El gobierno de la universidad desde la perspectiva de la teoría de agencia : abriendo la caja negra
Alarcon Bravo, M.E.

Citation
Alarcon Bravo, M. E. (2020, April 9). *El gobierno de la universidad desde la perspectiva de la teoría de agencia : abriendo la caja negra*. Retrieved from https://hdl.handle.net/1887/87274

Note: To cite this publication please use the final published version (if applicable).

Cover Page

The handle http://hdl.handle.net/1887/87274 holds various files of this Leiden University dissertation.

Author: Alarcon Bravo, M.E.
Title: El gobierno de la universidad desde la perspectiva de la teoría de agencia : abriendo la caja negra
Issue Date: 2020-04-09

Bibliografía

- Abzug, R. and Weeb, N. (1999). Relationships Between Nonprofit and For-Profit Organizations: A Stakeholder Perspective. *Nonprofit and Voluntary Sector Quarterly*, vol. 28, no. 4, December 1999 416-431.
- Aghion, P., M. Dewatripont, C. Hoxby, A. Mas-Colell, and A. Sapir (2010). *The Governance and Performance of Universities: Evidence from Europe and the US*. Economic Policy 25 (61): 7–59.
- Allen, M. (1988). *The Goals of Universities*. Milton Keynes: SRHE & Open university Press.
- Amaral, A. and Magalhães, A. (2003). The triple crisis of the university and its reinvention. *Higher Education Policy*, *16*(2), 239–253.
- Amaral, A., Tavares, O., & Santos, C. (2013). Higher education reform in Portugal: A historical and comparative perspective of the new legal framework for public universities. *Higher Education Policy*, *26*(1), 5–24.
- Argyris, C. (1994). *On organizational learning* (2nd ed.). Cambridge, MA: Blackwell.
- Arthurs, J.D. & Busenitz, L.W. (2003). The Boundaries and Limitations of Agency Theory and Stewardship Theory in the Venture Capitalist/Entrepreneur Relationship. *Entrepreneurship Theory and Practice* 28(2), 145-162.
- Ashburner, L (2003) 'The Impact of Governance Structures on the NHS' in Cornforth, C. (ed.) *The Governance of Public and Non-profit Organisations: What Do Boards Do?* London: Routledge.
- Astin, Alexander W. (1985). *Achieving educational excellence* (1st ed). Jossey-Bass, San Francisco.
- Assunção, M. and Teixeira, P. (2018). Structural Reforms in the Portuguese University Systems. In: Krüger K., Parellada M., Samoilovich D., Sursock A. (eds) *Governance Reforms in European University Systems*. Educational Governance Research, vol 8. Springer, Cham.
- Association of Governing Boards of Universities and Colleges (2011) *Effective Governing Boards: A Guide for Members of Governing Boards of Independent Colleges and Universities*. AGB Press. Kindle Edition.
- Association of Governing Boards of Universities and Colleges (2002). The role of governing boards: Issues, recommendations, and resources. In R. M. Diamond (Ed.), *Field guide to academic leadership* (pp. 375–387). San Francisco, CA: Jossey-Bass.
- Association of Governing Boards of Universities and Colleges (1996). *Renewing the Academic Presidency: Stronger Leadership for Tougher Times*. Washington, DC: Association of Governing Boards.
- AUQA (2005b). Audit reports: Self-accrediting institutions. Online at: http://www.auqa.edu.au/qualityaudit/sai_reports/index.shtml.
- Audretsch D.B. and Lehmann, E.E. (2005). Does university policy make a difference? Research Policy, 34(3), 343-347.
- Auld, D. (2010). Strategic planning and the principal-agent issue in higher education leadership. *Academic Leadership: The Online Journal*: Vol. 8: Iss. 3, Article 40.

- Austin, I., & Jones, G. (2016). *Governance of Higher Education: Global Perspectives, Theories, and Practices.* New York, NY: Routledge.
- Bacow, Lawrence S. (2018) Maintaining Good Relations with the Board. In *Leading Colleges and Universities: Lessons from Higher Education Leaders*. Edited by Stephen Joel Trachtenberg, Gerald B. Kauvar, and E. Gordon Gee. Johns Hopkins University Press. Kindle Edition.
- Bahls, Steven C. (2017) From Shared Governance to Shared Accountability. In Cramer, Sharon F. (Eds.) *Shared Governance in Higher Education, Volume 2: New Paradigms, Evolving Perspectives*. State University of New York Press. Kindle Edition.
- Baird, J. (2014). International, hierarchical and market influences on Australian university governance. In M. Shattock (Ed.), *International trends in university governance* (pp. 145–164). Oxford: Routledge.
- Baird, J. (2006). Beyond professionalisation: Enhancing the governance culture for australian university governing boards. *Tertiary Education and Management*, *12*(4), 297–309.
- Baldridge, J.V. (1983). Organizational Characteristics of Colleges and Universities. In Baldridge, J.V. & Deal, T. (eds.) *The Dynamics of Organizational Change in Education*. McCutchan Publishing Corporation, 38-59.
- Baldridge, J. V., Curtis, D. V., Ecker, G., & Riley, G. L. (1978). *Policy making and effective leadership*. San Francisco, CA: Jossey-Bass.
- Baldridge, J. (1971). *Power and Conflict in the University: Research in the Sociology of Complex Organizations*. New York: John Wiley.
- Barney, J.B. (1990). The Debate between Traditional Management Theory and Organizational Economics: Substantive Differences or Intergroup Conflict? *Academy of Management Review 15* (3), 382-393.
- Barney, J.B. and Ouchi, W.G. (eds.) (1986). *Organizational Economics*. (3rd printing 1990). San Francisco: Jossey – Bass Publishers.
- Barzelay, M. (2001). *The New Public Management: Improving Research and Policy Dialogue*. The Aaron Wildavsky forum for public policy (3). University of California Press.
- Bass, B. M., & Avolio, B. J. (1993). Transformational Leadership and Organizational Culture. *Public Administration Quarterly*, 17, 112-121.
- Bastedo, M. (2012). Organizing Higher Education A Manifesto. In *The Organization of Higher Education Managing Colleges for a New Era* (s. 3-17) Edited by Michael Bastedo. The Johns Hopkins University Press. Baltimore.
- Beach, S. (2009). Who or what decides how stakeholders are optimally engaged by governance networks delivering public outcomes? *Paper presented at the 13th International Research Society for Public Management Conference (IRSPM XIII)*, Copenhagen Business School, Fredericksburg, April.
- Becher, T. & Kogan, M. (1992). *Process and structure in higher education*. (2nd ed.). London: Routledge.
- Benavides, M., Arellano, A. & Zárate Vásquez, J.S. (2019). Market- and government-based higher education reforms in Latin America: the cases of Peru and Ecuador, 2008–2016. *Higher Education* 77**,** 1015–1030.

- Bendor, J., Glazer, A. & Hammond, T. (2001). Theories of delegation. *Annual Review Political Science*, 4(1), 235-269.
- Benjamin, R., Carroll, S., Jacobi, M., Krop, C., & Shires, M. (1993). *The redesign of governance in higher education*. Santa Monica, CA: RAND
- Bernasconi, A. (2015). El gobierno de las instituciones. En Bernasconi, A. (ed.), *La Educación Superior en Chile: transformación, desarrollo y crisis*. Santiago de Chile. Ediciones Universidad Católica de Chile, pp. 259-293.
- Bernasconi, A. (2008). Is there a Latin American Model of the university? In *Comparative Education Review*, vol. 52 Nº 1, 27-52.
- Bernasconi, A. (2006) "Breaking the institutional mold: faculty in the transformation of Chilean higher education from the state to market". In Meyer, H.D. and B. Rowan (Eds.) *The New Institutionalism in Education*. Albany, NY: SUNY Press
- Bernasconi, A. (2005). "University Entrepreneurship in a Developing Country: The Case of the P. Universidad Católica de Chile, 1985-2000". *Higher Education*, 50(2): 247-274.
- Bernasconi, A. y Rojas, F. (2004). *Informe sobre la educación superior en Chile: 1980-2003*. Santiago: Editorial Universitaria.
- Biglan, A. (1973a). The characteristics of subject matter in different academic areas. *Journal of Applied Psychology*, 57, 195– 203.
- Birnbaum, R. (2004). The End of Shared Governance: Looking Ahead or Looking Back. *New Directions for Higher Education* 127: 5–22.
- Birnbaum, R. (2000). *Management Fads in Higher Education. Where they come from, what they do and why they fail*. San Francisco. Jossey-Bass.
- Birnbaum, R. (1991). Faculty in governance: The role of senates and joint committees in academic decision making [Special issue]. *New Directions for Higher Education, 18*(3), 7–25.
- Birnbaum, R. (1988). *How colleges work. The cybernetics of academic organization and leadership.* San Francisco: Jossey-Bass Publishers.
- Blalark, F. J. (2012) *Utilizing Principal-Agent Theory and Data Envelopment Analysis to Examine Efficiency of Resource Utilization in Undergraduate Education for Public and Private Non-Profit Four-Year Research Universities* (Doctoral dissertation) (The University of Minnesota Digital Conservancy, http://purl.umn.edu/136257).
- Blau, P. (1973). *The organization of academy work.* New York: John Wiley & Sons.
- Bleiklie, I., Michelsen, S., Krücken, G. and Frølich, N. (2017) University Governance Organisational Centralisation and Engagement in European Universities. In *Managing Universities: Policy and Organizational Change from a Western European Comparative Perspective.* Bleiklie, I., Enders, J. and Lepori, B. (Eds.). (Palgrave Studies in Global Higher Education). Springer International Publishing. Kindle Edition.
- Bleiklie, I. (2013). Comparing university organizations across boundaries. *Higher Education*, 67(4), 381-391.
- Bleiklie, I., Enders, J. and B. Lepori (2013). Special Issue: transforming universities in Europe, *Higher Education*, 65(1).
- Bleiklie, I. and S. Michelsen (2013) 'Comparing HE policies in Europe: structures and reform outputs in eight countries', *Higher Education*, 65, 113–133.

