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POLICY  
INSTITUTE**

**KING'S**  
*College*  
**LONDON**

# **The New Power University: Rediscovering the public purpose of higher education in times of uncertainty**

Jonathan Grant

For more information, contact:

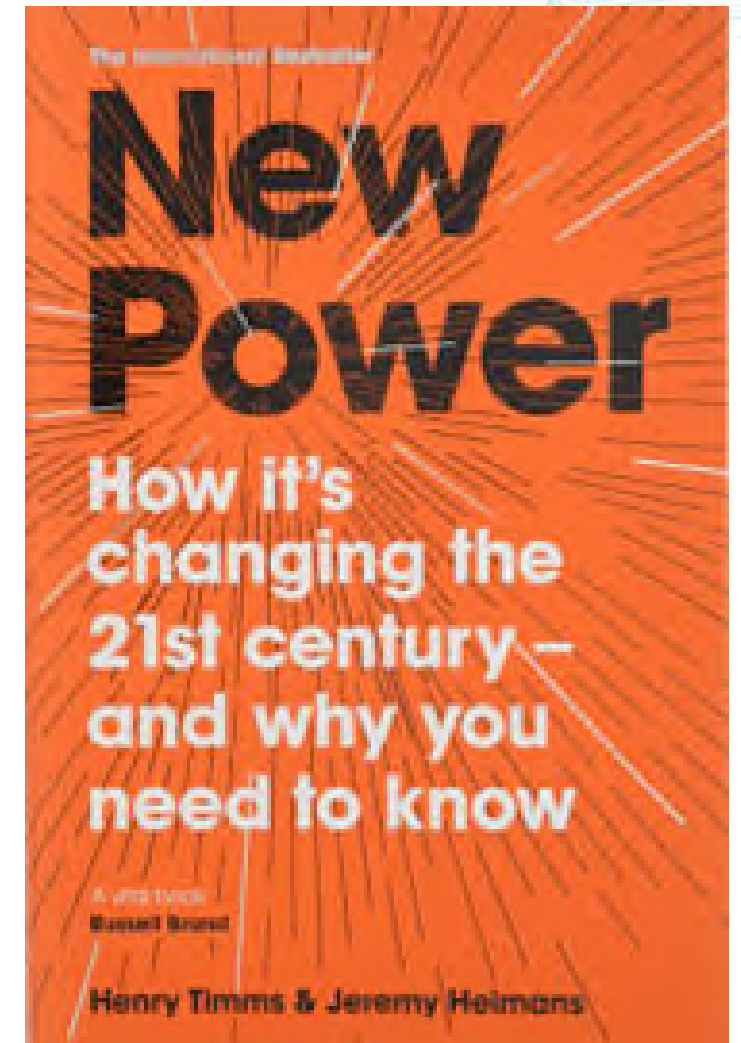
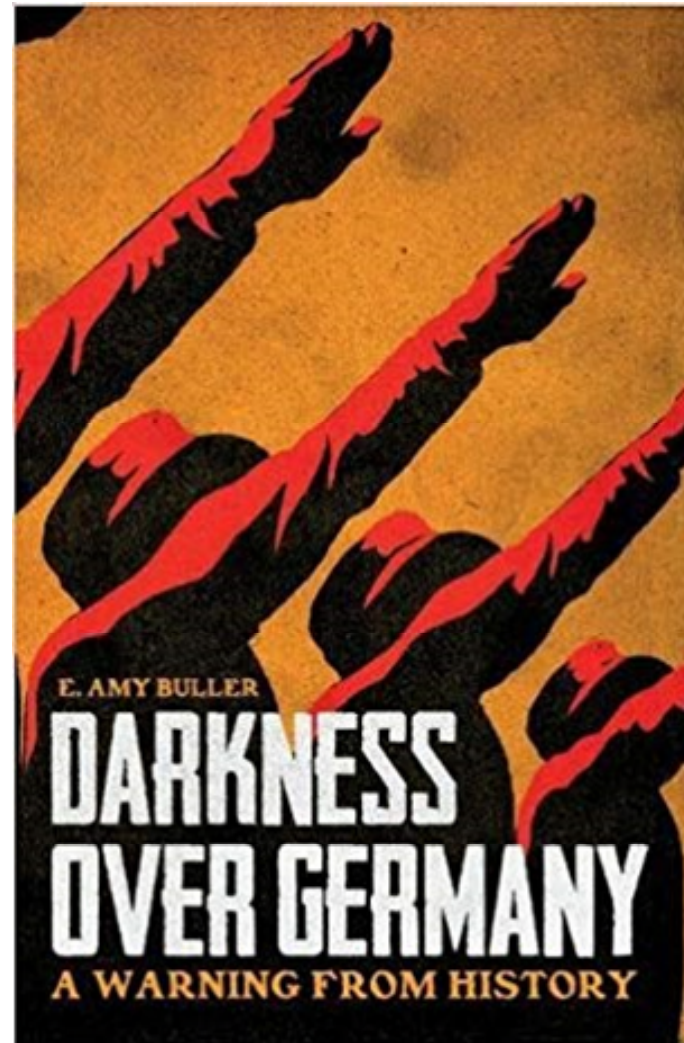
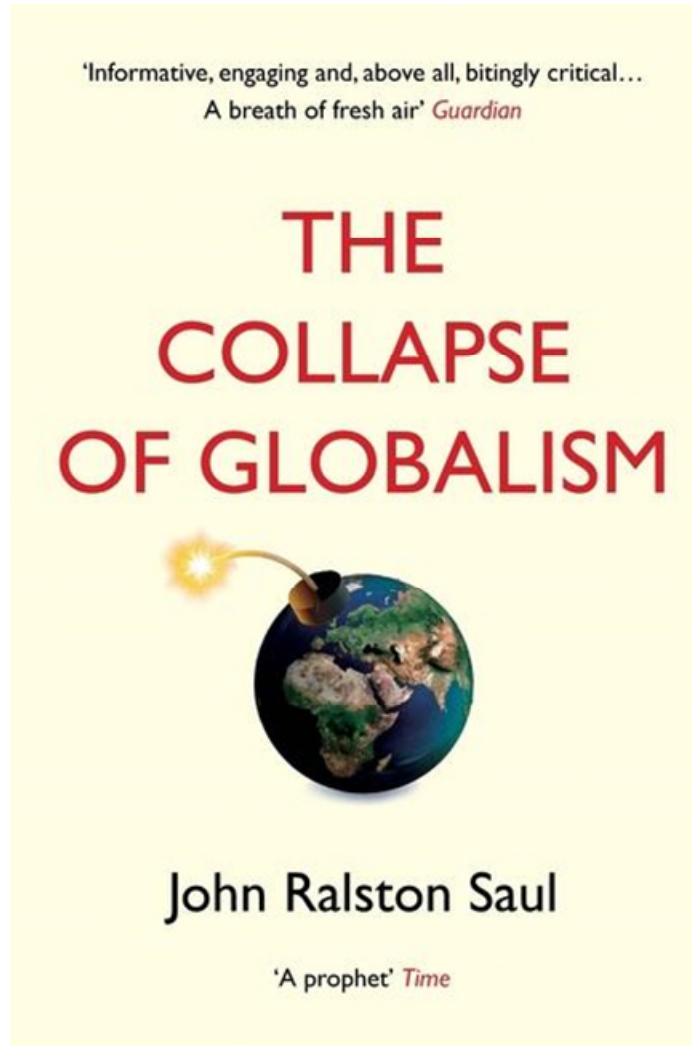
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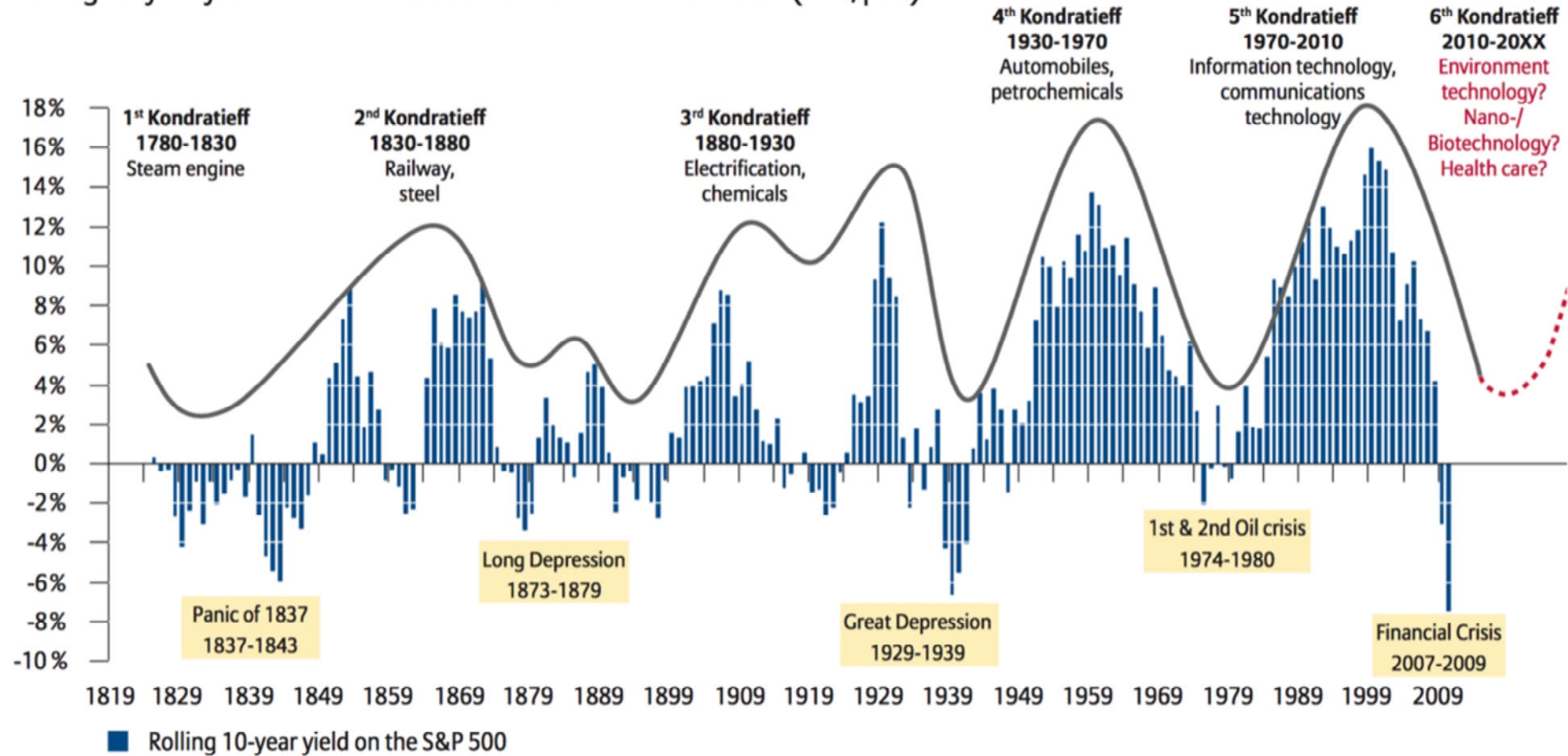
# Three books, three ideas





