



HELSINGIN YLIOPISTO
HELSINGFORS UNIVERSITET
UNIVERSITY OF HELSINKI

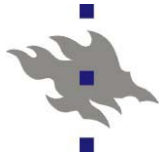
VALUES AND ETHICS IN UNIVERSITY GOVERNANCE

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University of Helsinki

Paris, September 12, 2006





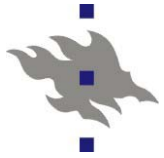
UNIVERSITY GOVERNANCE

■ LEADERSHIP

- setting up goals
- promoting values

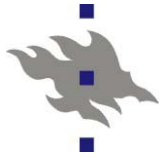
■ MANAGEMENT

- finding tools and resources for accepted goals



MANAGERIAL VALUES

- effectivity
- efficiency
- productivity
- performance indicators
- accountability
- assessment



NEW PUBLIC MANAGEMENT

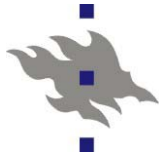
- it is good to use resources in an instrumentally rational manner
- competition in the global market economy
- universities as "factories" or productive parts of "national innovation systems"
- overemphasis on managerial values
- similarity to F. TAYLOR's scientific management (1907)



AGAINST TAYLORISM

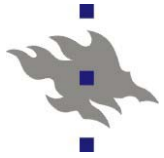
criticism of Taylorism and Fordism:

- incitement, overstrain, exploitation of workers
- monotonous work habits in line production
- hierarchical model of management
- planning economy
- belongs to old-fashioned "chimney industry"



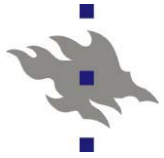
NEW TRENDS

- postindustrial information society
- new information occupations replace hard labor
- creativity, individual self-realization
- hierarchies resolved, flexible administration, learning organizations



CONFLICTING TENDENCIES

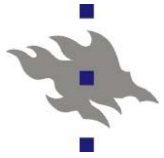
- effectivity and accountability may be useful tools in university administration, but their implementation should be complemented and balanced by academic values
- university policies have ethically relevant aspects
- classical Humboldtian university may be effective relative to "output" measures of the appropriate type: values and goals of the university



UNIVERSITY AS A VALUE-BASED ORGANIZATION

■ Universities Act of Finland:

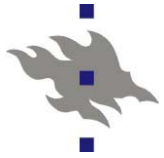
- free research
- research-based teaching
- education of youth to serve their nation and humanity
- interaction with society



