

Amaral, Alberto e Magalhães, António M. (2002), “The emergent Role of External Stakeholders in European Higher Education Governance” in Alberto Amaral, Glen Jones and Berit Karseth (eds.), *Governing Higher Education: National Perspectives and Institutional Governance*. Dordrecht: Kluwer Academic Publishers.

We define two categories of stakeholders, internal and external, the former being members of the academic community and the latter coming from outside the university. The concept of ‘external stakeholder’ refers to a third party acting between the two main parties, the community of scholars and the society, and it is anti-Humboldtian by nature. In what we name Form 1, ‘external stakeholders’ are narrowly defined and represent outside interests in the same way that stockholders have a role in the management of firms and companies. The role of Form 2 external stakeholders is to represent the broader and long-term interests of society and this role corresponds to the notion of higher education as a public good. Their role is not to promote market values *à outrance*, but to ensure that externalities and the core values of the university are not jeopardised by institutional attitudes that emphasize short-term market values while ignoring the university’s social role. While Form 2 is anti-Humboldtian because it involves outside intervention, it assumes a Humboldtian character in its objective of protecting academic freedom, in this case from attacks coming from inside the institutions themselves.