# As illustrated in long waves of prosperity (Kondratieff cycles)

Rolling 10-year yield on the S&P 500 since 1814 till March 2009 (in %, p. a.)



Source: Datastream; Illustration: Allianz Global Investors Capital Market Analysis





**UCU**  
University and College Union  
**KING'S**  
College  
LONDON

KNOWLEDGE IS POWER

**PENSIONS**

I SHOULD  
BE IN CLASS  
— BUT —  
MY PROFESSORS  
ARE HERE  
HINT @King's College

Socialist Worker  
**KICK THE  
TORIES  
OUT!**

**OUR  
PENSION  
AXED.**  
Support  
our strike to  
defend USS  
**UCU**

**OUR  
PENSION  
AXED.**

**OUR  
PENSION  
AXED.**

6



UK seaside special

**Summer party food**

**The Guardian**

**Revealed: the scale of racism at universities**

For Britain's first time, a study reveals that the problem of racism is widespread

World's largest Camp Frenchie 2019

Can AI help you find the best holiday home?

Liam Gallagher

**The Guardian**

**May warning to universities over high cost of tuition fees**

Universities are being urged to cut costs as the government prepares to introduce a new system of student finance

Arterton honours equal-pay pioneers

Gwen Davies and Eileen Pallen, two 'Sagebrush Girls' who stood against Ford management to win equal pay in the 1970s, were accompanied by the actor Gemma Arterton, who starred in the musical *Made in Dagenham*, on the red carpet for this year's Ballon. All three were

Oxfam three 'threatened witness' in Haiti inquiry

Oxfam's three 'threatened witness' in Haiti inquiry

**THE SUNDAY TIMES**

**JAMIE'S EASIEST RECIPES EVER**

**BAKE OFF IS BACK!**

**THE DISH MAGAZINE**

**Universities take foreign students ahead of British**

Drive for higher fees betrays 'studs' losses

**Chinese buyer eyes Manchester United**

**U.S. BOLT FROM BLUE USAIN BOWS OUT WITH BRONZE**

**Milly Dowler's killer linked to 24 attacks and rapes**

**Daily Mail**

**What happened when Keith met Marianne 50 years after that tryst?**

As MP provokes storm by asking what students are being taught about Brexit, a troubling insight into...

