



IHF

Bayerisches Staatsinstitut für Hochschulforschung und Hochschulplanung**

Call for Papers

Symposium: „Governance, Performance & Leadership of Research and Public Organizations“

Bayerische Akademie der Wissenschaften***, München, 15.–16.07.2015



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Chairman of the Executive Board of Charité – Universitätsmedizin Berlin

Prof. Dr. Dr. h. c. mult. Wolfgang A. Herrmann
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Prof. Dr. Stefan Hornbostel
Professor of Sociology (science studies) at the Institute of Social Sciences of Humboldt-Universität zu Berlin and head of the iFQ



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Prof. Dr. Dr. h. c. mult. Alfred Kieser
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Prof. Matthias Kleiner
President of the Leibniz Society

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Prof. Dr. Dr. h. c. Margit Osterloh
Professor (em.) at the Department of Business Administration of the University of Zurich, Research Director CREMA (Center for Research in Economics, Management and the Arts), Zurich

Prof. Dr. Manfred Prenzel
Chairman of the German Council of Science and Humanities

Prof. Dr. Martin Reinhart
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Prof. Dr. Uwe Schimank
Professor of Sociological Theory in the Social Sciences Faculty of the University of Bremen

Prof. William H. Starbuck
Courtesy Professor-in-Residence at the Lundquist College of Business of the University of Oregon and former president of the Academy of Management

Dr. Christine Burtscheidt
Head of the Office of the President of Goethe University, Frankfurt am Main



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“Out of all the ways in which mankind invests in the future, the promotion of scientific research is arguably the greatest opportunity” (Quack, 2012, p. 730)

New Public Management represents massive challenges for research institutes and other public organizations (Welppe, Wollersheim, Ringelhan & Osterloh, 2015). The aim of New Public Management is to create the greatest possible transparency with regard to the performance and control of public organizations and to promote competition between such organizations. An evaluation of their performance would appear to be desirable for various reasons. Firstly, the introduction of maximally objective criteria for the evaluation of performance is a prerequisite for being able to draw comparisons and uncover differences in performance. Secondly, a certain degree of performance monitoring is of interest to taxpayers. Thirdly, performance-evaluation data supply valuable information that can serve as a basis for political control of public organizations.

However, the unreflecting application of methods of control, performance measurement and leadership in the private sector (profit-oriented companies) to public knowledge-intensive organizations that are not based on the profit motive is being discussed more and more critically, the reason being that public organizations differ from private-sector organizations in several crucial ways. Instead of the primary goal of companies, which is to maximise profit, the main objectives of public bodies are the maximisation of education and knowledge (research organizations), the maintenance or restoration of health (health organizations) or a politically neutral mission to satisfy basic demands with regard to information, education and entertainment (broadcasting institutes subject to public law). Moreover, the preconditions needed for market competition to function often do not exist for research institutes and other public organizations. In the university context, for example, the number of publications in high-ranking journals is counted. This enables evaluation by external monitors that do not have sufficient knowledge to be able to evaluate performance *in terms of content* (Osterloh, Wollersheim, Ringelhan & Welppe, 2015; Kieser, 2010). Due to the resulting transparency, this can have positive consequences such as greater visibility of what research achieves, a greater willingness to promote research (Osterloh, Wollersheim, Ringelhan & Welppe, 2015) and greater autonomy from government regulation (Hicks, 2012 ; Lange 2008 ; Wissenschaftsrat 2011). However, self-monitoring by means of evaluations carried out by specialist colleagues (Osterloh, 2010) is replaced with bureaucratic oversight by people with little or no specialist knowledge regarding the research that is actually done.

These and other aspects of New Public Management impact on the governance, performance measurement and leadership of research organizations and other public bodies that we want to discuss in the framework of this symposium.

The aim of the conference is to bring together the latest useable and scientifically grounded knowledge regarding the issues of university control, performance measurement and leadership of research organizations and public organizations as well as to show ways of rendering such knowledge useable by politicians and science managers.

For this reason, papers submitted for the conference can relate to higher-education institutes, scientific organizations and other public bodies and can deal with the following issues:

Governance

In this area of interest, there are two questions especially that should be looked into. To what extent can promising control elements of private-sector, profit-oriented organizations be applied to public-sector, knowledge-intensive organizations and what have the successes and failures of New Public Management been up to now? For example:

- What is the effect of different governance models on performance in research and teaching as well as on the motivation and quality aspirations of members of universities?

- What are the positive and negative effects of quality assurance and quality-assurance instruments (e.g. accreditation procedures) on the quality of research and teaching at institutes of higher education? Who monitors and ensures the quality of accreditation organizations?
- What are the concepts underlying Universität 4.0 and what role do different governance models play in this?
- What influence is digitisation having on governance structures in research organizations and on concepts for the higher-education institutes of the future?
- To what extent does governance in universities foster collaboration with other research organizations?