- Bleiklie, I., Enders, J., Lepori, B., & Musselin, C. (2011). NPM, Network Governance and the University as a Changing Professional Organization. In T. Christensen, & P. Lagreid (Eds.), *The Ashgate Research Companion to: New Public Management* (pp. 161-176). (The Ashgate Research Companion to:). Surrey, England: Ahsgate.
- Bleiklie, I. (2009). Norway: From Tortoise to Eager Beaver? In University Governance Western European Comparative Perspectives. C. Paradeise et al. (eds.), *University Governance*, 127, Springer Science + Business Media B.V.
- Bleiklie, I., & Kogan, M. (2007). Organization and governance of universities. *Higher Education Policy*, *20*(4), 477–493.
- Bobe, B. J., & Kober, R. (2018). University dean personal characteristics and use of management control systems and performance measures. *Studies in Higher Education*. DOI: 10.1080/03075079.2018.1504911
- Bohte, J. & Meier, K.J. (2000). Goal Displacement: Assessing the Motivation for Organizational Cheating. *Public Administration Review,* 60(2), 173-182.
- Bolman, L. G., & Deal, T. E. (2008). Reframing organizations: Artistry, choice and leadership (4th ed.). San Francisco. Jossey-Bass.
- Borgwardt, A. (2013) *Hochschulräte und Hochschulsteuerung. Zwischen Beratung und Kontrolle* [*Higher Education Boards and Higher Education Governance. Between Advice and Control*]. Berlin: Friedrich-Ebert-Stiftung
- Bourdieu, P. (1990). *Homo Academicus*. Cambridge, MA: Polity Press.
- Bowen, H.R. (1980). *The Costs of Higher Education. How Much Do Colleges and Universities Spend per Student and How Much Should They Spend?* San Francisco: Jossey-Bass Publishers.
- Bowen WG. 1994. *Inside the Boardroom: Governance by Directors and Trustees.* John Wiley & Sons: New York.
- Braun, D., and F.-X. Merrien. 1999. *Towards a New Model of Governance for Universities? A Comparative View*. London: Jessica Kingsley.
- Braun, D. (1993). Who governs intermediary agencies? Principal-agent relations in research policy-making. *Journal of Public Policy*, 13(2), 135– 162.
- Braxton, J. M., & Hargens, L. L. (1996). Variations among academic disciplines: Analytical framework and research. In J. C. Smart (Ed.), *Higher education: Handbook of theory and research*, Vol. 11 (pp. 1– 45). New York: Agathon Press.
- Brehm, J. and Gates, S. (1997). *Working, Shirking and Sabotage. Bureaucratic Response to a Democratic Public*. (Paperback ed.). Ann Arbor: The University of Michigan Press.
- Bremer, K. (2015). *Utvicklad ledning av Universitet och högskolor* (Strategic White-Paper to the Swedish Government). Sweden: SOU.
- Bright, D. F., & Richards, M. P. (2001). *The academic deanship: Individual careers and institutional roles.* San Francisco, CA: Jossey-Bass.
- Broadbent, J., Dietrich, M. & Laughlin, R. (1996). The Development of Principal Agent, Contracting and Accountability Relationships in the Public Sector: Conceptual and Cultural Problems. *Critical Perspectives on Accounting*, 7(3), 259-284.
- Broucker, B., and K. De Wit. 2015. "New Public Management in Higher Education." In *The Palgrave International Handbook of Higher Education Policy and Governance*, edited by J.

Huisman, H. De Boer, D. D. Dill, and M. Souto-Otero, 57–75. New York: Palgrave Macmillan.

- Brown, A. and Hayford, E. (2019) *How Boards Lead Small Colleges* (Higher Ed Leadership Essentials). Johns Hopkins University Press. Kindle Edition.
- Brown WO. 1997. University governance and academic tenure: a property rights explanation. *Journal of Institutional and Theoretical Economics* 153: 441–461.
- Brunner, J.J. (2017). *Compromiso con la Educación. Reflexiones y críticas en torno a la reforma*. Ediciones El Mercurio.
- Brunner, J.J. y Miranda D. (ed. adj.) (2016). *Educación Superior en Iberoamérica*. Informe 2016. CINDA. Santiago de Chile.
- Brunner, J.J. (2015a). Medio siglo de transformación de la educación superior chilena: Un estado del arte, en: Bernasconi, A. (ed.) La Educación Superior en Chile. Transformación, Desarrollo y Crisis. Santiago de Chile: Ediciones UC. vol. 3, n°1, p. 632.
- Brunner, J.J. y Villalobos, C. (2014) (ed.). *Políticas de educación superior en Iberoamérica, 2009-2013*. Santiago de Chile, Universidad Diego Portales.
- Brunner, J.J. (2011). Gobernanza universitaria: tipología, dinámicas y tendencias. *Revista de educación*, 355.Mayo-agosto 2011, pp. 137-159.
- Brunner, J.J. (2005). Transformaciones de la universidad pública. *Revista de Sociología* N°19 - 2005. Facultad de Ciencias Sociales. Universidad de Chile (p31-49).
- Brunsson, N., & Sahlin-Andersson, K. (2000). Constructing organizations: The example of public sector reform. *Organization Studies*, 21(4), 721-746.
- Burke, J. (2002). Funding Public Colleges and Universities for Performance: Popularity, problems, and prospects. Albany: State University of New York Press.
- Burke, J. C. (2005). The many faces of accountability. In J. C. Burke & Associates (Eds.), *Achieving accountability in higher education: Balancing public, academic and market demands*. San Francisco, CA: Jossey-Bass.
- Cáceres, C. (2007). Planeación estratégica en universidades del consejo de rectores: evidencia del período 2000-2005. *Calidad en la Educación*, 108-150.
- Cáceres, C. (2008). El financiamiento de las instituciones de educación superior. En Brunner, J.J: y Peña, C. (2008): *Reforma de la Educación Superior*. Ed. Universidad Diego Portales, Santiago. Cameron, K.S. and Tschirhart, M. (1992). Postindustrial environments and organizational effectiveness in colleges and universities. *Journal of Higher Education*, 63: 87– 108.
- Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). Positive organizational scholarship: Foundations of a new discipline. San Francisco: Berrett-Koehler.
- Capano, G., M. Regini, and M. Turri (2016). *Changing Governance in Universities: Italian Higher Education in Comparative Perspective*. New York: Palgrave-Macmillan.
- Capano, G., & Regini, M. (2014). Governance reforms and organizational dilemmas in European universities. *Comparative Education Review*, 58 (1), 73–103.
- Carnoy, M. (1999). Globalisation and Educational Reform: what planners need to *know*. Chapter 3, 4, 5 (pp. 37–74). Paris, UNESCO – IIEP.
- Carvalho, T. (2017). The study of the academic profession–contributions from and to the sociology of professions. In J. Huisman & M. Tight (Eds.), *Theory and method in higher education research* (pp. 59–76). Emerald Publishing Limited.