**OUR REMAINDER UNIVERSITIES**

**Now vile Weinstein could be**

**The Daily Telegraph**

**University fees a 'Ponzi scheme'**

Universities are being urged to cut costs as the government prepares to introduce a new system of student finance

**Big Ben reprise as officials order rethink**

**Corbyn forces MP to quit over sex gang claim**

**Neel Jones taken off the air over sex harassment**

**THE VERDICT** FABULOUS FOOT 20-PAGE FOOTBALL MAGAZINE

**Daily Mail**

**Play our new £100,000 Murder Mystery Game!**

£25,000 cash rewards must be won - solve the clues to find WHO MURDERED!

**MILLIONS SPIED ON BY GREEDY TOP UNIVERSITIES**

They secretly hire investigators to snoop on ex-students' salaries, pensions and even friends in drive for donations

**50P**

**1**

**A-level results 'free-for-all'**

More top degree places available than ever before as leading universities open their doors

2017 clearing 'a fantastic opportunity' for this year's A-level students

Glut of vacancies means universities will lower entry requirements

**INSIDE**

**Student advice guide - what to do now you have your results**

Where Moggumentum goes next

The Tories need new policies to really reach young people

Michelle Moore

What I wish I'd known when I was a teenager

Determination counts for much more than exam results

What rule book? Zawe Ashton on nudity, women, politics and acting

PLUS TV PUZZLES DAY-NIGHT CRICKET ARRIVES IN ENGLAND

**the guardian**

**STUDENT LOAN WORSE THAN A MORTGAGE**

Most graduates will carry debt burden for 30 years and never fully repay it

**Student debt to hit £57,000 for the poorest**

Abolition of last maintenance grants will hit least wealthy hardest, says IPS

**THE TIMES**

**Inside the A-list fashion house**

**Win a luxury fishing lodge in France**

Three quarters of graduates will never pay off student debt

# **We – and universities – are living in an “in-between time”**

- Students and young people are ‘digital natives’
- Variable economic growth and inequity
- Climate crisis (academic travel)
- New (and unique) set of Gen Z values
- Longevity (life-long learning)
- Rise of populism in a number of countries
- Globalization of knowledge (‘decolonizing the curriculum’)
- End of ‘new public management’?
- Place-based politics and place making (‘levelling up’, ‘civic universities’)
- Global pandemics ....



