

Scientific and Educational Symposium : “Governance in Pedagogy and Pedagogy of Governance”.

For anybody assigned in transmission of knowledge, know-how and breeding, concern oneself in educational methods is a fundamental act. It ensures the quality of the provided training courses, and remains the utmost crucial against the fall of love between students and the University. I will not develop this thematic, I will underline the necessity to give evaluation in addition. Nowadays our Institution, involves by the way of a charter, the volunteers from the executives in a contract of quality, a valuation tool inseparable of the act of teaching.

Governance comes from Latin " *gubernare: to steer a ship* ". I agree with the picture¹, that a drunken ship needing steering is already away, since governance sets steering of private as well as public business. To maintain good functioning and control of the University, to apply information and decision rules; doesn't it require a peculiar educational method ?

The University of Pau and the Adour country (Université de Pau et des Pays de l'Adour, UPPA), equipped itself with a thought "Steering gear". One of the three themes of its next four years contract is entitled: "**The field of governance, organisation and steering : promote efficiency by responsibility**", and its under title is: "**To rationalise coordinated modes of governance and improve global ability of control of the institution by decompartmentalisation**"

The extract of this contract given below attest that the theme of your conference remains then in the heart of the concerns of our institution, governance and education being founded on four pillars: responsibility, transparency, legitimate state, involvement.

"The UPPA multidisciplinary and multisite characteristics let its control a methodologically more complex and politically more difficult than for monodisciplinary or concentrated on a main site institutions. These structural characteristics reinforce here requirement to develop a managerial ability. The multiplicity of the sharing partners, the nature of the relations to establish and the imposed negotiations, let governance as a central issue for the institution. Its design cannot lock up in a dichotomist choice between the opposite canonical reference schemas of centralisation and decentralisation. They lead to unsatisfactory constructions since inefficient in terms of actions direction and destabilising for the institution. The original route, efficient but demanding, in phase with the global project to build a net university, aims to organise an "intelligent" connectivity. The goal is to reach a decompartmentalised organisation form and founded upon an efficient coordination between instruction levels and actions brought into play. All the approach is underpinned by the ambition to advocate structures evolution which mobilise responsibility, guarantee of the efficiency of the organisation in regard with its missions. To this purpose improvement of the global piloting capacity of the institution is a first condition of the strategic success because it determine strongly the political, methodological and practical possibilities of running the considered actions.

Forming by itself an essential orientation, this management and governance modes reinforcement is in the heart of the institution project. This priority calls for acceleration of the fitness of policy, administration and management cultures, action and work methods, of the tools and procedures. To embody this long term ambition of managerial culture diffusion, which let also systematic and reasoned evaluation of action and organisation an essential endogen resource and not a constraint, strive to act jointly on several change levers: put into coherence the organisation, the methods and procedures, develop the knowledge, action and control tools, to maintain an active mobilisation of the human resources, to secure the action machine of the institution".

Pau, October 20th 2006,

Michel HOLEMAN,

Vice-president of Studies Council and University Life of the UPPA.

¹ Un navire dirigé n'est justement plus un bateau ivre ! La métaphore de la Gouvernance comme Pilotage renverra justement à une bonne maîtrise de **la Conduite des Affaires Publiques**, voire Privées.

Le Traducteur aurait mis : « L'image m'agrée, celle du bateau ivre s'éloigne désormais puisque la gouvernance ... ».

Traduction par Eric Beaussart