Kent Academic Repository

Presentation Outline

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  - 'Locate' managerialism
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  - Ideal type model of managerialism
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Research Overview

Research Focus

First Tier

Vice Chancellor

Second Tier

Deputy and Pro Vice Chancellors (PVCs)

Third Tier

Deans of Faculty or Heads of School

Directors of Professional Services

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Changing PVC Appointment Practice in Pre-1992s

Internal Secondment

Invitation/internal competition

Part time

Fixed term

Return to academic role

External Open Competition

External advertisement

Executive search agencies

Full time

Fixed term or open ended

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Rationale

- Quality of university management is arguably more vital than ever

- It follows that the appointment of future managers is "critically important" (Deem 2007), but little empirical work to date

- PVCs play a distinctive and pivotal role, yet under-researched and under-theorised (Smith & Adams 2008)

- PVC appointment practice is changing (Shepherd 2011) but the consequences are not well understood

- HE management is a long-standing policy concern, as evidenced by the Jarratt (1985), Dearing (1997) and Lambert (2003) Reviews and creation of Leadership Foundation in 2004

- Enduring perception of "leadership deficit" (Watson 2008)

- The standard academic discourse on managerialism warrants critical examination in the light of actual practice

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Research Questions

1. What is the case for change to the PVC appointment model?

2. What are the consequences of change for
- The demographic and professional profile of appointed PVCs?
- The careers of PVCs appointed via external open competition?
- The career aspirations and progression of third tier managers?

3. What are the implications of change for institutional management capacity building?

4. To what extent are the findings symptomatic of ideal-type managerialism?

5. What do the findings signify for academic-manager power relations?

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Mixed Methods Research Design

Census:
PVCs (n=215)

Online Survey:
Third Tier Managers (n=132)

Semi-structured Interviews:
VCs, PVCs, Registrars, Third Tier Managers and ESAs (n=73)

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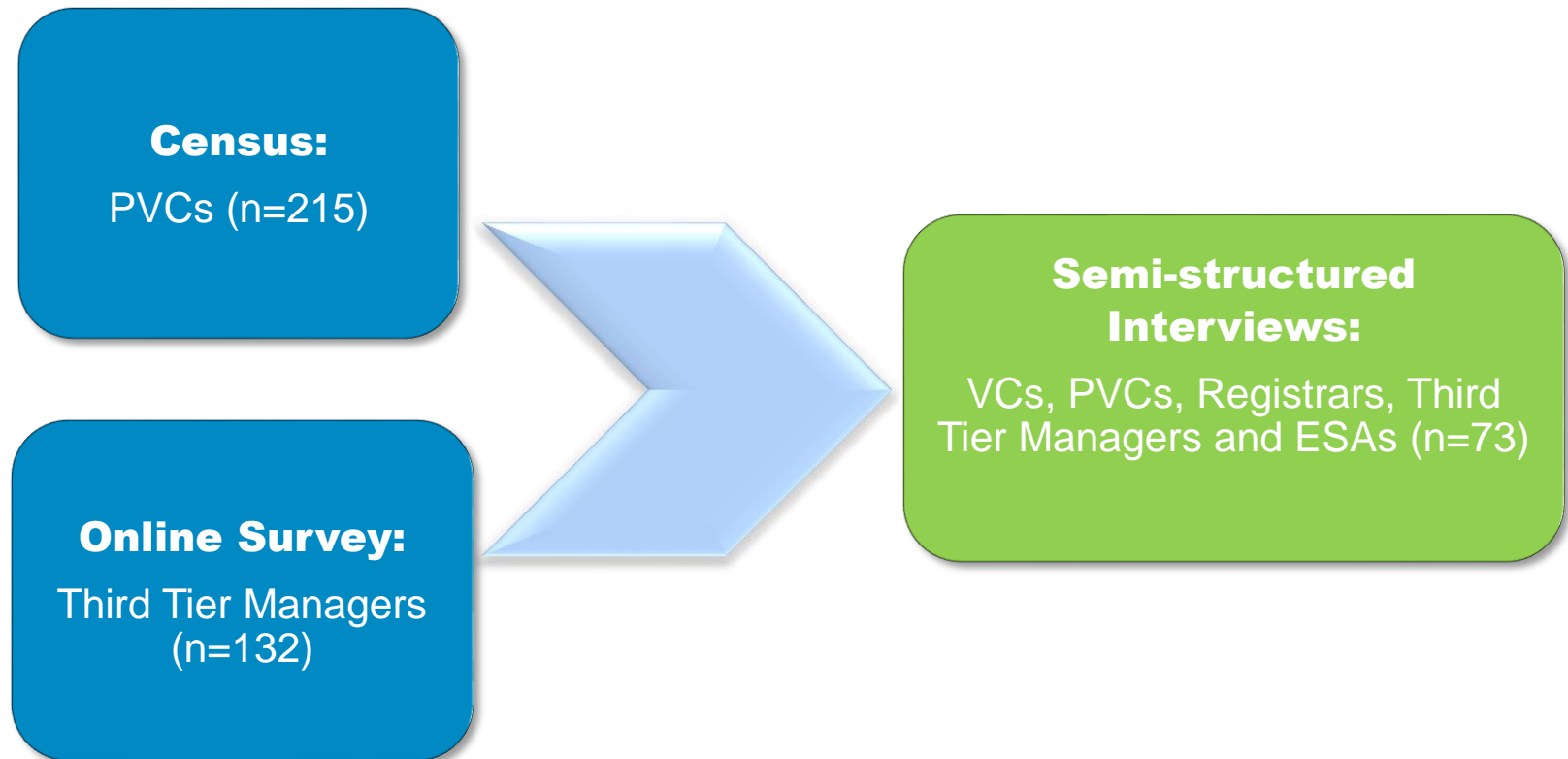
Research Participants

