EXTERNAL PRESSURES FOR EXCELLENCE & RELEVANCE

ACADEMIC IDENTITIES & CULTURES

‘MISSION STRETCH’ & GOVERNANCE PARADOX

1) To what extent is strategic university governance able to drive regional engagement in the behavior of academic staff?

2) To what extent is strategic university governance able to reconcile historical traditions of regional engagement and new organizational-structural elements?

3) To what extent are formal innovations in university governance able to enhance the university’s contributions to regional development?

SPOTLIGHT ON:

Universities creating, validating, and regulating capabilities for regional engagement at the levels of strategic management and academic staff

CONSTRUCTIVIST INSTITUTIONALISM

institutional environments

ideational & institutional path dependence

instrumental vs. non-instrumental motivations

(dys)functionality of institutions

construction & enactment of narratives

Continuous investment in regional engagement activities, network & community building

Revision of historic, strategic, & political narratives by all actors involved

Utilization of instrumental & non-instrumental means of marking regional engagement prestigious & valuable

Creation of ideational & operational paths to academics’ regional engagement, revision of coordination solutions that fail to achieve purchase

POSSIBLE MANAGEMENT INTERVENTIONS

Institutional complexity of university-regional interactions

Path dependences & identities driving academics’ engagement behaviors

Interplay of historic & current narratives of universities’ regional missions

- Insufficient participation of institutional navigators in strategic decision-making
- A plethora of uncoordinated academic engagement activities alongside a limited number of prevalent models of strategic collaborations
- Universities as organizations have not yet been able to accommodate all identity types of engaged academics
- These identity types can be associated with academics’ professional (socio-cognitive) & role (task portfolio) path dependences
- Contemporary strategic, scholastic & stakeholder narratives often make historical regional missions symbolic & non-actionable
- Coupled with attempts at coordination, they can dissuade academics from meaningful regional engagement

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UNIVERSITY OF TWENTE.

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