- Caspersen, J., & Frølich, N. (2015). Managing Learning Outcomes. In *The Transformation of University Institutional and Organizational Boundaries* (pp. 187–202). SensePublishers.
- Caston, G. (1992). Accountability. In Clark, B.R. & Neave, G.R. (eds.) *The Encyclopedia of Higher Education*. Volume 2. Analytical Perspectives. Oxford: Pergamon Press.
- Chaffee, E. E. (1985). Three models of strategy. *Academy of Management Review*, 10 (1), 89– 98.
- Chait, R. P., W. P. Ryan, and B. E. Taylor (2005) *Governance as Leadership: Reframing the Work of Nonprofit Boards*. Hoboken, NJ: Wiley.
- Christopher, J. (2012) Governance Paradigms of Public Universities: An international comparative study, *Tertiary Education and Management*, 18:4, 335-351.
- CHEPS (2007) The extent and impact of higher education governance reform across Europe – final report to the Directorate-General for Education and Culture of the European Commission (Vol. 1) (Enschede).
- Clark, B.R. (1983). *The Higher Education System. Academic Organization in Cross-National Perspective*. Berkeley and Los Angeles: University of California Press.
- Clark, B.R. (1998). *Creating Entrepreneurial Universities: Organisational Pathways of Transformation*, Issues in Higher Education, Oxford, Pergamon Press for International Association of Universities.
- Clark, B. R. (2004) *Sustaining Change in Universities: Continuities in Case Studies and Concepts*. Maidenhead: Society for Research into Higher Education and Open University Press.
- Clark, B.R. 1970. *The distinctive college: Antioch, Reed and Swarthmore.* Chicago: Aldine Publishing Company.
- Clarkson, M. (1991). Defining, evaluating and managing corporate social performance: the stakeholder management model. *Research in Corporate Social Performance and Policy*, 12(1), pp. 331-358.
- Clotfelter, C.T. (1996). *Buying the Best. Cost Escalation in Elite Higher Education*. Princeton, New Jersey: Princeton University Press.
- Cohen, M. D., March, J. G. and Olsen, J. P. (1972) A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly*. Vol. 17, No. 1 (Mar., 1972), pp. 1-25
- Cohen, M.D. & March, J.G. (1974). *Leadership and Ambiguity: The American College President* (2nd ed.). Boston: Harvard Business School Press.
- Cole, J. R. 1994. Balancing Acts: Dilemmas of Choice Facing Research Universities. In *The Research University in a Time of Discontent*, eds. J. R. Cole, E.G. Barber, and S. R. Graubard, 1–36. Baltimore, MD: Johns Hopkins University Press.
- Cornforth, C. (Ed.). (2003). *The governance of public and non-profit organizations: What do boards do?* Routledge studies in the management of voluntary and non-profit organizations. London: Routledge.
- Conrad, C. (1974). University Goals: An Operative Approach. *The Journal of Higher Education* 45 (7), 504-516.
- Cramer, S. and Mozlin, R. (2017) Sharing Shared Governance. In *Shared Governance in Higher Education, Volume I. Demands, Transitions, Transformations*. Sharon F. Cramer (Ed.) State University of New York Press, Albany, 2017. 256 pp.

- Daley, J. M., Netting, E., & Angulo, J. (1996). Languages, ideologies and cultures in nonprofit boards. *Nonprofit Management & Leadership*, 6, 227–240.
- Davis, J., Schoorman, F., & Donaldson, L. (1997). Toward a stewardship theory of management. *Academy of Management Review*, 22 (1), 20– 47.
- Dearlove, J. (1997) "The academic labour process: from collegiality and professionalism to managerialism and proletarianisation?" *Higher Education Review*, 30 (1), pp. 56–75.
- de Boer, H., Enders, J., File, J., & Jongbloed, B. (2010). *Governance reform. Progress in higher education reform across Europe: Vol. 1. Executive summary main report.* Brussels: European Commission.
- de Boer, H. F., Enders, J., & Leisyte, L. (2007). Public sector reform in Dutch higher education: The organizational transformation of the university. *Public Administration*, 85(1), 27–46.
- de Boer, H., Enders, J. and Schimank, U. (2007) 'On the Way towards New Public Management? The Governance of University Systems in England, the Netherlands, Austria, and Germany' pp. 137– 152 in Jansen, D. (Ed.) *New Forms of Governance in Research Organizations: Disciplinary Approaches, Interfaces and Integration*. Dordrecht: Springer.
- Deem, R. and Brehony, K. J. (2005) Management as ideology: the case of 'new managerialism' in higher education, Oxford Review of Education, 31:2, 217-235.
- Deem, R. (2001). Globalisation, new managerialism, academic capitalism and entrepreneurialism in universities: is the local dimension still important? *Comparative Education*, 37, 1, pp.7-20.
- Dill, D. (2014) 'Public policy design and university reform: insights into academic change', in C. Musselin and P. N. Teixeira (eds) *Reforming Higher Education: Public Policy Design and Implementation* (pp. 21–37) (Dordrecht, The Netherlands: Springer).
- Dill, D., & Helm, K. P. (1988). Faculty participation in policy making. In J. Smart (Ed.), *Higher education: Handbook of theory and research* (Vol. 4). New York: Agathon.
- Dill, D. and Beerkens, M. (2010). *Public policy for academic quality: Analyses of innovative policy instruments*. Dordrecht: Springer.
- DiMaggio, P. J., & Powell, W. W. (1991). Introduction. In W. W. Powell & P. J. DiMaggio (Eds.), *The new institutionalism in organizational analysis* (pp. 1– 38). Chicago: University of Chicago Press.
- DiMaggio, P., & Powell, W. (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review, 48*(2), 147-160.
- Dearlove, J. (1997). The Academic Labour Process. *HER*, 30, 1, 56-75.
- Dennis, J. G., Bhoendradatt Tewarie, A. and J. Quinton White (2003) 'Governance in the twenty-first-century university: approaches to effective leadership and strategic management', *ASHE-ERIC Higher Education Report*, 30(1).
- Dobbins, M. & Christoph Knill (2017) Higher education governance in France, Germany, and Italy: Change and variation in the impact of transnational soft governance, *Policy and Society*, 36:1, 67-88.
- Donaldson, T. and Preston, L. (1995). The stakeholder theory of the corporation: Concepts, evidence and implications. *Academy of Management Review*, 20(1), pp. 65-91.

- Donaldson, L. (1990a). The Ethereal Hand: Organizational Economics and Management Theory. *Academy of Management Review*, 15(3), 369-381.
- Donaldson, L. (1990b). A Rational Basis for Criticisms of Organizational Economics: A Reply to Barney. *Academy of Management Review*, 15(3), 394- 401.
- Donaldson, L. (1995). *American anti-management theories of organization. A critique of paradigm proliferation*. New York: Cambridge University Press.
- Donina, D., M. Meoli, and S. Paleari (2015). "Higher Education Reform in Italy: Tightening Regulation Instead of Steering at a Distance." *Higher Education Policy* 28 (2): 215–34.
- Durand, J. and C. Pujadas (2004) 'Self-assessment of governance teams in an Argentine private university: adapting to difficult times', Tertiary Education and *Management*, 10(1), 27–44.
- Eckel, P. D. (2000). The role of shared governance in institutional hard decisions: Enabler or antagonist? *Review of Higher Education*, 24, 15-39.
- Eckel, Peter D. and Trower, Cathy (2019) *Practical Wisdom. Thinking Differently About College and University Governance*. Stylus Publishing. Kindle Edition.
- Eisenhardt, K. (1989). Agency theory: An assessment and review. *Academy of Management Review*, 14 (1), 57– 74.
- Ek, A. C., Ideland, M., Jönsson, S., & Malmberg, C. (2013). The tension between marketisation and academisation in higher education. *Studies in Higher Education*, *38*(9), 1305–1318.
- Enders, J., de Boer, H. & Weyer, E. (2013). Regulatory autonomy and performance: the reform of higher education re-visited. *Higher Education*, 65(1), 5–23.
- Enders, J. (2004). Higher Education, Internationalisation, and the Nation-State: Recent Developments and Challenges to Governance Theory. *Higher Education*, Vol. 47, Nº 3.
- Enders, J. (2001). A chair system in transition: Appointments, promotions, and gate-keeping in German higher education. *Higher Education*, 41, 3–25.
- Estermann, T. and T. Nokkala (2009) *University Autonomy in Europe I*., EUA, Brussels.
- Etkin, J. (2006). *Gestión de la complejidad en las organizaciones*. México. Ediciones Granica S.A.
- Etzioni, A. (1964). *Modern organizations*. Englewood Cliffs, New Jersey: Prentice Hall.
- Etzkowitz, H. (2017). Innovation Lodestar: The entrepreneurial university in a stellar knowledge firmament. *Technological Forecasting & Social Change, 123*, 122-129.
- Etzkowitz, H. (2003). Research Groups as 'Quasi-firms': The Invention of the Entrepreneurial University. *Research Policy*, Vol. 32, Nº. 1.
- Etzkowitz, H. (2001). The Second Academic Revolution and the Rise of Entrepreneurial Science. *IEEE Technology and Society Magazine*, 20(2), 18–29.
- Etzkowitz, H. (1998) 'The Norms of Entrepreneurial Science: Cognitive Effects of the New University-Industry Linkages', *Research Policy* 27: 823-833.
- Farsi, J. Imanipour, N. and Salamzadeh, A. (2012). Entrepreneurial University Conceptualization: Case of Developing Countries. *Global Business and Management Research*, 4(2), 193–204.
- Ferlie, E. and Andresani, G. (2009). United Kingdom from bureau professionalism to new public management? In C. Paradeise, E. Reale, I. Bleiklie, and E. Ferlie (Eds.), *University*

governance. Western European comparative perspectives (pp.177-195). Dordrecht: Springer.