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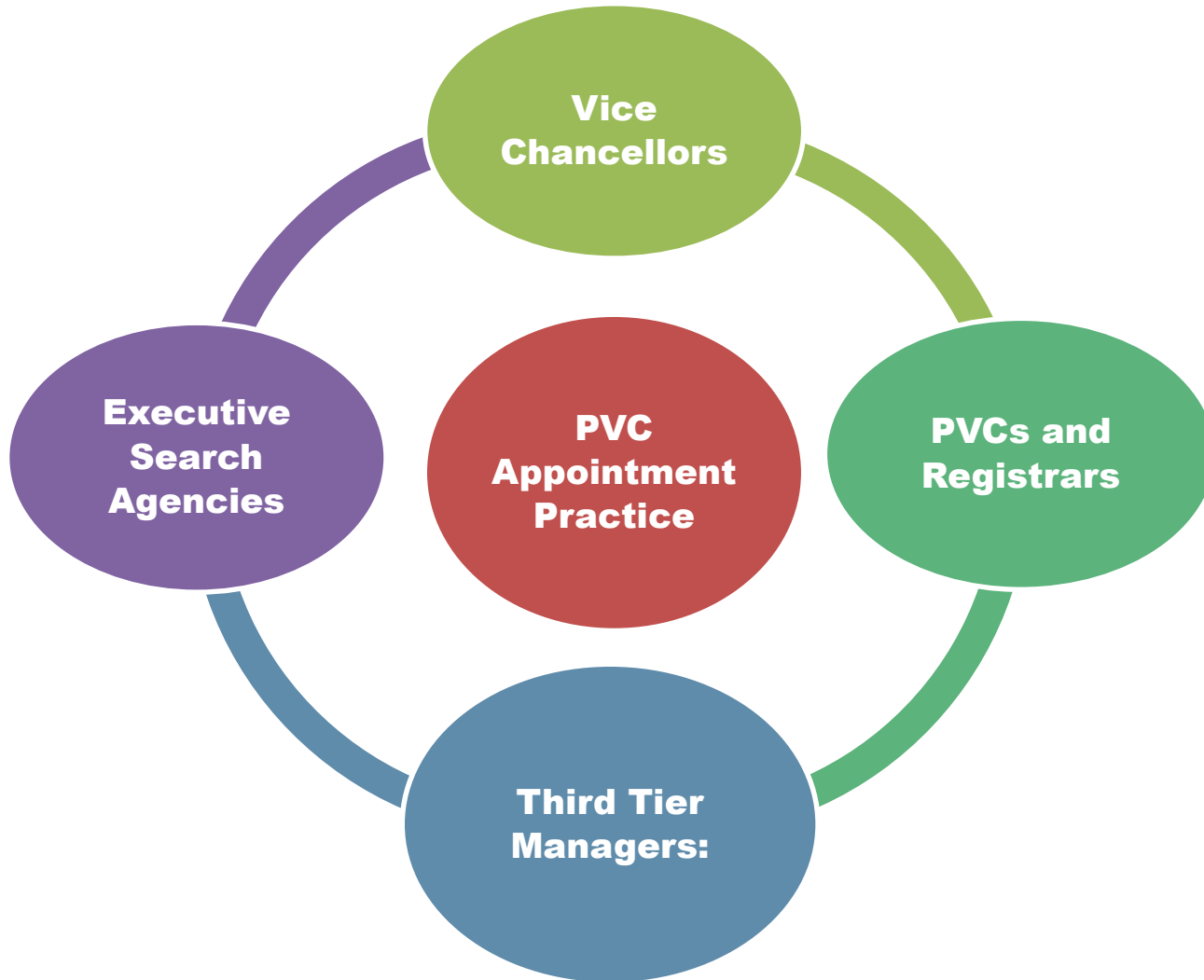
Conceptual Framework