Performance

The focus here is on the extent to which performance can be adequately measured in scientific and other public organizations and what ways of measuring performance point the way into the future? For example:

- With the help of what quantitative vs. qualitative indicators can performance be evaluated?
- How can the performance of scientists be adequately measured in the light of their specialist cultures?
- Are the methods and instruments currently being used to enhance performance sustainable?
- Are there alternative ways of adequately measuring performance in research and teaching?
- In what ways can social and digital technologies be used to measure performance in research organizations?
- How can creativity and innovation be fostered in research organizations?

Leadership

The question of the management of (scientific) personnel is an important challenge in research organizations. In addition to the existing challenges in other organizations, this issue is particularly concerned with how creativity, innovation and motivation can be promoted in the best possible way. For example:

- What do leadership concepts for research and other organizations look like?
- How does leadership in public organizations differ from leadership in private organizations?
- What does leadership that aims at the promotion of creativity, motivation and innovation look like?
- How can diversity be fostered by managers? What are the special features of leadership when it comes to the management of scientific teams?
- How can concepts for the development of personnel and organizations be designed in research organizations?

Papers on the interrelationship of governance, performance and leadership are especially encouraged. How can leadership improve the performance of public, knowledge-intensive organizations? Do different governance models suggest different leadership styles? What requirements will digitisation place on the governance and leadership of public, knowledge-intensive organizations in future?

The symposium is being jointly arranged by the Bavarian Institute for Higher Education Research and Planning (<http://www.ihf.bayern.de/>) (Prof. Dr. Isabell Welppe, Dr. Lydia Hartwig) and "FAceS" (<http://www.faces.wi.tum.de/>) (Dr. Jutta Wollersheim), a junior research group sponsored by the Federal Ministry of Education and Research. Further details of the symposium will be provided in the near future on the Internet at: <http://www.faces.wi.tum.de/> and <http://www.ihf.bayern.de/>.

We are very pleased to announce the participation of the following **keynote speakers** and participants in the **panel discussion**: **Prof. Dr. Karl Max Einhäupl** (Chairman of the Executive Board of Charité – Universitätsmedizin Berlin), **Prof. Dr. Dr. h. c. mult. Wolfgang A. Herrmann** (President of the Technische Universität München), **Prof. Dr. Stefan Hornbostel** (Professor of Sociology (science studies) at the Institute of Social Sciences of Humboldt-Universität zu Berlin and head of the iFQ (Institute for Research Information and Quality Assurance), **Prof. John P.A. Ioannidis** (C.F. Rehnberg Professor in Disease Prevention, Professor of Health Research and Policy, Stanford School of Medicine), **Prof. Dr. Dr. h. c. mult. Alfred Kieser** (Professor of Management Theory, Dean Graduate School and Vice President Research of the Zeppelin University Friedrichshafen) **Prof. Matthias Kleiner** (President of the Leibniz Society), **Prof. Dr. Dr. h. c. Margit Osterloh** (Professor (em.) at the Department of Business Administration of the University of Zurich, Research Director CREMA (Center for Research in Economics, Management and the Arts), Zurich), **Prof. Dr. Manfred Prenzel** (Chairman of the German Council of Science and Humanities), **Prof. Dr. Martin Reinhart** (Junior Professor of the Sociology of Science and Evaluation Research at the Humboldt-Universität zu Berlin and at the iFQ), **Prof. Dr. Uwe Schimank** (Professor of Sociological Theory in the Social Sciences in the Social Sciences Faculty of the University of Bremen) and **Prof. William H. Starbuck** (Courtesy Professor-in-Residence at the Lundquist College of Business of the University of Oregon and former President of the Academy of Management). **Dr. Christine Burtscheidt** (Head of the Office of the President of Goethe University) will chair the discussion.

The final date for the submission of papers in German or English (a maximum of 500 words on the contents of the planned presentation, whereby the main topic of the paper must be indicated (governance, performance or leadership) is

15.04.2015.

We would like to expressly point out that the questions described above will be the starting point of the discussion. Papers that directly address these questions are particularly welcome. However, these questions are only to be understood as examples; papers on closely associated issues can also be submitted.

Papers should be submitted **by e-mail to**: performance-management.iso.wi@tum.de. The decision as to whether the paper has been accepted for presentation during the conference will be announced by 31.05.2015.

At the end of 2015, a special issue of the journal "Beiträge zur Hochschulforschung" on the topic of "Governance, Performance & Leadership of Research and Public Organizations" will be published (edited by: Dr. Lydia Hartwig, Prof. Dr. Isabell M. Welppe and Dr. Jutta Wollersheim). If you are interested, you can submit your presentation (in the form of an article) by the end of July 2015 for possible publication in the special issue of "Beiträge zur Hochschulforschung" (www.bzh.bayern.de).

Literature

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