- Ferlie, E., Musselin, C. & Andresani, G. (2008). The Steering of Higher Education Systems: A Public Management Perspective. *Higher Education*, 56, 325–348.
- Fernández, E. (2015). Políticas públicas de educación superior desde 1990 hasta el presente. En Bernasconi, A. (ed.), *La Educación Superior en Chile: transformación, desarrollo y crisis.* Santiago: Ediciones UC.
- Fernández, E. y Bernasconi, A. (2012). Elementos conceptuales para el análisis organizacional de universidades en contextos de mercado. *Innovar*, 22(46), 87-98.
- Ferris, J.M. & Graddy, E.A. (1998). A Contractual Framework for New Public Management Theory. *International Public Management Journal*, 1 (2), 225- 240.
- Ferris, J.M. (1991). Contracting and Higher Education. *The Journal of Higher Education*, 62 (1), 1-24.
- Fielden, J. (2008) *Global trends in University Governance*. Education Working Series No. 9. Washington, DC: The World Bank.
- Finkelstein, M. J., Ming, J. and Cummings, W. K. (2010) 'The United States of America: Perspectives on faculty governance, 1992– 2007' in Locke, W., Cummings, W. and Fisher, D. (Eds) *Changing Governance and Management in Higher Education*. Dordrecht: Springer.
- Floyd, A. (2016). Supporting academic middle managers in higher education: Do we care? *Higher Education Policy*, *29*(2), 167–183.
- Floyd, A., Preston, D. (2018) The role of the associate dean in UK universities: distributed leadership in action? *Higher Education* 75, 925–943.
- Freeman, R.E. (1984). *Strategic Management: A Stakeholder Approac*h. Boston: Pitman.
- Friedman, A. and Miles, S. (2006). *Stakeholders: Theory and practice*. Oxford: Oxford University Press.
- Frost, J., Hattke, F., & Reihlen, M. (2016). *Multi-Level Governance in Universities: Strategy, Structure, Control.* Higher Education Dynamics 47 (pp. 1–15).
- Frost, J., Osterloh, M., & Weibel, A. (2010). Governing knowledge work: Transactional and transformational solutions. *Organizational Dynamics*, 39(2), 126–136.
- Frølich, N. (2006) 'Offentlig politikk for høyere utdanning: endringer i finansiering – endringer i faglige prioriteringer' ['Public policy for higher education. Changes in funding – changes in academic priorities']? pp. 82–94 in Michelsen, S. and Aamodt, P. O. (Eds.) *Kvalitetsreformen meter virkeligheten [The Quality Reform Implemented]*. Oslo: The Norwegian Research Council.
- Fumasoli, T., & Lepori, B. (2011). Patterns of strategies in Swiss higher education institutions. *Higher Education*, *61*(2), 157–178.
- Gallagher, M. (2001, July). *Modern university governance: A national perspective*. Paper presented at The Idea of a University: Enterprise or Academy, Australian National University, Canberra, Australia.
- Ganga Contreras, F. A., Ramos Hidalgo, M. E., Leal Millán, a. G., & Valdivieso Fernández, P. E. (2015). Teoría de agencia (TA): supuestos teóricos aplicables a la gestión universitaria. *Innovar*, 25(57), 11-26.
- Ganga, F., & Burotto, J. (2010). Mecanismos de control externo en las universidades de Chile. Una mirada desde la teoría de agencia. *Revista Venezolana de Gerencia*, 51, 407-427.

- Ganga, F., & Burotto, J. (2009). Asimetrías de información entre agente y principal de universidades chilenas. *Revista Estudios Gerenciales*, 28(122), 83-104.
- Garvin, D.A. (1980). *The Economics of University Behavior*. New York: Academic Press.
- Gerard, S. M. (2003). Who are the actors in the government of French universities? The paradoxal victory of deliberative leadership. *Higher Education*, *45*(1), 71–89.
- Gerber, L. (2014). *The Rise and Decline of Faculty Governance: Professionalization and the Modern American University*. Baltimore: Johns Hopkins University Press, 2014.
- Gibb, A., Haskins, G. & Robertson, I. (2013). Leading the Entrepreneurial University: Meeting the Entrepreneurial Development Needs of Higher Education Institutions. *Universities in Change*, 9-45. New York: Springer.
- Ginsberg, B. (2011). *The fall of the faculty: The rise of the all-administrative university and why it matters*. New York: Oxford University Press.
- Giroux, D., Karmis, D., & Rouillard, C. (2015). Between the managerial and the democratic university: Governance structure and academic freedom as sites of political struggle. *Studies in Social Justice*, *9*(2), 142–158.
- Glassman, R. B. (1973). Persistence and loose coupling in living systems. *Behavioral Science*, 18, 83– 98.
- Gmelch, Walter H. (2015) *Building Academic Leadership Capacity: A Guide to Best Practices*. Wiley. Kindle Edition.
- Gmelch, W. H. (2004). The department chair's balancing acts. *New Directions for Higher Education*, 2004 (126), 69–84.
- Gmelch, W. H. (2000). Leadership Succession: How New Deans Take Charge and Learn the Job. *Journal of Leadership Studies*, *7*(3), 68–87.
- Gmelch, W. H., and Carroll, J. B. (1991). The three R's of conflict management for department chairs and faculty. *Innovative Higher Education*, 16(2): 107–123.
- Gomez-Mejia, L.R. & Balkin, D.B. (1992). Determinants of Faculty Pay: An Agency Theory Perspective. *Academy of Management Journal*, 35(5), 921- 955.
- González Ledesma, M. A. (2014), New modes of governance of Latin American higher education: Chile, Argentina and Mexico. *Bordón*, vol. 66, núm. 1, 2014, pp. 137-150.
- Goodin, R. E. (2003). Democratic accountability: The distinctiveness of the third sector. *European Journal of Sociology*, 44(3), 359– 397.
- Gornitzka, Å., Maassen, P., & de Boer, H. (2017). Change in university governance structures in continental Europe. *Higher Education Quarterly*, *71*(3), 274–289.
- Gornitzka, Å., Stensaker, B., Smeby, J-C. & de Boer, H. (2004). Contract Arrangements in the Nordic Countries. – Solving the Efficiency/Effectiveness Dilemma? *Higher Education in Europe* 29 (1), 87-101.
- Gornitzka, Å. & Maassen, P. (2000). Hybrid steering approaches with respect to European higher education. *Higher Education Policy* 13 (3), 267-285.
- Gornitzka, Å, Kyvik, S., & Larsen, I. (1998). The Bureaucratisation of Universities. *Minerva*, 36(1), 21-47.
- Graham, Steven W. & Donaldson, Joe F. (2019): Academic leaders' response to the volatility of higher education: the influence of institutional logics, Studies in Higher Education, DOI: 10.1080/03075079.2019.1586867

- Greenwood, R., Deephouse, D. L., & Li, S. X. (2007). Ownership and Performance of Professional Service Firms. *Organization Studies*, 28(2), 219–238.
- Gumport, P. (2012). Strategic Thinking in Higher Education Research. In *The Organization of Higher Education Managing Colleges for a New Era,* Edited by Michael Bastedo. Baltimore: The Johns Hopkins University Press.
- Gumport, P. J. (Ed.) (2007). *Sociology of higher education: contributions and their contexts*. Baltimore, MD: Johns Hopkins University Press.
- Gumport, P. (2000) 'Academic restructuring: organizational change and institutional imperatives', *Higher Education*, 39(1), 67–91.
- Gumport, P.J. & Sporn, B. (1999). Institutional Adaptation: Demands for Management Reform and University Administration. In J. Smart (ed.), *Higher Education: Handbook of Theory and Research* (Vol. XIV). New York: Agathon.
- Hall, R.H. (1987). *Organizations. Structures, Processes & Outcomes*. (4th ed.). Englewood Cliffs: Prentice-Hall.
- Hall, R. H. (1977). *Organizations: Structure and process*. Englewood Cliffs, NJ: Prentice Hall.
- Hardy, C. (1991). Configuration and Strategy Making in Universities: Broadening the Scope. *The Journal of Higher Education, 62*(4), 363-393.
- Hardy, C. (1990b). Strategy and context: Retrenchment in Canadian universities. *Organization Studie*s, 11(2), 207– 237.
- Harrow, J. and Palmer, P. (2003) 'The Financial Role of Charity Boards', in Cornforth, C. (ed.) *The Governance of Public and Non-profit Organisations: What Do Boards Do?* London: Routledge.
- Hearn, J. & McLendon, K. (2012). *Governance Research From Adolescence toward Maturity. In The Organization of Higher Education Managing Colleges for a New Era* Edited by Michael Bastedo. Baltimore: The Johns Hopkins University Press.
- Hearn, J. C., & Anderson, M. S. (2002). Conflict in academic departments: An analysis of disputes over faculty promotion and tenure. *Research in Higher Education*, 43 (5), 503– 529.
- Hendrickson, R., Lane, L., Harris, J. and Dorman, R. (2013). *Academic Leadership and Governance of Higher Education: A Guide for Trustees, Leaders, and Aspiring Leaders of two-and four-year institutions*. Virginia: Styles Publishing.
- Hendry, J. (2005). Beyond Self-Interest: Agency Theory and the Board in a Satisfying World. *British Journal of Man*agement, 16 (1), S55-S63.
- Henkel M (2002) Emerging concepts of academic leadership and their implications for intra-institutional roles and relationships. *Higher Education European Journal of Education* 37(1): 29–41.
- Hill, C. and Jones, T. (1992). Stakeholders Agency Theory. *Journal of Management Studies,* 29:2 March 1992.
- Hogan, J (2012) 'Restructuring revisited. Changing academic structures in UK universities' *Perspectives: Policy and Practice in Higher Education* 16 (4) pp 129-135.
- Hong, M. (2018). A comparative study of the internationalization of higher education policy in Australia and China (2008–2015). *Studies in Higher Education*. Routledge.