# A “positive moment of uncertainty” for universities?

## OLD POWER VALUES

## NEW POWER VALUES

Managerialism, institutionalism,  
representative governance

Informal, opt-in decision making; self-  
organization; networked governance

Exclusivity, competition, authority,  
resource consolidation

Open source collaboration, crowd  
wisdom, sharing

Discretion, confidentiality, separation  
between private and public spheres

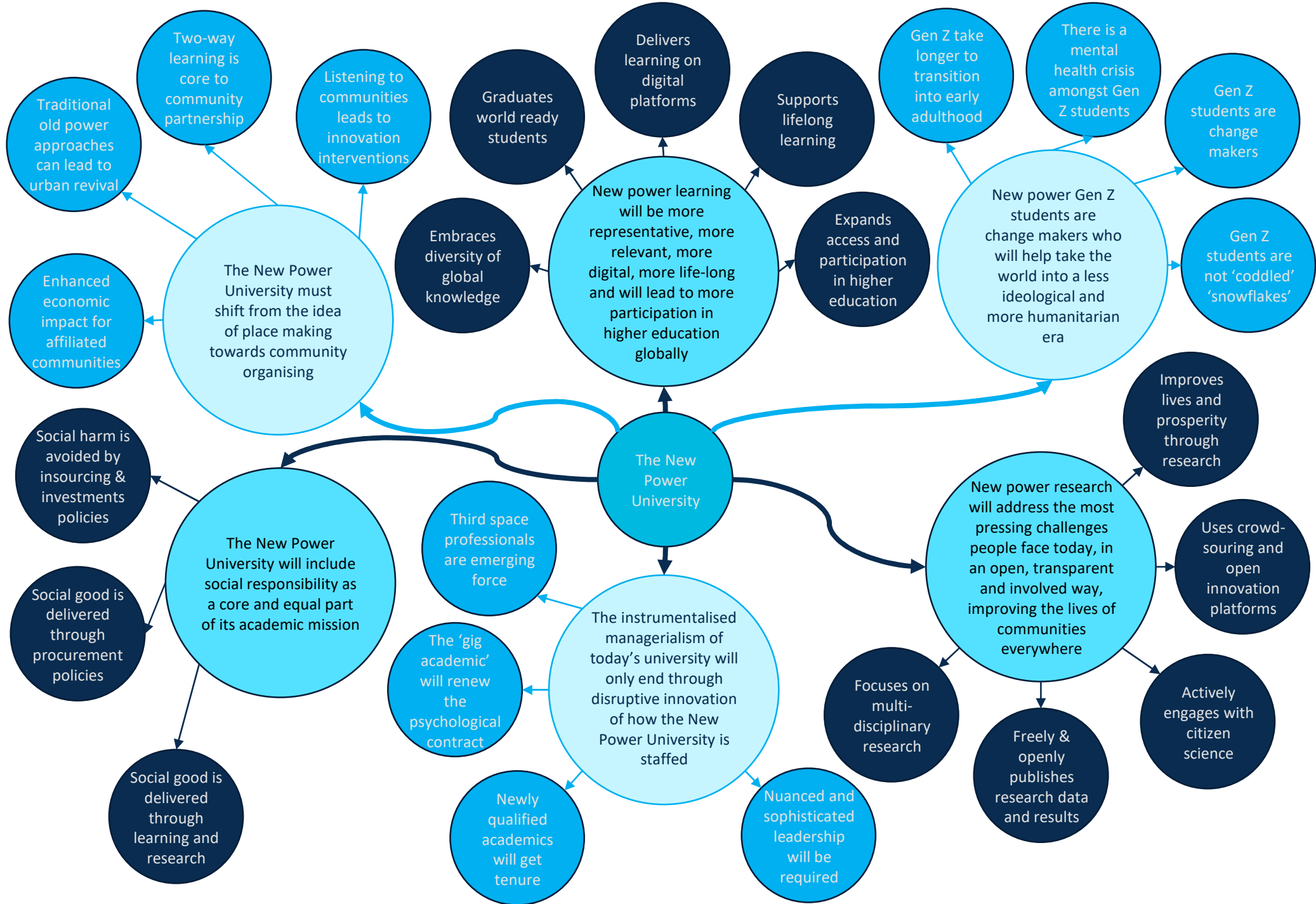
Radical transparency

Professionalism, specialization

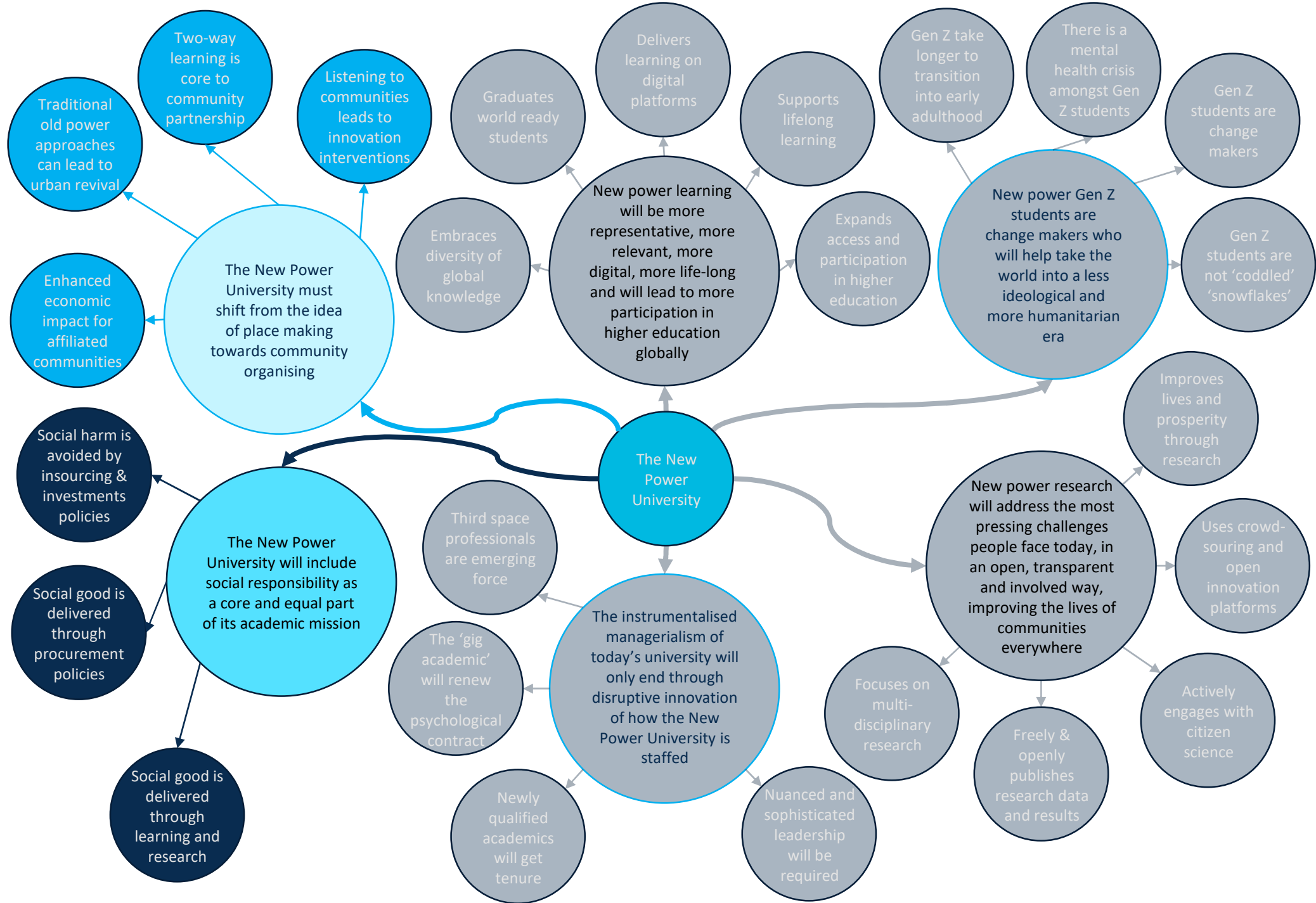
Do-it-ourselves, “maker culture”

Long-term affiliation and loyalty,  
less overall participation

Short-term, conditional affiliation;  
more overall participation







The New Power University must shift from the idea of place making towards community organising

The New Power University will include social responsibility as a core and equal part of its academic mission

New power learning will be more representative, more digital, more life-long and will lead to more participation in higher education globally

The instrumentalised managerialism of today's university will only end through disruptive innovation of how the New Power University is staffed

New power Gen Z students are change makers who will help take the world into a less ideological and more humanitarian era

New power research will address the most pressing challenges people face today, in an open, transparent and involved way, improving the lives of communities everywhere

Traditional old power approaches can lead to urban revival

Two-way learning is core to community partnership

Listening to communities leads to innovation interventions

Enhanced economic impact for affiliated communities

Social harm is avoided by insourcing & investments policies

Social good is delivered through procurement policies

Social good is delivered through learning and research

Graduates world ready students

Delivers learning on digital platforms

Supports lifelong learning

Gen Z take longer to transition into early adulthood

There is a mental health crisis amongst Gen Z students

Gen Z students are change makers

Gen Z students are not 'coddled' 'snowflakes'

