performance management framework. (HRK / Abstract übernommen)

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