'Location' of Managerialism

- Interrelated, yet identifiable as distinct phenomena
- Neoliberalism and managerialism as twin ideological pillars of NPM

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New Public Management (NPM)

- A new paradigm that represents a distinctly different approach to the provision of public services (Clarke, Gerwitz and McLaughlin 2000)

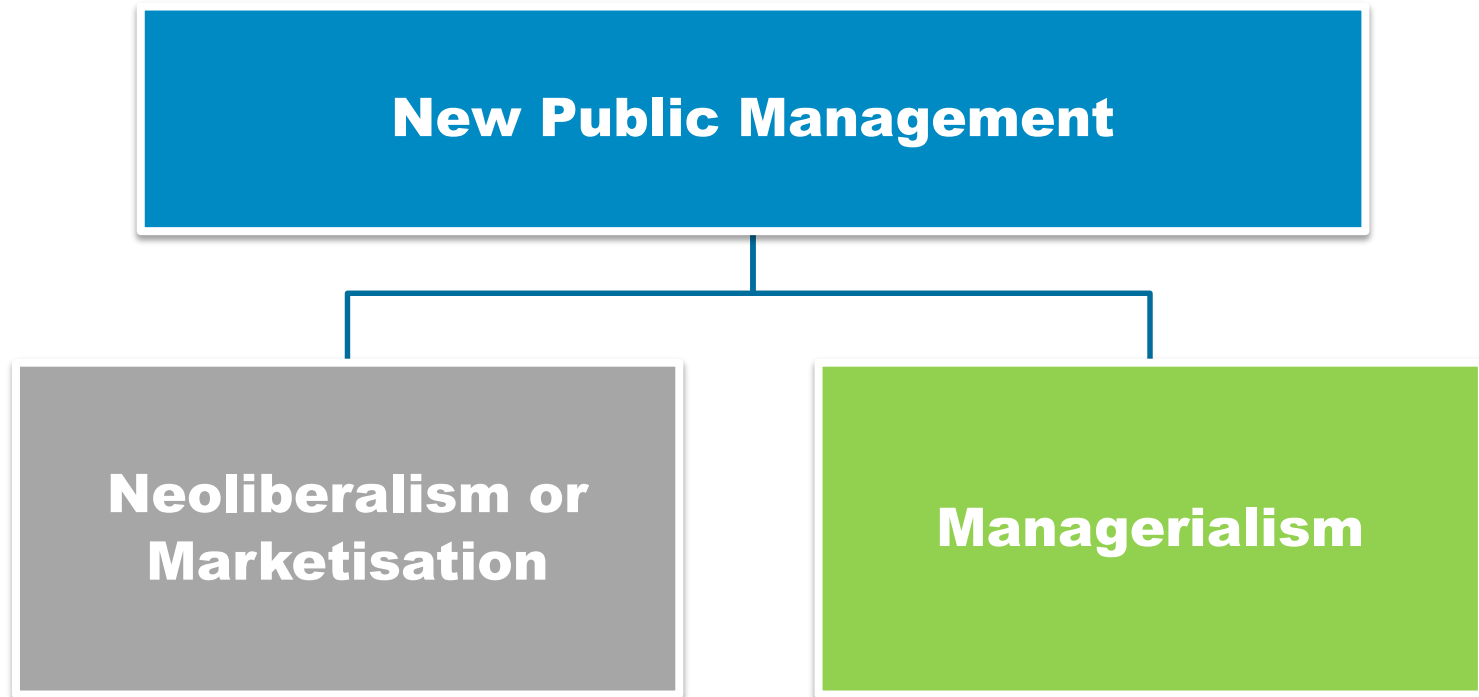- More specifically, a sustained set of reforms of the public sector from the 1980s onwards that represents a shift away from the traditional model of public administration (Hood 1991)

- Though often associated with ideas of the New Right, its emergence was the result of socio-economic as well as purely political factors e.g. recession and globalisation (Farnham and Horton 1996)

- But "chosen" rather than "caused" (Pollitt 2003) to solve perceived political problems: bureaucracy and professionals

- Former seen as inefficient and unresponsive and latter as self-serving monopoly providers not to be trusted to manage themselves effectively

- Solution was to make the public sector and its management look as much like the private sector as possible (Ranson and Stewart 1994)

Neoliberalism, or Marketisation

- Neoliberalism emanates from economics and public choice theory

- It conceives of the world as a marketplace in which global relations are based on free market principles (Maringe 2010)