Embraces diversity of global knowledge

Expands access and participation in higher education

Third space professionals are emerging force

The 'gig academic' will renew the psychological contract

Newly qualified academics will get tenure

Nuanced and sophisticated leadership will be required

Improves lives and prosperity through research

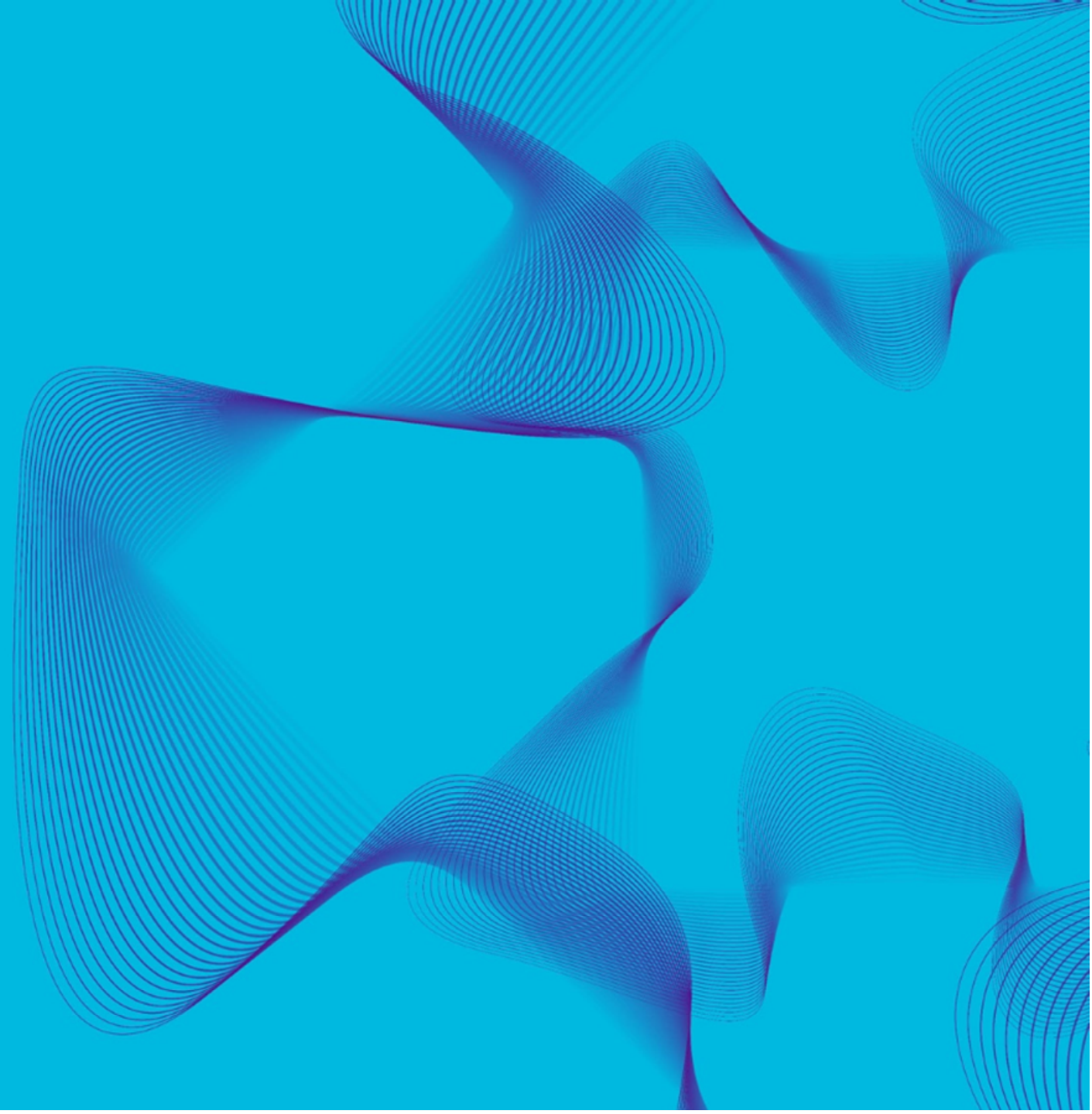
Uses crowd-sourcing and open innovation platforms

Actively engages with citizen science

Focuses on multi-disciplinary research

Freely & openly publishes research data and results

**The New Power  
University will  
include social  
responsibility as a  
core and equal part  
of its academic  
mission**



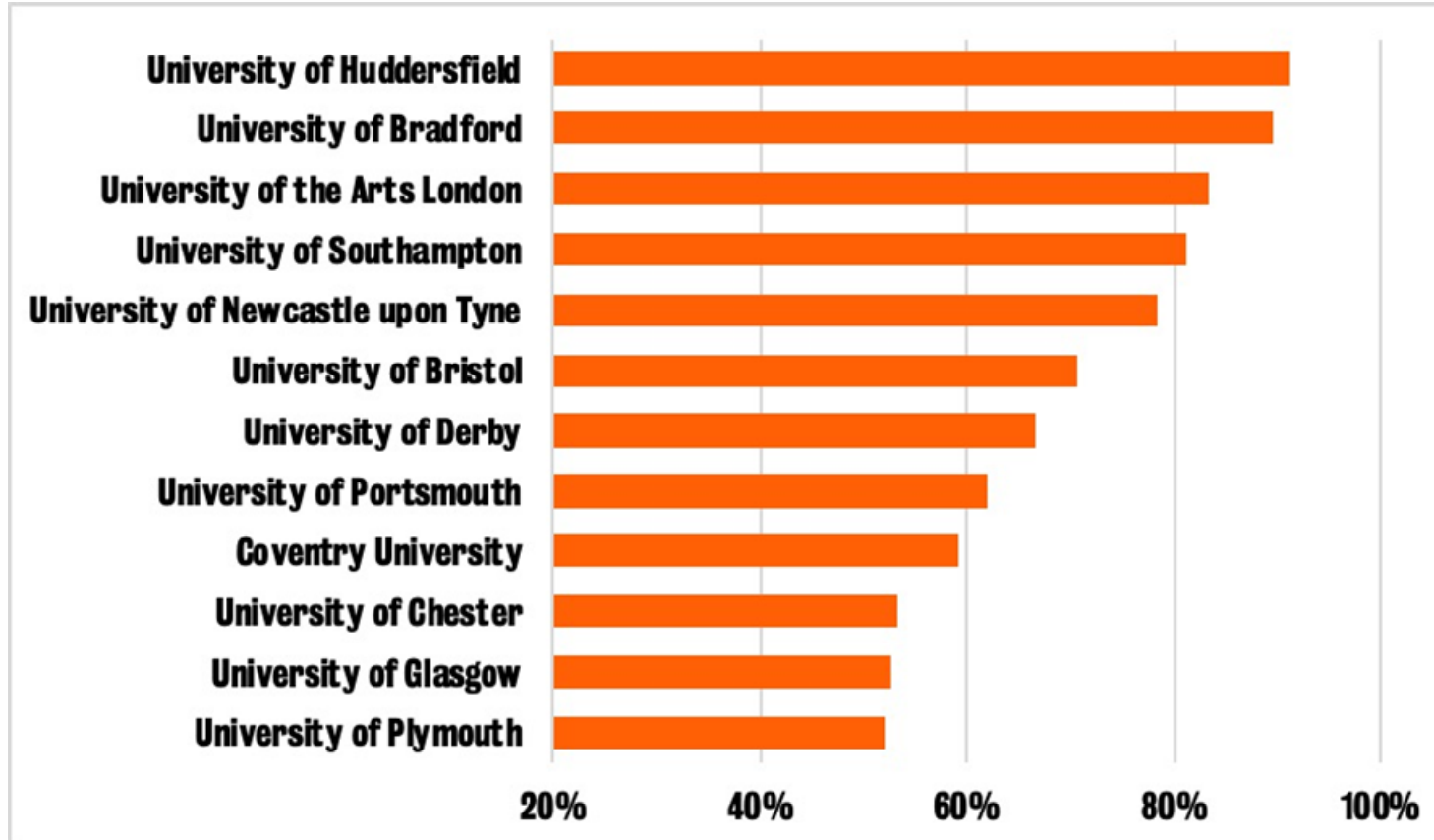


# Lessons to be learnt from the private sector

- There has been a shift from the notion of ‘corporate social responsibility’ to ‘shared value’ (Kramer and Porter 2011)
  - Endorsement from leading business commentators:
    - ***“There is a growing acceptance among business leaders of the need to broaden the pursuit of shareholder value to one that is based on inclusivity, sustainability and purpose”.***
- Editorial Financial Times, 27 October 2019
- Important not to over emphasise the impact shared value has had on the private sector; critics will argue that a lot of this is still window dressing using new business jargon and that genuine shared value is rare
  - Shift from CSR to shared value, mirrors the shift that universities need to make from ‘public engagement’ to ‘social responsibility’ (Bull and Grant, 2019)

# Serving local communities

Proportion of case studies with city level impact to number of case studies submitted to REF 2014 (HEI's with 10 or fewer *submissions* excluded)





