

Governments are from Mars, Universities are from Venus

Presentation to the Department of Economics
Memorial University of Newfoundland

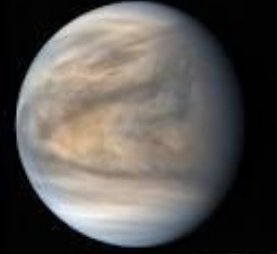
November 9, 2018

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Outline of the Presentation



- Challenges facing society in the 21st century and the need for governments and universities to collaborate
- Challenges to collaboration faced by governments
- Challenges to collaboration faced by universities
- Specific suggestions for improved collaboration



Some Major Challenges Facing Society



- Climate change (“the Anthropocene”)
- The Fourth Industrial Revolution
- The Fourth Political Revolution
- Human migration and demographics



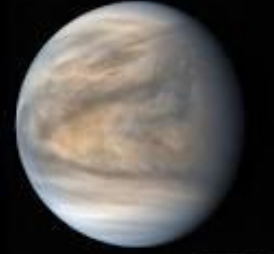
About Mike Clair



- 1980-82: Continuing Education Division, MUN Extension Service
- 1982-88: Advertising Coordinator and Marketing Coordinator, Tourism Branch, Department of Development
- 1988-96: Tourism Development Manager, Department of Development and Tourism
- 1996-2005: Director of Culture and Heritage, Department of Tourism, Culture and Recreation
 - 2000: one-year secondment opportunity, Executive Council, Government of Newfoundland and Labrador
- 2005-2018: Associate Director (Public Policy), Harris Centre, Memorial University of Newfoundland



The Logic Model



Massive social, environmental, political, technological and demographic challenges



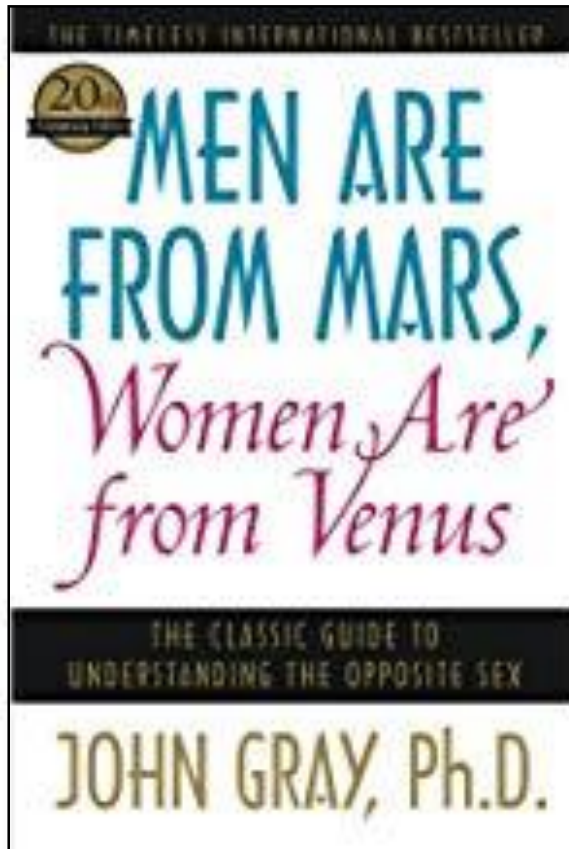
The need for governments and universities to work more closely together to address these challenges



Cultural differences between governments and universities lead to misunderstandings and missed opportunities



A better understanding of the different cultures should lead to improved collaboration



Men and women, despite being in constant interaction with each other, don't really know each other very well and don't communicate well with each other, creating missed opportunities at best and conflicts at worst.



Corporate Culture



- How decisions are made
- How long it takes to accomplish things
- The types of activities undertaken
- What determines promotion decisions
- How the institution perceives its societal role
- Etc.

Common Misperceptions

Of Public Servants



Lazy, over-paid, marking time, pushing paper, immune to citizens' concerns, etc.

Of University Professors



Lazy, over-paid, hide-bound, living in an ivory tower, etc.



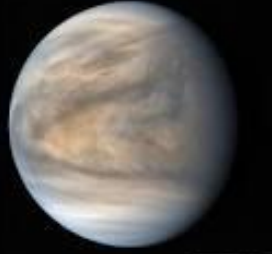
Challenges to Collaboration



- The command-and-control environment
- The shrinking of the state
- Horizontal (cross-departmental) and vertical (Federal-Provincial) coordination
- Weakening of the public service
- Overuse of privacy and confidentiality



Summary of the State of Government



- Government is supposed to manage major changes in the economy, the natural environment, demographics, technology and public expectations,
- Without abandoning legacy programs,
- With fewer resources than in the past,
- While operating in an adversarial environment, and
- Under greater scrutiny because of the 24-hour news cycle.



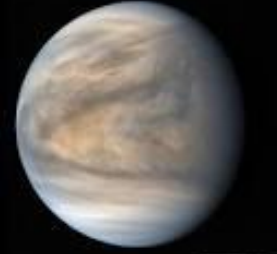
About the University



- The academy and the administration
- Tenure and peer review
- Curiosity-based vs. directed research
- Expansion of the mandate



Expansion of the Mandate



- Attract and integrate immigrants
- Help integrate Aboriginal persons, the differently-abled and other non-traditional students into the labour market
- Commercialize discoveries and innovations
- Help anchor regional economies
- Provide guidance in resolving complex social, economic and environmental challenges
- Etc.



Challenges to Collaboration



- Promotion and tenure system
 - 40% teaching
 - 40% research
 - 20% service on university committees
 - 0% public engagement
- Disconnect between the academy and the administration
- Lack of interest in collaboration



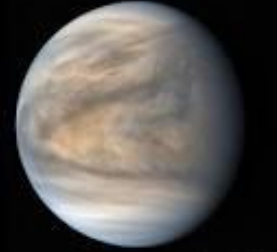
Warning!



Universities are
not consultants to
government!



Suggestions for Collaboration (1/2)



1. Better utilization of the university by public servants
 - a. Enroll in courses and programs
 - b. Attend lectures and meetings
 - c. Develop courses specifically for the public service
2. Better integration of government research needs with university resources
 - a. Engage university researchers in addressing government knowledge gaps
 - b. Share government data with university researchers (Big Data)



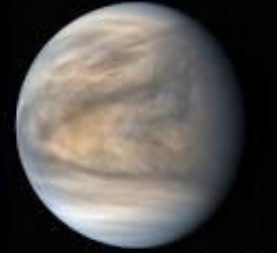
Suggestions for Collaboration (2/2)



3. Create a policy innovation lab within the university
4. Create centres and institutes to address public policy priorities
5. Insert public policy challenges into the curriculum
6. Create professional exchanges between government and university



Key Principles



- The university does not compromise its integrity in collaborating with government
- Additional requests from government for more engagement by the university must be accompanied by additional funding
- Government retains the ultimate authority to make decisions regarding public policy but universities should be expected to speak truth to power



Questions? Comments?

Thank you!

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