- Hood, C., O. James, and G. Peters (2004). *Controlling Modern Government*. Cheltenham: Edward Elgar.
- Kallenberg, T. (2007) Strategic Innovation in HE: The Roles of Academic Middle Managers, Tertiary Education and Management, 13:1, 19-33.
- Kenny, J. (2018) Re-empowering academics in a corporate culture: an exploration of workload and performativity in a university. *Higher Education* 75, 365–380.
- Kickert, W. 1995. "Steering at a Distance: A New Paradigm of Public Governance in Dutch Higher Education." *Governance* 8(1): 135–157.
- Hölttä, S. (1995). Towards the self-regulative university (Doctoral dissertation, University of Joensuu). *Publications in Social Sciences*, No. 23.
- Hoy, W., & Miskel, C. (1991). *Educational administration: Theory, research, and practice* (4th ed.). New York: McGraw-Hill.
- Huang, F., (2006a). Incorporation and university governance: a comparative perspective from China and Japan. *Higher Education Policy and Management*. 118 (2), 35–49.
- Huang, F. (2018). University governance in China and Japan: Major findings from national surveys. *International Journal of Educational Development*, *63*, 12–19.
- James, E. (1990). Decision Processes and Priorities in Higher Education. In Hoenack, S.A. & Collins, E.L. (eds.), *The Economics of American Universities. Management, Operations, and Fiscal Environment*. Albany: State University of New York Press, 77-106.
- Jones, W. A. (2011) 'Faculty involvement in institutional governance: a literature review', *Journal of the Professoriate*, 6(1), 117–135.
- Jones, G. R. (1983). Transaction costs, property rights and organizational culture: An exchange perspective. *Administrative Science Quarterly*, 28 (September), 454– 467.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3(4), 305– 360.
- Johnes, J. & Taylor, J. (1990). *Performance Indicators in Higher Education*. UK Universities. Buckingham: SRHE & Open University Press.
- Johnston, S. W. (2003). Faculty governance and effective academic administrative leadership. In S. L. Hoppe & B. W. Speck (Eds.), *Identifying and preparing academic leaders*, New Directions for Higher Education, nº 124, 57-63. San Francisco: Jossey-Bass.
- Jongbloed, B., Enders, J. and Salerno, C. (2008). Higher education and its communities: Interconnections, interdependencies and research agenda. *Higher Education*, 56, pp. 303-324.
- Jongbloed, B. & Vossensteyn, H. (2001). Keeping Up Performances: an international survey of performance-based funding in higher education. *Journal of Higher Education Policy and Management* 23 (2), 127-145.
- Kaiser, F. (2007). *Higher education in France: Country report*. International Higher education Monitor. Enschede: CHEPS, Center for Higher Education Policy Studies, University of Twente.
- Kaneko, M. (2009). Incorporation of national universities in Japan design, implementation and consequences. *Asia-Pacific Education Review*, 10, 59-67.
- Kaneko, M. (2012) 'Evaluating Incorporation of National Universities in Japan' pp. 57– 78 in Maruyama, F. and Robson, R. (Eds.) *Cycles of University Reform: Japan and Finland Compared*. Tokyo: Center for National Finance and Management.

- Kaplan, G. E. (2004) 'How academic ships actually navigate: A report from the 2001 survey on higher education governance' in Ehrenberg, R. G. (Ed.) *Governing Academia*. Ithaca, NY: Cornell University Press
- Kaplan, G. E. (2006) 'Institutions of academic governance and institutional theory: A framework for further research' in Smart, J. C. (Ed.) *Higher Education Handbook of Theory and Research* Vol. XX1. Dordrecht: Springer
- Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Boston: Harvard Business School Press.
- Kehm, B. M. and Lanzendorf, U. (Eds) (2006) *Reforming University Governance. Changing Conditions for Research in Four European Countries*. Bonn: Lemmens.
- Kehm, B. (2014). New forms of university governance in Germany: autonomy, self-governance and the distribution of authority. In: Shattock, M.(ed.) *International Trends in University Governance. Autonomy, Self-government and the Distribution of Authority.* Series: International Studies in Higher Education. Routledge: Abindgon, pp. 17-33. ISBN 9780415842907
- Kenny, J. (2018). Re-empowering academics in a corporate culture: an exploration of workload and performativity in a university. *Higher Education*, *75*(2), 365–380
- Kerr, C. (2001). *The uses of the university* (5th ed.). Cambridge, MA: Harvard University Press.
- Kezar, A. J., & Eckel, P. D. (2002). The effect of institutional culture on change strategies in higher education: Universal principles or culturally responsive concepts. *The Journal of Higher Education*, 73, 435 460.
- Kezar, A. & Eckel, D. (2004). Meeting Today's Governance Challenges A Synthesis of the Literature and Examination of a Future Agenda for Scholarship. *The Journal of Higher Education*, Vol. 75, No. 4 pp. 371-399.
- Kezar, A., & Lester, J. (2009). *Organizing higher education for collaboration: A guide for campus leaders*. San Francisco, CA: Jossey-Bass.
- Kiewiet, D. Roderick and McCubbins, Mathew D. (1991) *The Logic of Delegation: Congressional Parties and the Appropriations Process.* American politics and political economy. University of Chicago Press, Chicago, IL.
- King, C. Judson (2018). *The University of California: Creating, Nurturing, and Maintaining Academic Quality in a Public University Setting*. Center for Studies in Higher Education, University of California, Berkeley. Kindle Edition.
- Kirby, D. (2006). Creating Entrepreneurial Universities in the UK: Applying Entrepreneurship Theory to Practice. *Journal of Technology Transfer*, 31, 599–603, 2006.
- Kivistö, J. (2005). *Agency Theory as a Framework for the Government-University Relationship*. Tampere University Press, and the author.
- Kivistö, J. & Hölttä, S. (2008). Information as a regulative element in higher education systems, *Tertiary Education and Management*, vol. 14, no. 4, pp. 331-44.
- Kivistö J., Zalyevska I. (2015) Agency Theory as a Framework for Higher Education Governance. In: Huisman J., de Boer H., Dill D.D., Souto-Otero M. (eds) *The Palgrave International Handbook of Higher Education Policy and Governance*. Palgrave Macmillan, London
- Klein, PG. (1998). *New Institutional Economics*, SSRN eLibrary.

- Klemenčič, M. (2014) Student power in a global perspective and contemporary trends in student organising, *Studies in Higher Education*, 39:3, 396-411.
- Klemencic, M. (2012). The changing conceptions of student participation in HE governance in the EHEA. In Curaj, P., Scott, P., Vlasceanu, L. and Wilson, L. *European higher education at the crossroads: Between the Bologna process and national reforms*. London, Springer, 631-653.
- Koelble, T.A. (1996). Economic Theories of Organization and the Politics of Institutional Design in Political Parties. *Party Politics 2* (2), 251-263.
- Koelman, J. & Venniker, R. (2001). Public funding of academic research: the Research Assessment Exercise of the UK, In *Higher Education Reform: Getting the Incentives Right*. Enschede: CHEPS, 101-117.
- Kohtamäki, V. (2019). Academic leadership and university reform-guided management changes in Finland. *Journal of Higher Education Policy and Management*, *41*(1), 70–85.
- Kretek, P.M., Dragšić, Ž. and Kehm, B.M. (2013) Transformation of university governance: on the role of university board members. *Higher Education*, 65(1), pp. 39-58.
- Krücken, G. (2011). A European Perspective on New Modes of University Governance and Actorhood. Research & Occasional Paper Series: CSHE.17.11.
- Krücken, G., & Meier, F. 2006. Turning the University into an Organizational Actor. *In Globalization and Organization*. World Society and Organizational Change, edited by G. S. Drori, J. W. Meyer, and H. Hwang. Pp. 241-257. Oxford University Press.
- Krüger, K., Parellada, M., Samoilovich, D., & Sursock, A. (2018). Governance Reforms from a European Perspective (pp. 159–202). In *Governance Reforms in European University Systems. The Case of Austria, Denmark, Finland, France, the Netherlands and Portugal*. Cham: Springer International Publishing. ISBN 978-3-319-72212-2 (eBook).
- Laffin, M. (1997). Understanding Minister-Bureaucrat Relations: Applying Multi-Theoretic Approaches in Public Management. *Australian Journal of Public Administration 56* (1), 45-58.
- Lane, J. E. (2000). *New Public Management*. London: Routledge.
- Lane, J. E. (2005, November) *Agency Problems with Complex Principals: State Oversight of Higher Education: A Theoretical Review of Agency Problems with Complex Principals*, Paper presented at the annual conference of the Association for the Study of Higher Education (Philadelphia, United States).
- Lane, J. E., Kinser, K. and D. Knox (2013) 'Regulating cross-border higher education: A case study of the United States', *Higher Education Policy*, 26, 147–172.
- Lane, J. (2012). Agency Theory in Higher Education Organizations. In The Organization of *Higher Education Managing Colleges for a New Era* Edited by Michael Bastedo. The Johns Hopkins University Press.
- Lane, J. E., & Kivisto, J. (2008). Interests, information, and incentives in higher education: Principal-agent theory and its potential applications to the study of higher education governance. In J. C. Smart (Ed.), *Higher education: Handbook of theory and research* (Vol. XX, pp. 141–179). Dordrecht: Springer.
- Larsen, I.M. Maassen y P. Stensaker, B. (2009). Four basic dilemmas in university governance reform. *Higher Education Management and Policy*, 21(3), 41-57.