# King's adopted 'Service' as its way of delivering social responsibility within its academic mission



*“It was an opening not only of college doors, but of doors into higher life for hundreds of men who have since shown how prompt and how able they were to pass over the threshold when the bolts were once drawn.”*

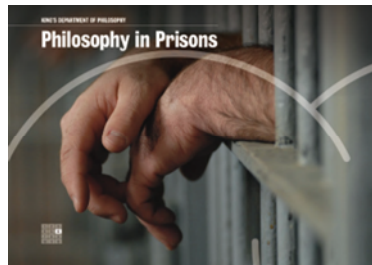
Dickens (1858),p58  
quoted in Hearnshaw (1929), p256

# Old and New Power Universities taking on social responsibility

Social reform



Educational experience



Research impact

Volunteering



Environmental sustainability

THE IMPACT RANKINGS 2020

17 PARTNERSHIPS FOR THE GOALS  
+ TOP 3 SDGs

TOP 10 OVERALL PARTNERSHIPS FOR THE GOALS + TOP 3 SDGs

2020 rank	Institution	Country/region	Score
1	University of Auckland	New Zealand	98.5
2	University of Sydney	Australia	98.1
3	Western Sydney University	Australia	97.9
4	La Trobe University	Australia	96.6
5	Arizona State University (Tempe)	United States	96.3
6	University of Bologna	Italy	96.1
7	University of British Columbia	Canada	95.9
8	University of Manchester	United Kingdom	95.6
9	King's College London	United Kingdom	95.4
10	RMIT University	Australia	94.9

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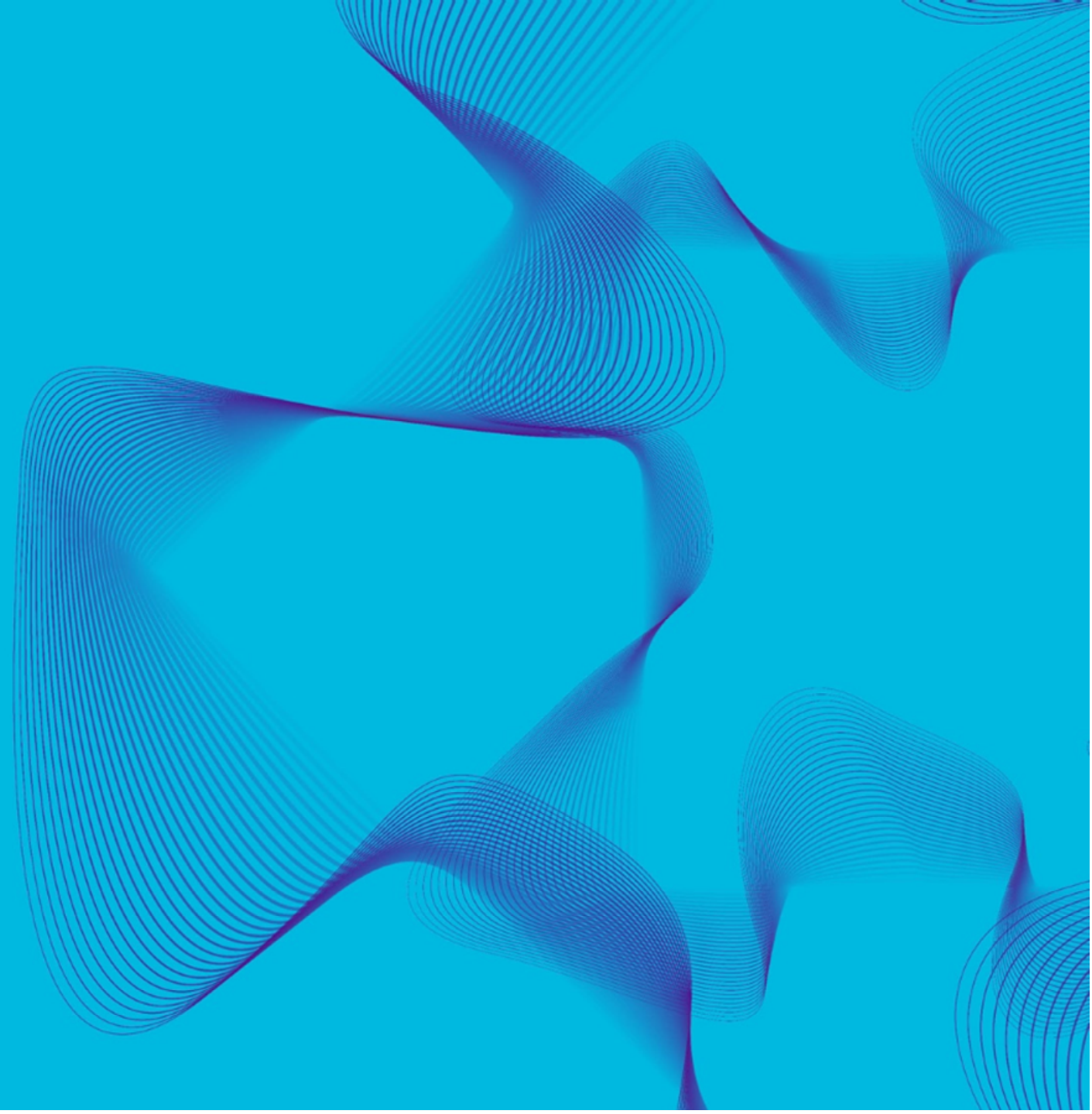


# **New Power Universities must serve society more broadly**

*“A university that is committed to ... working for mutual benefit with its communities ... will have to **shift its management and governance from one that values currency, to one that channels the current. ... [T]his could include accreditation to pay the Living Wage or insourcing cleaning and security contracts[.] ... This is not an easy “ask” for institutions as traditional and rule-based as universities have often been but, in our opinion, it’s an inevitable consequence of adopting a service agenda as part of the core academic mission”.***

