

'WICKED PROBLEMS'

CHARACTERISED BY -----

Policy ambiguity and uncertainty
Problem definition is pluralistic and contested
Structured contradiction or structural incoherence a feature
Paradox, contradiction and anomaly endemic
No one solution

FE/HE has multiple and ambiguous goals
Complex and contradictory interests
Informal differentiation without formal
Sector legacies and classifications
Autonomy versus dependence
What is the problem?

'CLUMSY INSTITUTIONS'

INCORPORATE INSTITUTIONAL DUALITY-----

Accommodate diverse audiences, voices and multiple interests
Duals or Binary org forms
Managing tensions and contradiction
Hybridisation

Neither FE nor HE
Loose coupling and organisational slack
Blurring of boundaries
Effective boundary objects embedded as practice

BRICOLAGE

POSITIONING/STRATEGY-----

Pre Incorporation 1987
Transition 1988-1992
'Low policy 1993 -1996
Shift to 'High Policy' 1997 -2000
Structured collaboration 2001 - date

Clear binary divide between HE and FE
Incorporation and transition (assets)
Franchising
Dearing and co-opetition
Reconfigured HFE field and strategic collaboration