- Faith in centralised government had waned and markets seen as a more effective mechanism to distribute money, goods and services

- A free market economy is said to facilitate economic prosperity whilst offering choice to consumers

- Its claim to legitimacy resides in championing individualism and freedom of choice (Ranson and Stewart 1994)

- It thus purports to be a form of economic democracy that serves the public better than politics (Farnham and Horton 1996)

- Some say it has become hegemonic, masquerading as "the only acceptable reality" (Vincent 2011)

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Managerialism

- Managerialism emanates from management theory

- "The pursuit of a particular set of management ideas" that represent a certain worldview, or ideology (Flynn 2002)

- Ideology: a systematic framework of values and beliefs, developed and maintained by a social group, about how the world is – or should be – that justifies and legitimates a particular course of behaviour

- Managerialism is the belief system of 'management', arguably the dominant group in an organisation (Klikauer 2013)

- Managers use the mantra of good management to justify their own autonomy in the same way academics may cite academic freedom

- In the private sector, it was market driven but in the public sector it has been politically driven and managers may be used as change agents

- From this perspective, managerialism can be seen as the means by which a political project like NPM has been effected (Newman 2000)

- Highly influential: the predominant ideology of society (Entemann 1993)

Ideal-Type Managerialism

1. ## Management is important and a good thing
   - If only things were better managed, the world would be a better place

2. ## Management is a discrete function
   - Separation of 'thinking' from 'doing'; management as strategic decision making

3. ## Management is rational and value neutral
   - Faith in planning and logical decision making; essentially technical and non-partisan

4. ## Management is generic and universally applicable
   - 'Management is management'; anything can and should be managed

5. ## Managers must have the right to manage
   - Managers must be granted discretion to make decisions and authority to direct others

6. ## Private sector methods are superior

Indicators of Managerialism

Ideological Tenet of Managerialism	Key Indicators for PVC Appointments
1. Management is important and a good thing	a. Recognition of the importance of DPVC posts b. Priority given to the appointment process in order to attract the best candidates c. A more managerial interpretation of the role
2. Management is a discrete function	a. DPVCs acting in a full-time management capacity b. Management skills and experience as the main criteria for the role c. Value placed on management training and development
3. Management is rational and value neutral	a. Appointment based on merit rather than seniority b. Rational and value neutral appointment decisions
4. Management is generic and universally applicable	a. Recognition of management skills and experience gained in any sector b. Appointments open to suitably qualified candidates from other occupational groups
5. Managers must have the right to manage	a. DPVC roles given appropriate authority and scope for managerial action b. Emphasis on positional, rather than expert, power
6. Private sector methods are superior	a. Adoption of private sector appointment practice b. Valuing of candidates from the private sector or with private sector experience

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Findings and Conclusions

Evidence of Ideal-Type Managerialism

Ideological Tenet of Managerialism	Key Indicators for the PVC Appointment Model	Evidenced?
1. Management is important and a good thing	a. Recognition of the importance of DPVC posts b. Priority given to the appointment process in order to attract the best candidates c. A more managerial interpretation of the role	Yes Yes (Yes)
2. Management is a discrete function	a. DPVCs acting in a full-time management capacity b. Management skills and experience as the main criteria for the role c. Value placed on management training and development	(Yes) (No) (Yes)
3. Management is rational and value neutral	a. Appointment based on merit rather than seniority b. Rational and value neutral appointment decisions	(No) No
4. Management is generic and universally applicable	a. Recognition of management skills and experience gained in any sector b. Appointments open to suitably qualified candidates from other occupational groups	No No
5. Managers must have the right to manage	a. DPVC roles given appropriate authority and scope for managerial action b. Emphasis on positional, rather than expert, power	(Yes) (No)
6. Private sector methods are superior	a. Adoption of private sector appointment practice b. Valuing of candidates from the private sector or with private sector experience	(Yes) No

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Conclusions

- Managerialism is not as all pervasive with regards to PVC appointments as might be assumed from the prevailing academic narrative

- VCs have bought into the necessity and benefits of management and thus internalised some aspects of managerial ideology (Vincent 2011)

- Emergence of 'management' as a distinctive social group more willing to assert their right to manage

- Universities seen as exceptional and so management skills are not deemed transferable – generic managers are not accorded legitimacy

- This is a context-specific 'academic-managerialism' rather than a generic ideal type

- PVC appointment process is deeply political, about maintaining power and social closure

- If this is true in other contexts and for management more broadly, it casts doubt on managerialism's claims as rational and value neutral

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Find out more

Website: sue-shepherd.co.uk

Twitter: @sueshepherdHE

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