*Deborah Bull and Jonathan Grant, Wonkhe Blog, 2019*

# **The New Power University as an advocate for social good**

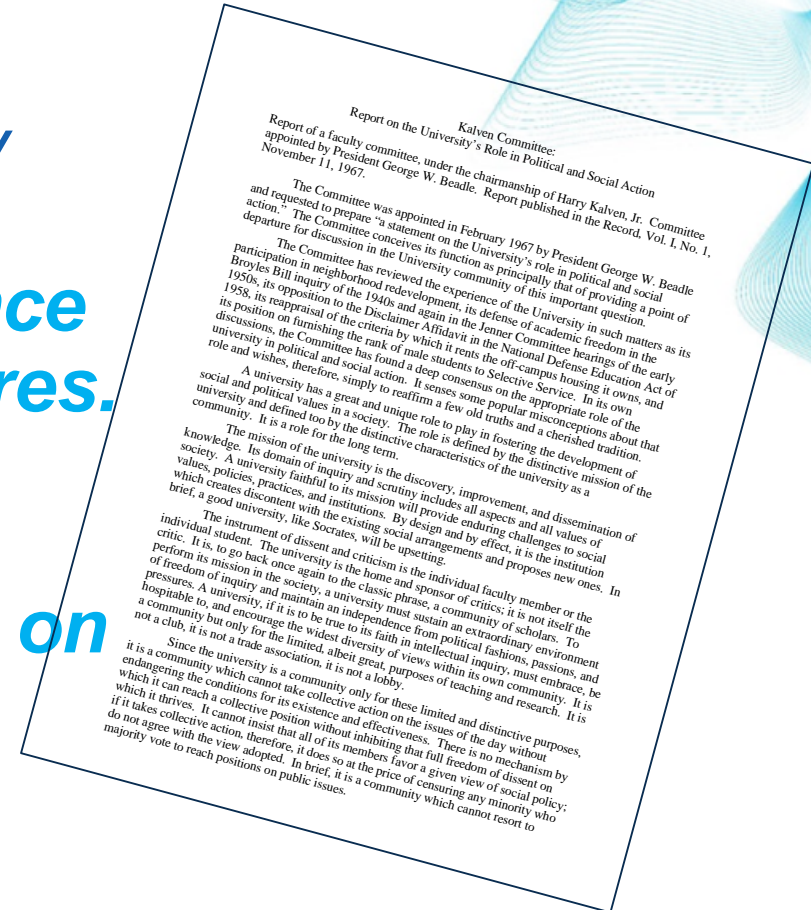




# The old power argument that universities should not take a position on political or social issues

*“To perform its mission in the society, a university must sustain an extraordinary environment of freedom of inquiry and **maintain an independence from political fashions, passions, and pressures.** .... Since **the university** is a community only for these limited and distinctive purposes, it is a community which **cannot take collective action on the issues of the day** without endangering the conditions for its existence and effectiveness.”*

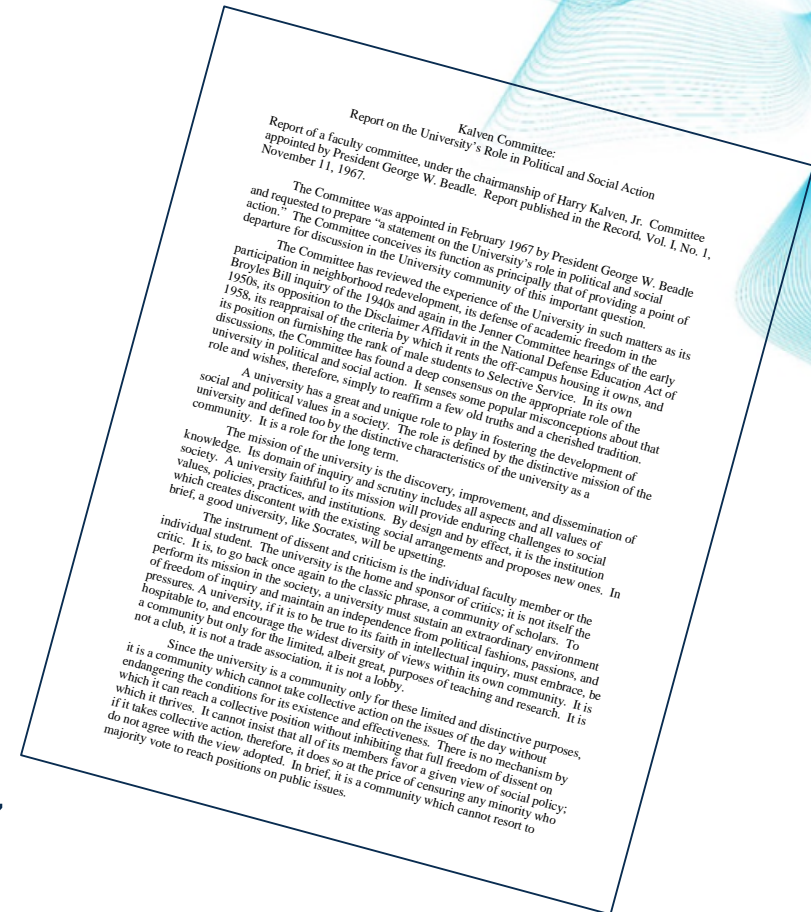
Kalven Committee, University of Chicago, 1967



# But there is always the case for exceptionalism

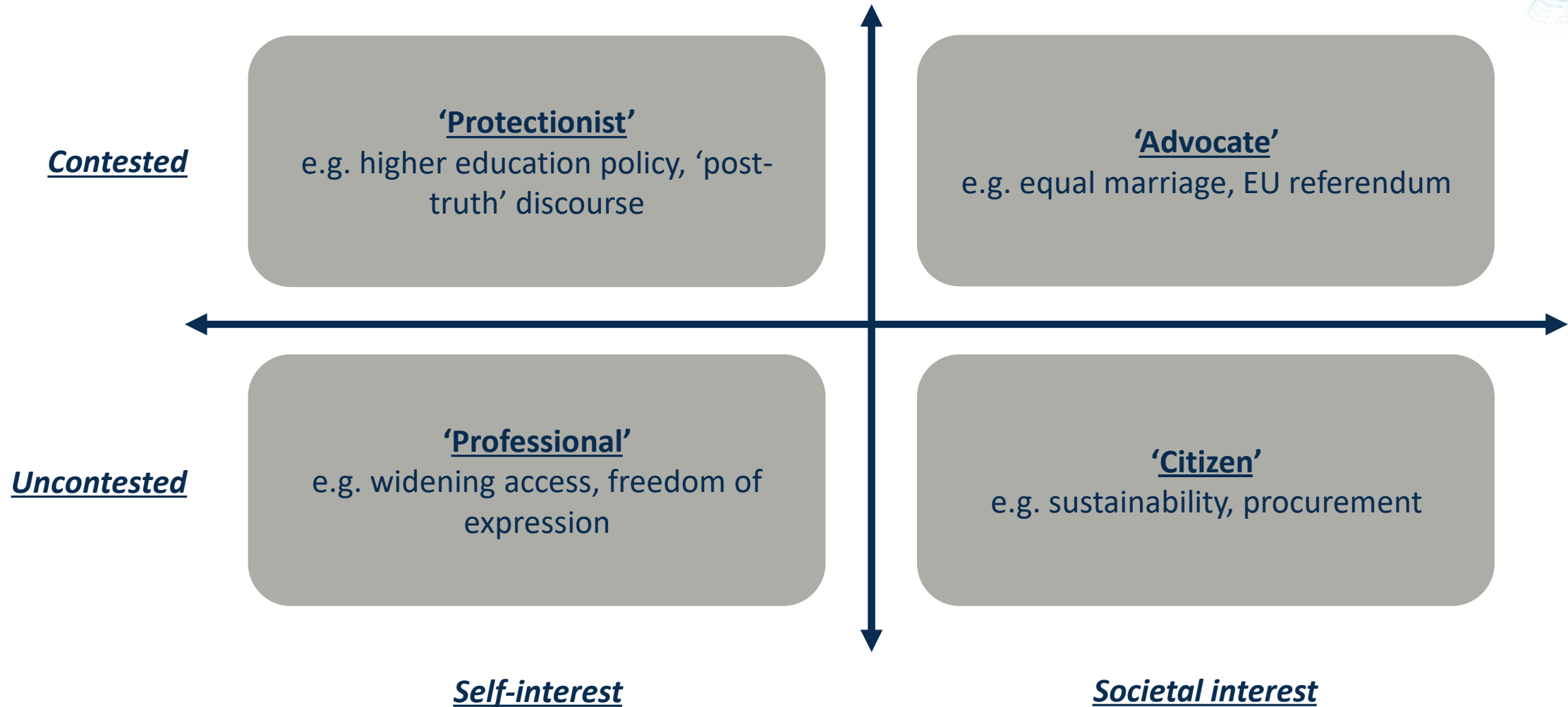
*“From time to time instances will arise in which the society, or segments of it, **threaten the very mission of the university and its values of free inquiry.** In such a crisis, it becomes the **obligation of the university as an institution to oppose such measures and actively to defend its interests and its values.**”*

