Networked Universities: management implications

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A “networked uni”?

- By design?
  - Academic community
  - Free movement of ideas
  - Movement of persons (students, faculty, staff)
  - …
- Institutional organisation
  - joint programs
  - Campus / branch campus
- Business models
  - Not for profit/for profit (not private or public)
  - Intergovernmental agreements
- Role of alumni!

An Avalanche is Coming

“...the one certainty for anyone in the path of an avalanche is that standing still is not an option»

“...we see many possibilities but are by no means certain what the way forward is – because there is no single way forward. (...) Our central message ... to ‘ponder anew’. The certainties of the past are no longer certainties. The models of higher education that marched triumphantly across the globe in the second half of the 20th century are broken»
Is there a rational behind “networked uni”?

- Growth (incl. financial driver)
- Reputation
- Mission
- … fun!
Are we a “networked uni”? 

520 faculty 
1,700 lecturers 
10,000 students 
3,000 undergraduates 
4,000 graduate students 
400 PhD 
2,500 Executive education 

Students / faculty ratio 16:1 
6 Research Centers 
6 Bachelors and 88 Master specialisations 

+ 230 partners institutions 

Erasmus + 

Branch campus in Tunisia (+350 students) 
Marocco (2016) 

Executive education delivered in 12 different countries (China, Russia, countries of the Mediterranean, sub-Saharan Africa …) 

Center in London (100 students) and Madrid (opening 2016) 

Alliance of Management Universities 

+ 300 exchange agreements (excl. research contracts/agreements) 

… research networks (Yerun) … and thematic
Impact overview

• **The good**
  - Strategy planning (ambitious) : quality assessment / process
  - Cohesive
  - Change driver

• **The bad**
  - Overreaching changes …
  - “Complexity”
  - Choices

• **The ugly**
  - Implementing changes
  - Engaging faculty / Staff
  - Funding
  …and uncertainty!
Where do you feel the impact

Everywhere … (obvious)

Institutional change
Mind-set/culture
Governance/process
recruitment

Decentralized v. centralized model organizations

- Instruction language / working language(s)
  - English tracks
  - English speaking staff
- Syllabus: outgoing / incoming; calendar
  - Core curriculum / Electives
  - Change of calendar
- Services
  - Students (outgoing/incoming)
  - Campus: IT / Library
  - Top down v bottom up: a bit of both!

- Strategy: Partner institutions/offshore reach
  - Global bachelor initiatives
  - Offshoring programs
  - Offshore campus: francophone regions

- Branding
- Funding
  - EU programs (Erasmus +)
  - National programs
  - Own funding (grant funds through alumni donation and corporate funding)
Your world doesn’t exist anymore!

« a new phase of competitive intensity is emerging as the concept of the traditional university itself comes under pressure and the various functions it serves are unbundled and increasingly supplied, perhaps better, by providers that are not universities at all »

Lawrence Summers
ANNEX
PSL, a multidisciplinary institution

- **Physics**
  - Ecole normale superieure, ESPCI ParisTech, Collège de France, Observatoire de Paris, Mines ParisTech

- **Biology and medicine**
  - INSERM, Ecole normale superieure, Institut Curie, Collège de France, ESPCI

- **Astrophysics**
  - Observatoire de Paris, Collège de France

- **Engineering**
  - Mines ParisTech, ESPCI ParisTech, Chimie ParisTech

- **Mathematics and computer sciences**
  - Ecole normale superieure, Université Paris-Dauphine, Collège de France, Observatoire de Paris, Mines ParisTech

- **Social sciences and humanities**
  - Ecole normale superieure, Collège de France, Université Paris-Dauphine

- **Archaeology and Antiquity**
  - Ecole normale superieure, Collège de France

- **Arts**
  - Ecole des beaux-arts, Ecole des arts decoratifs, Conservatoire national de musique et de danse, Conservatoire national d'art dramatique, Femis

- **Economics, business and management**
  - Université Paris-Dauphine, Ecole normale superieure, Institut Louis Bachelier

- **Law**
  - Université Paris-Dauphine
Our programs

Dauphine’s curriculum structure

<table>
<thead>
<tr>
<th>POST GRADUATE</th>
<th>Doctoral School</th>
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<tbody>
<tr>
<td>Master’s 2</td>
<td></td>
</tr>
<tr>
<td>Master’s 1</td>
<td></td>
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| UNDER GRADUATE | Bachelor’s 2 |
|................|             |
| Bachelor’s 3   |             |
| Bachelor’s 1   |             |

Courses are available in English from year 3 onward

Undergraduate programs

2 tracks, 6 specializations:

- **Mathematics & Computer Sciences**
  - B3 Mathematics
  - B3 Information Technologies

- **Management & Economics**
  - B3 Management
  - B3 Economics
  - B3 Social Sciences
  - B3 Law

Over 90 possible specializations

- **MANAGEMENT**
  - Marketing & Strategy
  - Finance
  - Audit, Accounting & Reporting
  - Human Resources Management
  - Strategic Management & Consulting
  - International Management
  - Business Administration
  - Information Systems

- **ECONOMY**
  - International Affairs & Development
  - Digital Economy
  - Health Care Economics & Management
  - Economics & Financial Engineering

- **LAW**
- **PUBLIC AFFAIRS**
- **INFORMATION TECHNOLOGIES**
- **MATHEMATICS**
- **JOURNALISM**
In the top 5 in France

- # 5 French institution in its fields (Shanghai 2015)
- # 3 in Statistics (QS 2015)
- # 4 in Maths (QS 2015)
- # 4 in Economics (QS 2015)
- # 5 in Computer Sciences (QS 2015)
- # 5 in Accounting & Finance (QS 2015)
- # 5 in Business & Management (QS 2015)
- # 5 in Politics & International studies (QS 2015)