- Larsen, I.M. (2011). The role of the governing board in higher education institutions. *Tertiary Education and Management* 7: 323–340, 2001.
- Lavigne, E. (2018): The collegial and managerial roles and qualifications of Canadian university deans, *Studies in Higher Education*, DOI: 10.1080/03075079.2018.1496409
- Lawrence, S. (2017) Higher Education´s Multiple Stakeholders. In *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*. In Brent D. Ruben, Richard De Lisi, Ralph A. Gigliotti. Stylus Publising LLC, Virginia.
- Leisyte, Liudvika & Kizniene, Danguole. (2006). New Public Management in Lithuania's Higher Education. *Higher Education Policy*, (19) 377-396.
- Lemaitre, M.J. (2015). Aseguramiento de la calidad: una política y sus circunstancias. En Bernasconi, A. (ed.), *La Educación Superior en Chile: transformación, desarrollo y crisis*. Santiago: Ediciones UC.
- Lemaitre, M.J., y Zenteno, M.E. (2012). *Aseguramiento de la calidad en Iberoamérica*. Educación Superior en Iberoamérica Informe 2012.
- Leslie, D. W. 1996. Strategic Governance: The Wrong Questions?. *The Review of Higher Education*, 20: 101-112.
- Leslie, L.L. & Rhoades, G. (1995). Rising Administrative Costs: Seeking Explanations. *The Journal of Higher Education*, 66 (2), 187-212.
- Levy, D. (2013), The decline of private higher education, *Higher Education Policy*, 26, 25-42.
- Liefner, I. (2003). Funding, resource allocation, and performance in higher education systems. *Higher Education*, 46: 469–489, 2003.
- Llewellyn, D. (2009) *The Role and Influence of the Secretary in UK Higher Education Governing Bodies*. London: Leadership Foundation.
- Locke, W., Cummings, W.K. y Fischer, D. (2011). *Changing governance and management in higher education*. Dordrecht, The Netherlands: Springer.
- Lombardi, J. (2013). *How Universities Work*. Baltimore MD: Johns Hopkins University Press.
- Lucas, C. J. (2006). *American higher education: A history* (2nd ed.). New York, NY: Palgrave Macmillan.
- Luescher-Mamashela, T. M. (2013). Student representation in university decision making: Good reasons, a new lens? *Studies in Higher Education*, 38(10), 1442–1456.
- Lukes, S. (1986). Introduction. In S. Lukes (Ed.), *Power* (pp. 1– 18). Washington Square: New York University Press.
- Lumpkin, A. (2004). Enhancing the effectiveness of department chairs. *Journal of Physical Education, Recreation & Dance*, 75(9), 44– 48.
- Maassen, P. (2003). Shifts in Governance Arrangements (pp. 31-53).
- Macias, Annie (2012). A Case Study Using Principal-Agent Theory to Explore How a Public, Four Year University Interacts with a System Office (2012). UNLV Theses, Dissertations, Professional Papers, and Capstones. 1752.
- McCormick, R. and Meiners, R. (1988). University Governance: A property Rights Perspective. *Journal of Law and Economics*, vol XXXI (October 1988).
- McCormack, J., Propper, C., & Smith, S. (2014). Herding cats? Management and university performance. *Economic Journal*, *124*(578).

- McLendon (2003). The Politics of Higher Education: Toward an Expanded Research Agenda. *Educational policy*, Vol. 17 No. 1, January and March 2003 165-191.
- Magalhães, A., A. Veiga and P. Videira (2017). Hard and soft managerialism in Portuguese higher education governance. In R. Deem and H. Eggins (Eds). *The University as a Critical Institution?* Rotterdam, Sense Publishers: 37-52.
- Mainardes, Emerson**,** Raposo, Mário and Alves Helena (2011) Organizations with Dispersed Powers: Suggestions of a New Management Model Based on the Stakehlders Theory, *Journal of Management Research*, ISSN: 1941-899X, Vol. 3, no1 pag 1-31.
- Maldonado-Maldonado, A. (2012), International forces shaping Latin American higher education governance. In Schuetze, H. G., Bruneau, W., y Grosjean, G. (eds.) (2012), *University Governance and Reform. Policy, Fads, and Experience in International Perspective*. pp. 109-124. Palgrave Macmillan, New York.
- Manning, Kathleen (2013). *Organizational Theory in Higher Education* (Core Concepts in Higher Education). Taylor and Francis. Kindle Edition.
- Marginson, S. (2000). Rethinking academic work in the global era. *Higher Education Policy and Management*, 22 (1), 23– 35.
- Marginson, S. (2011). Higher education in East Asia and Singapore: Rise of the Confucian Model. *Higher Education*, *61*(5), 587–611.
- Marginson, S; (2014) Emerging higher education in the post-confucian heritage zone. In: *Higher Education in the Global Age: Policy, Practice and Promise in Emerging Societies*. pp. 89-112. New York, NY: Routledge.
- Massy, W. F., Wilger, A. K., & Colbeck, C. (1994, July/ August). Overcoming "hollowed" collegiality. *Change*, 26 (4), 10– 20.
- Massy, W. F., & Zemsky, R. (1994). Faculty Discretionary Time. *The Journal of Higher Education*, *65*(1), 1–22.
- Massy, W. F. (1996). Productivity issues in higher education. In W. F. Massy (Ed.), *Resource allocation in higher education* (pp. 49– 86). Ann Arbor: University of Michigan Press.
- Massy, W. F., & Zemsky, R. (1997). A utility model for teaching load decisions in academic departments. *Economics of Education Review*, *16*(4), 349–365.
- Meira Soares, V.A. & M.S.C. Amaral (1999). The Entrepreneurial University: a Fine Answer to a Difficult Problem?. *Higher Education in Europe*, Vol. 24, Nº1.
- Meister-Scheytt, C. and Scheytt, T. (2005). The Complexity of Change in Universities. *Higher Education Quarterly*, 0951–5224 Volume 59, No. 1, January 2005, pp 76–99
- Meléndez, M.A., Solís, P.C. y Gómez, J.G.I. (2010). Gobernanza y gestión de la universidad pública. *Revista de Ciencias Sociales* (RCS), XVI, 2, 210-225.
- Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal structures as myth and Ceremony. *American Journal of Sociology*, 83, 340-363.
- Meyer, H. D., & Rowan, B. (2006). *The new institutionalism in education*. *The New Institutionalism in Education* (pp. 1–234). State University of New York Press.
- Middlehurst, R. (2013). Changing Internal Governance: Are Leadership Roles and Management Structures in United Kingdom Universities Fit for the Future? *Higher Education Quarterly*, Volume 67, No. 3, July 2013, pp 275–294.
- Middlehurst, R. (1993). *Leading Academics*. The Society for Research into Higher Education & Open University Press.

- Mignot-Gérard, S. (2006). *The Internal Governance of French Universities: Between Political Leadership and Soft Management*. Ph.D. dissertation in Sociology, Institut d'Etudes Politiques de Paris.
- Milgrom, P. & Roberts, J. (1992). *Economics, Organization and Management*. New Jersey: Prentice Hall.
- Millett, J. (1962). *The academic community: An essay on organization*. New York: McGraw-Hill.
- Mintzberg, H. (1979). *The structure of organizations*. Upper Saddle River, NJ: Prentice Hall.
- Mintzberg, H. and Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal* 6:257-272.
- Mitchell, Brian C. and King, Joseph (2018). *How to Run a College* (Higher Ed Leadership Essentials). Johns Hopkins University Press. Kindle Edition.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4) 853–886.
- Moe, T. M. (1984). The new economics of organization. *American Journal of Political Science*, 28(4), 739–777.
- Mok, K. H. (2007). Withering the state? Globalization challenges and changing higher education governance in East Asia. In W. T. Pink & G. W. Noblit (Eds.), *International handbook of urban education* (pp. 305-320). Dordrecht: Springer.
- Moreno, C. I. (2012). Monetary Incentives and Organizational Change in Mexican Higher Education. Doctoral dissertation. University of Illinois at Chicago, UMI 3556486, PROQUEST.
- Mortimer, K. P., & McConnell, T. R. (1978). *Sharing authority effectively: Participation, interaction, and discretion.* San Francisco, CA: Jossey-Bass.
- Moscati, R. (2009) 'The implementation of Bologna process in Italy', in A. Amaral, G. Neave, C. Musselin and P. Maassen (eds) *European Integration and the Governance of Higher Education and Research* (pp. 207–225) (Dordrecht: Springer).
- Moscati, R. (2014). Autonomy for what? The university mission in a centralised higher education system: the case of Italy. *International Trends in University Governance: Autonomy, self-government and the distribution of authority* (International Studies in Higher Education). Taylor and Francis. Kindle Edition.
- Musselin, Christine (2010) The Impact of Changing Recruitment Practices on Academic Profiles. In *Academic and Professional Identities in Higher Education: The Challenges of a Diversifying Workforce*, ed. George Gordon and Celia Whitchurch, 125-137. New York: Routledge.
- Musselin, C. and Paradeise, C. (2009) 'France. From Incremental Transitions to Institutional Change' pp. 21– 49 in Paradeise, C., Reale, E., Bleiklie, I. and Ferlie, E. (Eds) *University Governance. Western European Comparative Perspectives*. Dordrecht: Springer
- Musselin, C. (2007). Are universities specific organizations? In G. Krücken, A. Kosmutzky, & M. Torka (Eds.), *Towards a multiversity? Universities between global trends and national tradition*. Bielefeld: Transcript Verlag, pp. 63-84.
- Musselin, C., & Teixeira, P. N. (2014). *Higher education dynamics. Reforming higher education*. Dordrecht: Springer.

