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Abstract

ON WHETHER IT IS BETTER TO BE KNOWN OUTSIDE RATHER THAN INSIDE YOUR OWN UNIVERSITY, IF YOU CANNOT BE BOTH

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Universities have changed considerably since mass education was introduced in the 1960's, with the increasing growth of students, professionals and institutions leading to another kind of organizational structure both in Sweden as well as internationally (Hallonsten and Holmberg 2013). In light of this, the paper seeks to address questions such as: what kind of changes in respect of research activity and incumbency of senior positions have occurred in a neo-liberalism context where new public management reforms have impacted on academe for women academics? In what ways have these managerial reforms changed academic careers for women?

More men seem to be known outside their universities in a context where research has a higher status than teaching, administration and management, although the latter has gained some currency in recent years following the managerial turn. As Machiavelli - Niccolo Machiavelli (1469 - 1527) *The Prince* - so eloquent expressed it for principalities, and so too perhaps management, it is better to be both feared and loved as a Prince, but if you cannot be both than it is better to be feared. One question is do women academics choose to take on management positions as a career option when middle management positions have become more available in the wake of the of new managerial reforms with their increasing administrative burden? And if women academics cannot be known both inside and outside their University has it than become better, some might say "easier", to make a career inside their university if they cannot do both?

There are now more universities and researchers competing for research funding which has led, in Sweden at least, to a different funding system where twelve universities are regarded as old universities that dominate government research funding (Ljungberg et al. 2009). This has led to a dual system in the Swedish university system: one with a large volume of both research and education and considered elite; another which depends on education or teaching, with only

marginal research (ibid) and where external funding for research from private and public sectors has become crucial for survival. New public management reforms, which introduced a neo-bureaucratic organization, have also changed universities in the last 25 years with a focus on surveillance, monitoring and evaluation that deploys private sector management techniques and mindsets in performative fashion.

The Swedish government has, since 2001, steered research by introducing large-scale programmes for the funding of what is known as excellent research. There is also pressure to ensure that all universities should finance research with 50% external funding, something only a few universities have achieved; mainly universities of technology where research to a higher degree is funded by industry in contrast to the social sciences and humanities. Through the establishment of internationally competitive centres of excellence, with a high priority in research fields such as medical, technological and natural sciences (Government bill 2004/05:80, 1), the intention is that research will be strengthened. Yet despite this most research in Sweden is researcher-driven in the sense that individual researchers are applicants rather than universities (Virtanen et al 2013 forthcoming). This nonetheless is well in line with the global academic system that is developing in the direction of increased stratification, something which is also occurring in Sweden. All universities are working towards stratification and specialization that includes certain kinds of research; a development once more paralleled in Sweden. Yet research is about passion, some would say love, a dualistic way of thinking with management as its opposite, where control and the associated neo-bureaucratic mechanisms of surveillance create anxiety, and perhaps also fear.

Research shows that women in Sweden have benefitted from the managerial reforms, they have been more focused on management – especially middle management positions – but another development shows that women academics are encouraged to be more research active by managers and government. Yet still, women are those who have less external funding, are in lower positions in academe and are more involved in teaching and administration. The paper explores these issues.

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