Kalven Committee, University of Chicago, 1967





# The new power argument that universities should take a position on political or social issues



# The case of equal marriage in Australia

- Michael Spence, the Vice Chancellor of the University of Sydney, is reported in the *Sydney Morning Herald* as saying advocating a 'yes' vote would have "**a potentially chilling effect on debate**". In a statement he went on to argue:

***"I do not believe it appropriate for us to adopt an institutional position. In saying so I want to stress that I do not mean to sound insensitive to the very real pain experienced by those currently unable to marry under Australian law. But I think the issue goes to [the] heart of the function of the university as an institution .... universities in the secular liberal tradition are essentially for a debate in which ideas can be freely expressed and discussed"***.



# The case of equal marriage in Australia

- By contrast, Monash University – a peer of the University of Sydney – came out in support for marriage equality with its Vice-Chancellor, Margaret Gardner noting that:

*“Since it was founded, Monash **has stood for the principles of fairness, tolerance and diversity.** Support for marriage equality is consistent with these values and our commitment to championing those values”.*

# What's the story? The New Power University as a first-rate advocate

*“Too often wonks forget the reality of **politics today** and that it is not about bureaucrats, technocrats and managers. Or carefully, evidenced, incremental reform. Or even perfectly crafted policy .... It is about **power, legitimacy and survival and how to harness the public support to secure it ... Telling the right story, at the right point and in the right way.** A story that makes sense of the world around us – our families, our homes, our workplaces and our communities. A story which connects emotionally to our passions, aspirations and ambitions, for good and for ill.”*

Mark Leach, Editor-in-Chief of Wonkhe



# **Moving from the old power managerialism to new power to rediscover the public purpose of universities in times of uncertainty**

- Be confident in the contribution universities are already making
- Don't 'blame' others for the anti-intellectualism – reflect on what we do and how we do it
- Diversify our educational offerings
- Deliver tangible research benefit for local, national and international communities
- Use our 'institutional being' to be exemplars of social responsibility
- Be comfortable and effective in taking positions on social issues of the day
- Understand, take seriously and fulfil a new power social contract, which means telling a new story around new power values (of networked governance, open source, radical transparency, do it ourselves and conditional affiliation)

**BLOCKBUSTER**

Any

questions?

I ASSURE YOU  
WE ARE  
OPEN

# THE POLICY INSTITUTE

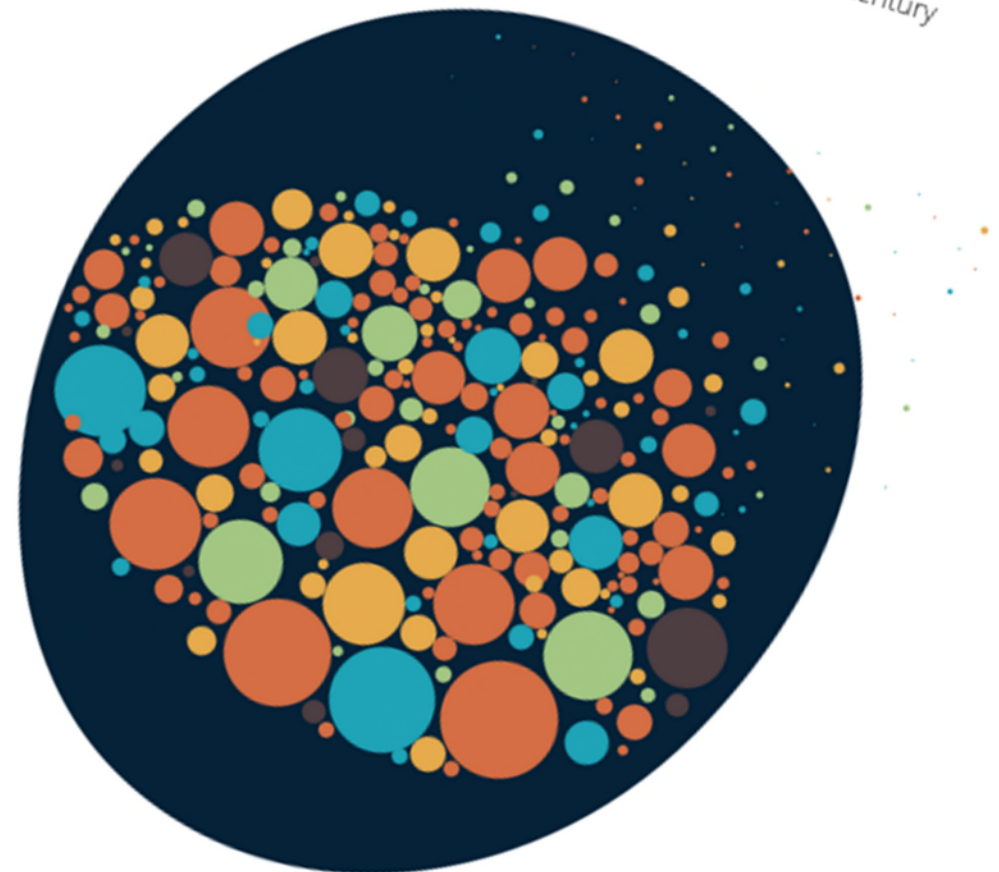
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# References

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- Timms H and Heimans J (2018). *New Power: How It's Changing the 21st Century - and Why You Need to Know*. Macmillan, New York.

*NB – URL's to blog and similar are included as footnotes*