- Neave, G. (1988). On being economical with university autonomy: Being an account of the retrospective joys of a written constitution. In M. Tight (Ed.), *Academic freedom and responsibility*. Buckingham: Open University Press.
- Neave, G. (2012). *The evaluative state, institutional autonomy and re-engineering higher education in Western Europe: The prince and his pleasure*. Hampshire, England: Palgrave Macmillan.
- Nichols (1990). The Ratchet and the Lattice Understanding the Complexity of the Modern University. *International Higher Education*, (2) pp. 4-6
- Nilakant, V., & Rao, H. (1994). Agency theory and uncertainty in organizations: An evaluation. *Organization Studies*, 15(5), 649– 672.
- Oba, J. (2014). Reforming national universities in Japan Implications for governance. *International Trends in University Governance: Autonomy, self-government and the distribution of authority* (International Studies in Higher Education). Taylor and Francis. Kindle Edition.
- Olson, Jeffery E. (1990). Values Implicit in the Resource Allocations of Universities. (Doctoral Dissertation), ProQuest Dissertations & Theses.
- Ormond, D. y Löffler, E. (1999), Nueva Gerencia Pública: qué Tomar y qué Dejar. Reforma y Democracia, Caracas, *Centro Latinoamericano de Administración para el Desarrollo*, No. 13. Caracas, Venezuela: 1-3.
- Ortmann, A., & Squire, R. (2000). A game-theoretic explanation of the administrative lattice in institutions of higher learning. *Journal of Economic Behavior and Organization*, 43, 377– 391.
- Ostrom, E. (1999). Coping with tragedies of the commons. *Annual Review of Political Science*, 2, 493– 535.
- Paradeise, C., Reale, E. and Goastellec, G. (2009) A Comparative Approach to Higher Education Reforms in Western European Countries. In Paradeise, C., Reale, E., Bleiklie, I., & Ferlie, E. (Eds.) *University governance: Western European comparative perspectives*. Dordrecht: Springer.
- Parker, M. (2014). University, Ltd: Changing a business school. *Organization, 21*(2), 281– 292.
- Pepper, C., & Giles, W. (2015). Leading in middle management in higher education. *Management in Education*, *29*(2), 46–52.
- Perrow, C. (1986). *Complex Organizations. A Critical Essay.* (3rd ed.). New York: Random House.
- Perrow, C. (1961). *The Analysis of Goals in Complex Organizations. American Sociological Review 26* (6), 854-866.
- Petersen, T. (1993). The Economics of Organization: The Principal – Agent Relationship. *Acta Sociologica*, 36, 277-293.
- Peterson, M. (1997). Using contextual planning to transform institutions. In M. Peterson, D. Dill, & L. Mets (Eds.). *Planning and management for a changing environment*, pp. 127-157. San Francisco: Jossey-Bass.
- Peterson, M. (2007). The study of colleges and universities as organizations. In P. J. Gumport (Ed.). *The sociology of higher education: contributions and their contexts*, pp.147-184. Baltimore: John Hopkins University.

- Peterson, M. W. (1974). Organization and administration in higher education: Sociological and social-psychological perspectives. *Review of Research in Education*, 2, 296–347. Washington, DC: American Educational Research Association.
- Pfeffer, J., and G. R. Salancik. (1974). Organizational Decision Making as a Political Process: The Case of a University Budget. *Administrative Science Quarterly*, 19: 139-154.
- Phillips, Cynthia R. and Olson, Jeffery E. (2013). To what extend are the final cost objetives of universities subsidized? *Proceedings of ASBBS* Vol. 20 Nº 1.
- Pierce, Susan R. (2014) *Governance Reconsidered: How Boards, Presidents, Administrators, and Faculty Can Help Their Colleges Thrive*. Wiley. Kindle Edition.
- Pratt, J.W. & Zeckhauser, R.J. (1985). Principals and Agents: An Overview. In Pratt, J.W. & Zeckhauser, R.J. (eds.) *Principals and Agents: The Structure of Business*. Boston: Harvard Business School Press, 1-35.
- Pruvot, E. B., & Estermann, T. (2017). *European university association III. The scorecard.* Brussels: EUA.
- Pusser, B. & Slaughter, S. & Thomas, S. (2006). Playing the board game: an empirical analysis of university trustee and corporate board interlocks. *Journal of Higher Education*, Volume 77, nº 5, pp. 747-775.
- Pusser, B. (2008). The state, the market and the institutional estate: Revisiting contemporary authority relations in higher education. In J. C. Smart (Ed.), *Higher education: Handbook of theory and research* (pp. 105–139). Dordrecht, The Netherlands: Springer.
- Rahman, A., Farley, A., Naidoo, M. (2012). Analysis of Government-University Relationship from the Perspective of Agency Theory. *Journal of Education and Practice* Vol 3, No 6, 2012.
- Rhoades, G.L. (1998). *Managed Professionals: Unionized Faculty and Restructuring Academic Labor*. Albany, NY: SUNY Press.
- Riley, G. and Baldridge, J. (1977). *Governing academic organizations: New problems, new perspectives*. Los Angeles: McCutchan.
- Rinne, R. & Koivula, J. (2005). The Changing Place of the University and a Clash of Values The Entrepreneurial University in the European Knowledge Society A Review of the Literature. *Higher Education Management and Policy* Volume 17, No. 3 OECD 2005.
- Rinne, R. (1999). The Rise of the McUniversity. In I. Fägerlind, I. Holmesland and G. Strömqvist (eds.) op. cit., pp. 157-169.
- Ritzer, G. (2002), "Enchanting McUniversity: Toward a Spectacularly Irrational University Quotidian", in. D. Hayes and R. Wynyard (eds.) *The McDonaldisation of Higher Education*, Westport, CT and London, Bergin and Garvey, pp. 19-32.
- Robbins, S.P. (1990). *Organization Theory. Structure, Design, Applications*. (3rd ed.). Englewood Cliffs: Prentice-Hall.
- Rojas, A. y Bernasconi, A. (2009). El gobierno de las universidades en tiempos de cambio. En *Desafíos y perspectivas de la dirección estratégica de las instituciones universitarias*. Ediciones CNA- Santiago, Chile.
- Rowlands, J. (2017). *Academic Governance in the Contemporary University: Perspectives from Anglophone nations*. Springer Singapore. Kindle Edition.
- Rowlands, J. (2013). Academic boards: Less intellectual and more academic capital in higher education governance? *Studies in Higher Education*, 38(9), 1274–1289.

- Rothaermel FT., Agung SD., Jiang L. (2007). University entrepreneurship: a taxonomy of the literature. *Industrial and Corporate Change,* 16(4):691-791.
- Rouse, William B. (2016) *Universities as Complex Enterprises: How Academia Works, Why It Works These Ways, and Where the University Enterprise Is Headed* (Stevens Institute Series on Complex Systems and Enterprises). Wiley. Kindle Edition.
- Ruben, Brent D.; De Lisi, Richard; Gigliotti, Ralph A. (2017). *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools*. Stylus Publishing. Kindle Edition.
- Rudolph, F. (1990) *American College and University: A History* (2nd Edn). Athens, GA: University of Georgia Press.
- Rytmeister, C. (2009). Governing university strategy: Perceptions and practice of governance and management roles. *Tertiary Education and Management*, 15(2), 117–156.
- Sam, C., & Sijde, P. (2014). Understanding the concept of the entrepreneurial university from the perspective of higher education models. *Higher Education, 68*(6), 891-908.
- Santiago, R., Carvalho, T., Amaral, A. *et al.* Changing Patterns in the Middle Management of Higher Education Institutions: The Case of Portugal. *Higher Education* 52, 215–250.
- Sassower, R. (2000), *A sanctuary of their own: intellectual refugees in the academy* (Lanham, MD, Rowman & Littlefield).
- Savage, G., Nix, T., Whitehead, C. and Blair, J. (1991). Strategies for assessing and managing organizational stakeholders. *Academy of Management Executive*, 5(1), pp. 61-75.
- Schimank, U., & Lange, S. (2009). Germany: A Latecomer to New Public Management. In C. Paradeise, E. Reale, I. Bleiklie & E. Ferlie (Eds.), *University governance—Western European comparative perspectives* (Chap. 3, 1st ed., pp. 51–75). Berlin: Springer.
- Schofield, A. (2009) *What Is an Effective and High Performing Governing Body in UK Higher Education?* London: Leadership Foundation.
- Schloss, P.J. & Cragg, K.M. (2013). *Organization and administration in higher education*. New York, NY: Routledge.
- Schuster, J. H., Smith, D. G., Corak, K. A., & Yamada, M. M. (1994). *Strategic governance: How to make big decisions better*. Washington, DC. American Council on Education/ Oryx Press.
- Scott, J. C. (2006). The mission of the university: Medieval to postmodern transformations. *The Journal of Higher Education*, 77 (1), 1–39.
- Scott, Robert A. (2018). *How University Boards Work*. Johns Hopkins University Press. Kindle Edition.
- Scott, W. R. (2004). Reflections on a half-century of organizational sociology. *Annual Review of Sociology*, 30, 1– 21.
- Seeber, M., Benedetto Lepori, Martina Montauti, Jürgen Enders, Harry de Boer, Elke Weyer, Ivar Bleiklie, Kristin Hope, Svein Michelsen, Gigliola Nyhagen Mathisen, Nicoline Frølich, Lisa Scordato, Bjørn Stensaker, Erica Waagene, Zarko Dragsic, Peter Kretek, Georg Krücken, António Magalhães, Filipa M. Ribeiro, Sofia Sousa, Amélia Veiga, Rui Santiago, Giulio Marini & Emanuela Reale (2015). European Universities as Complete Organizations? Understanding Identity, Hierarchy and Rationality in Public Organizations. *Public Management Review*, 17(10), 1444-1474.
- Shattock, Michael and Horvath, Aniko (2019) *Governance of British Higher Education* (Bloomsbury Higher Education Research). Bloomsbury Publishing. Kindle Edition.