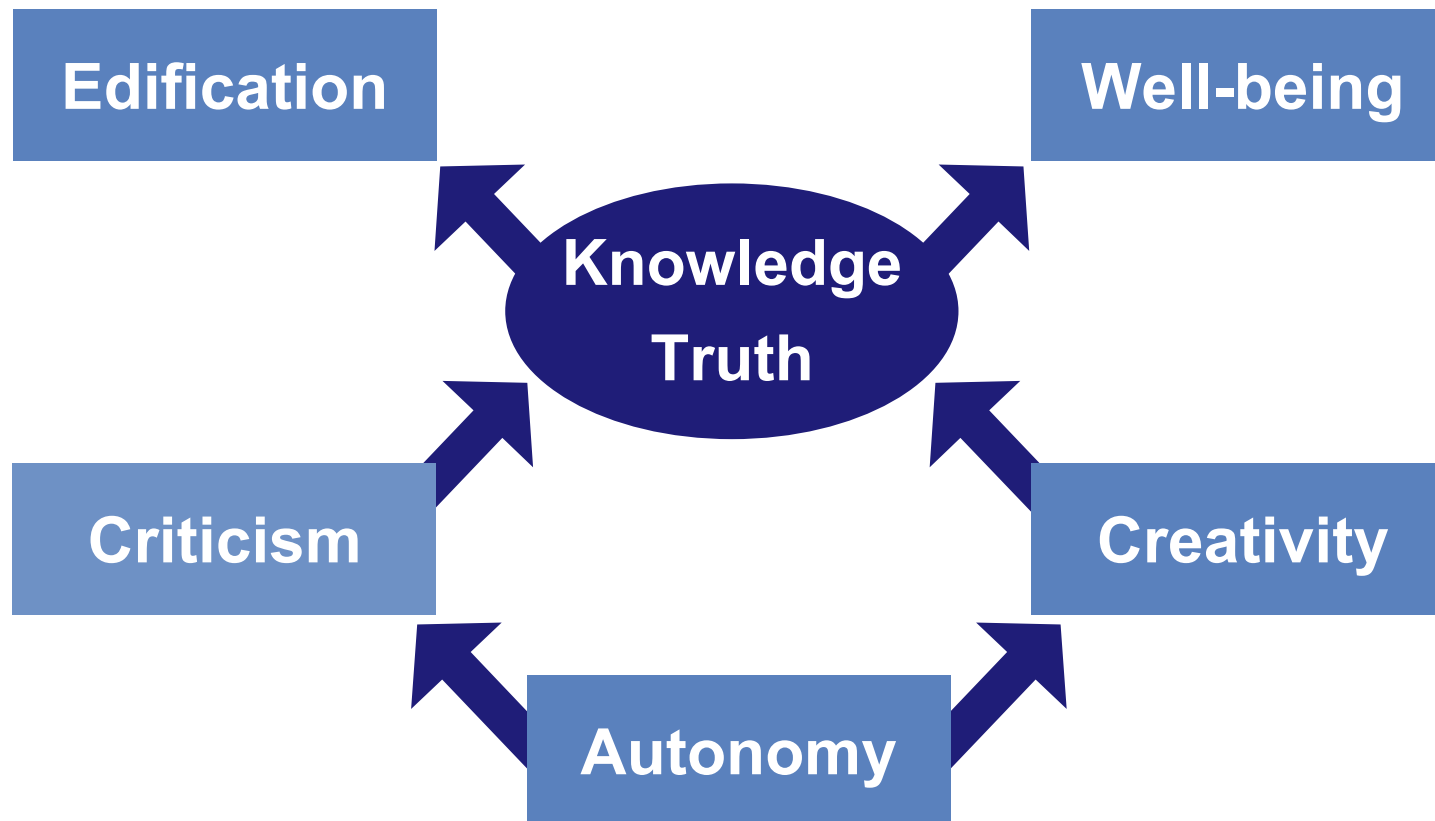
VALUES OF THE UNIVERSITY OF HELSINKI

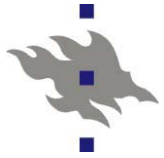
Strategy 2007-2009

- Basic values: knowledge, truth, criticism, creativity, edification, well-being
- Guiding principles: equality, democracy, sustainable development



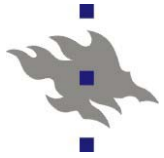
UNIVERSITY VALUES





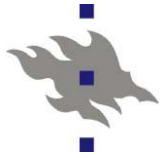
VALUES IN SCIENCE

- EPISTEMIC UTILITIES:
 - truth
 - information
 - justification
- PRACTICAL UTILITIES (applied research and technology)
 - economic profit
 - social relevance
 - human well-being



MERTON: ETHOS OF SCIENCE

- COMMUNISM: public and common goods
- UNIVERSALISM: impersonal criteria
- DISINTRESTNESS: no personal advantage
- ORGANIZED SCEPTICISM: critical attitude, logic and experience

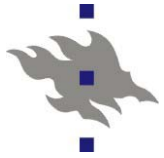


ETHICS OF SCIENCE

unwritten moral principles or written ethical codes against misconduct in science

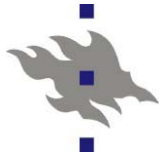
- HONESTY: fraud, fabrication of data
- FAIRNESS: plagiarism
- PROTECTION: harm to objects of research
- RESPONSIBILITY: harmful applications of science to nature, humanity, and society

Ethics of education and teaching



ETHICAL THEORIES

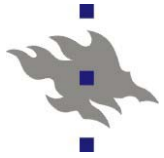
- UTILITARIANISM (MILL): ethically good actions bring about the greatest amount of human happiness (or other valuable consequences)
- DEONTOLOGICAL ETHICS (KANT): follow rules that define obligations and permissions, duties and rights; ethics as a system or code of commandments
- VIRTUE ETHICS (ARISTOTLE): characteristics of good human beings and good human life



PROFESSIONAL ETHICS

PROFESSION: a group of individuals with a common value-based service or occupation ideal and related skills and knowledge in their own field

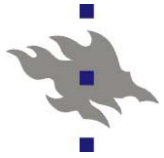
- classical professions: medicine (health), law (justice), education (human growth)
- administrators for X: general ethics, legislation about X, institutional values of X



DEMAND FOR ETHICS IN PUBLIC LIFE

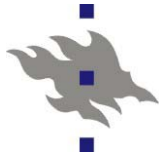
- United Kingdom: The Nolan Committee on standards in public life 1995
- State Personnel Strategy 2001, Finland
 - public activities are value-based and ethically on a high level
 - the competitiveness of the state as an employer secures skillful and committed personnel
 - a good director takes care of the personnel resources and of each individual

personnel policy, responsibilities



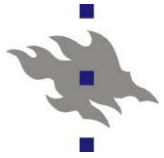
DIRECTORS

- strong will, motivation
- execution
- understanding (emotional intelligence)
- concern for people
- mental flexibility
- social flexibility



PUBLIC SERVANTS

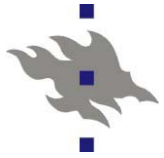
- utilitarian: effective in producing results
- deontological: obedience to the law
- virtues: good professional life



PUBLIC SERVANTS: NOLAN COMMITTEE 1995

The Seven Principles of Public Life

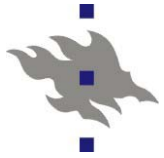
- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty
- leadership



PUBLIC SERVANTS: FINLAND 1999 (I)

List five most important values in public service:

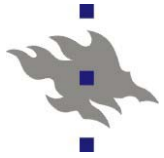
- | | | | |
|-----------------|-------|--------------|-----|
| - legality | 65,5% | honesty | 25% |
| - service | 61,5% | efficiency | 24% |
| - expertise | 58,1% | loyalty | 8% |
| - impartiality | 57,1% | devotion | 5% |
| - justice | 56,6% | collegiality | 4% |
| - openness | 47,8% | | |
| - effectiveness | 42,3% | | |
| - integrity | 33,7% | | |



PUBLIC SERVANTS: FINLAND 1999 (II)

List five worst forms of unethical conduct:

- corruption 78,9% irresponsibility
- bargain with jobs 43,2% sexual harrassment
- political discrimination 41,8% interest group
- favor of friends 34,1% own interest
- sexual discrimination 32,5% unnecessary delay
- disqualification 31,9% withholding knowledge
- defective preparation
- mischief at workplace
- resistance to reforms



PUBLIC SERVANTS: FINLAND 1999 (III)

Best ways of promoting ethics:

- example of directors
- explication of values
- information
- education
- ethical codes
- legislation
- control, surveillance
- conditions of work
- internal and external responsibility