- Shattock, M. (2003). *Managing Successful Universities*, Buckingham: The Society for Research into Higher Education and Open University Press.
- Shattock, M. (2014). *International Trends in University Governance: Autonomy, self-government and the distribution of authority*. Abingdon, Oxon and New York: Routledge.
- Shattock, M. (2006). Managing Good Governance in Higher Education. Open University Press, Maidenhead.
- Siekkinen T. & Pekkola E. & Carvalho T. (2019). Change and continuity in the academic profession: Finnish universities as living labs. *Higher Education*, First Online. 10.1007/s10734-019-00422-3
- Slantcheva, S. and Levy, D. (2007). Private higher education in post-communist Europe: In search of legitimacy. In: S. Slantcheva and D. Levy (Eds.), *Private higher education in post-communist Europe* (pp. 1-23). New York: Macmillan.
- Slaughter, S. & Leslie, L.L. (1997). *Academic Capitalism: Politics, Policies, and the Entrepreneurial University*. Baltimore: The Johns Hopkins University Press.
- Smith, A. (1776). *A wealth of nations*. Amherst, NY: Prometheus Books.
- Sporn, B. (2009). Gobierno y administración: tendencias estructurales y organizacionales. En *Desafíos y perspectivas de la dirección estratégica de las instituciones universitarias*. Ediciones CNA-Santiago, Chile.
- Sporn B. (2007) Governance and Administration: Organizational and Structural Trends. In: Forest J.J.F., Altbach P.G. (eds) *International Handbook of Higher Education*. Springer International Handbooks of Education, vol 18. Springer, Dordrecht.
- Sporn, B. (1999). Towards More Adaptative Universities: Trends of Institutional Reform in Europe. *Higher Education in Europe*, Vol. XXIV, N°1. UNESCO 1999.
- Sørensen, E. & Triantallou, P. (2009). *The Politics of self-Governance*. England: Ashgate Publishing Limited.
- Stensaker, B. (2014). Troublesome institutional autonomy Governance and the distribution of authority in Norwegian universities. *International Trends in University Governance: Autonomy, self-government and the distribution of authority* (International Studies in Higher Education) Taylor and Francis. Kindle Edition.
- Stoessel, J. W. (2013) 'Conceptualizing the shared governance model in American higher education: considering the governing board, President and faculty', Student Pulse, 5(12).
- Strike, T. and Swinn, D. (2018) Leadership, governance and decision-making. In Strike, T. 2018 (Ed.) *Higher Education Strategy and Planning: A Professional Guide* (p. 127-143). Taylor and Francis. Kindle Edition.
- Strauss, A. (1978). *Negotiations: Varieties, contexts, processes and social order*. San Francisco: Jossey-Bass.
- Taylor, J. S., & De Lourdes Machado, M. (2008). Governing boards in public higher education institutions: A perspective from the United States. *Tertiary Education and Management*, *14*(3), 243–260.
- Thoenig, J. C., & Paradeise, C. (2014). Organizational Governance and the Production of Academic Quality: Lessons from Two Top U.S. Research Universities. *Minerva*, *52*(4), 381–417.
- Tierney, W. G. (2011). The role of tertiary education in fixing failed states: Globalization and public goods. *Journal of Peace Education*, 8(2), 127–142.

- Tierney, W. G., & Minor, J. T. (2003). *Challenges for governance: A national report*. Los Angeles, CA: Center for Higher Education Policy Analysis.
- Tight, M. (1992). Institutional Autonomy. In Clark, B.R. & Neave, G.R. (eds.) *The Encyclopedia of Higher Education*. Volume 2. Analytical Perspectives. Oxford: Pergamon Press.
- Toma, J. D. (2011). *Managing the entrepreneurial university: Legal issues and commercial realities.* New York, NY: Routledge.
- Tosi, H.L. Jr. & Gomez-Mejia, L.R. (1989). The Decoupling of CEO Pay and Performance: An Agency Theory Perspective. *Administrative Science Quarterly* 34 (2), 169-189.
- Trammell, Jeffrey (2016). *Effective Board Chairs: A Guide for University and College Chairs*. Washington, DC: AGB, 2016.
- Trow, M.A. (1996). Trust, markets and accountability in higher education: A comparative perspective. *Higher Education Policy*, 9(4), 309-324.
- Trow, M. (1994) *Managerialism and the Academic Profession: Quality and Control*. London: QSC.
- Trower, Cathy A. (2013) *The Practitioner's Guide to Governance as Leadership.* Wiley. Kindle Edition.
- Vabø, A. (2011). Norway: between Humboldtian values and strategic management. pp. 263–280 in Locke, W., Cummings, W. K. and Fisher, D. (Eds.) *Changing Governance and Management in Higher Education*. Dordrecht: Springer
- Veiga, A., Magalhães, A. y Amaral, A. (2015). From Collegial Governance to Boardism: Reconfiguring Governance in Higher Education. In Jeroen Huisman, Harry de Boer, David D. Dill and Manuel Souto-Otero. *The Palgrave International Handbook of Higher Education Policy and Governance*. Palgrave Macmillan UK. Kindle Edition.
- Verhoeven, J. C. (2010) 'Academic middle managers and management in university colleges and universities in Belgium (Flanders)' in: Meek, L. V., L. Goedegebuure, T. Carvalho & R. Santiago (eds) *The Changing Dynamics of Higher Education Middle Management*., 55-81.
- Vining, A.R. & Weimer, D.L. (1999). Inefficiency in Public Organizations. *International Public Management Journal*, 2(1), 1-24.
- Warner, W.K. & Havens, A.E. (1968). Goal Displacement and the Intangibility of Organizational Goals. *Administrative Science Quarterly*, 12(4), 539-555.
- Weber, M. (1968). *Economy and Society: An Outline of Interpretive Sociology*. New York: Bedminster Press.
- Weber, M. (1947). *The theory of social and economic organizations*. New York, NY: Free Press.
- Weick, K. (1976). Educational Organizations as Loosely Coupled Systems. *Administrative Science Quarterly*, 21, 1-19.
- Westerheijden, Don F., de Boer, Harry and Enders, Jürgen (2009). An 'Echternach' Procession in Different Directions: Oscillating Steps Towards Reform. In Paradeise, C., Reale, E., Bleiklie, I., & Ferlie, E. (Eds.) *University governance: Western European comparative perspectives*. Dordrecht: Springer.
- Whitley, R. 2008. "Constructing Universities as Strategic Actors: Limitations and Variations." In *The University in the Market*, pp.23-37. Edited by L. Engwall and D. Weaire. Colchester: Portland Press.

- Williams, G. and Kitaev, I. (2005). "Overview of National Policy Context for Entrepreneurialism in Higher Education Institutions". In: OECD, *Higher Education Management and Policy: Entrepreneurship*. Vol. 17. No. 3 – Special Issue. Paris: OECD Publishing. 125-141.
- Williams, G. (2002). An Honest Living or Dumbing Down?. In G. Williams (ed.) *The Enterprising University. Reform, Excellence and Equity*, Buckingham, SRHE and Open University Press, pp. 3-19.
- Williams, G. (1995). The "Marketization" of Higher Education: Reforms and Potential Reforms in Higher Education Finance. In Dill, D.D. & Sporn, B. (eds.) *Emerging Patterns of Social Demand and University Reform: Through a Glass Darkly*. IAU Press / Pergamon, 170-193.
- Williamson, O. E. (1985). *The economic institutions of capitalism: Firms, markets, relational contracting*. New York: Free Press.
- Wilson, E. B. (2007). Row, row, row the same boat. Trusteeship, same boat. *Trusteeship*, 15(3), 8– 13.
- Wilkesmann, U. (2013) Effects of Transactional and Transformational Governance on Academic Teaching: Empirical evidence from two types of higher education institutions, *Tertiary Education and Management*, 19:4, 281-300.
- Wilkesmann, U., & Schmid, C. (2012). The impacts of new governance on teaching at German universities. Findings from a national survey. *Higher Education, 63*(1), 33-52.
- Wolfe, A. (2001). Professors are Unconvincing in Shielding Their Interests. *Chronicle of Higher Education* 47 (25).