

# Principles of Good Governance in Higher Education

## What Makes good governance?



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**International Deans' Course Malaysian Chapter (MyIDC)**

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World Rank	Institution
1	MIT
2	Stanford University
3	Harvard University
4	Caltech
5	University of Oxford
6	ETH Zurich
7	University of Cambridge
8	Imperial College London
9	University of Chicago
10	UCL, London, UK
59	Universiti Malaya (UM)
132	UPM, Malaysia
142	USM, Malaysia
378	University of Würzburg (14 Nobel Laureates)

World Rank	Institution
1	Harvard University
2	Stanford University
3	University of Cambridge
4	MIT
5	UC Berkeley
6	Princeton University
7	Columbia University
8	Caltech
9	University of Oxford
10	University of Chicago
201-300	University of Würzburg (14 Nobel Laureates)
301-400	Universiti Malaya
501-600	USM, UKM, Malaysia

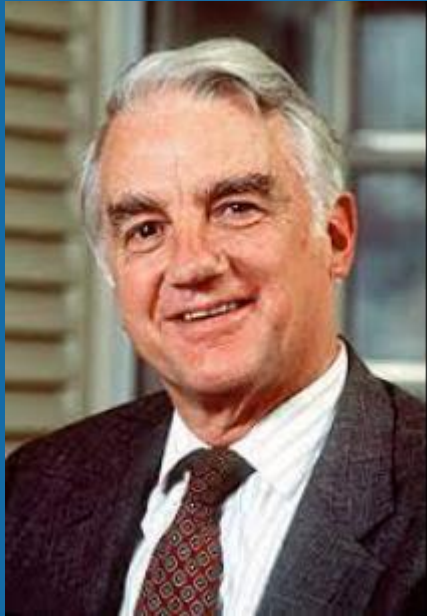
World Rank	Institution
1	University of Oxford
2	Stanford University
3	Harvard University
4	Caltech
5	MIT
6	University of Cambridge
7	UC Berkeley
8	Yale University
9	Princeton University
10	University of Chicago
=140	University of Würzburg
301-350	Universiti Malaya
501-600	U Tunku Abdul Rahman
601-800	UKM, USM, UTM, UTP, UPM, UM Perlis

Why some of the most values, high standing universities are in the U.S ?.

Is it because of the governance ?

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 How to read University Ranking ? -> don't read it like reading a football league table, each uses different indicators.

# Why some American universities are so successful, is it because they have a proper system of governance ?

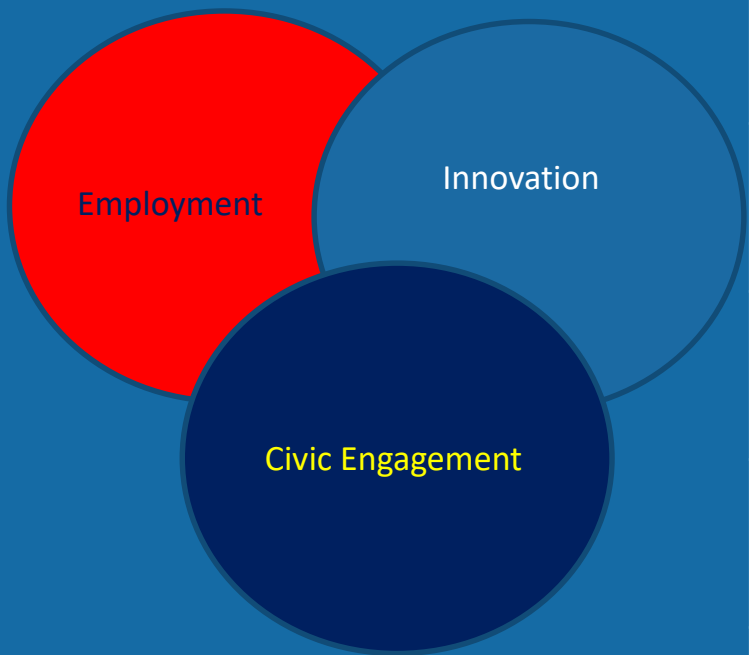


Derek Bok (former president of Harvard University), 2013  
*“such a system should be appropriately responsive to various constituencies that have valuable knowledge and views to contribute and legitimate interests in how the institution functions”*

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- Students: interest in receiving good education
- Faculty: personal stake, all conditions and facilities for effective teaching and research
- Academic Leaders: Administering the university
- Board of Trustees: keeping the university accountable, representing the need of society
- Public: Accessibility, tuitions, money, contribution to the society.
- Government: interest of the government

# Is there any suitable university governance so that universities can carry out their goals (the three competing goals) well ?



Stakeholders	Students & Parents (undergraduate)	Public Sector	Private Sector
Goals	Employment	Source of well-trained labor force	Source of well trained labor force
	Avenue to explore academic interests	Source of research and innovation	Source of research and innovation
	Path to adulthood	Training of enlightened and responsible citizens	
	Independence	Positive regional and economic impact	
2020		Foster commitment to common good and social cohesion	



# University is a collegial institution

University is a complex, collegial and unique institution [a scholar community, with creative people (**with creativity of its staff being the most important operative capital**)], a creative organization. Traditionally, the professoriate has a role in giving input to the **governance** and management.



To manage it requires knowledge, competencies and skills.

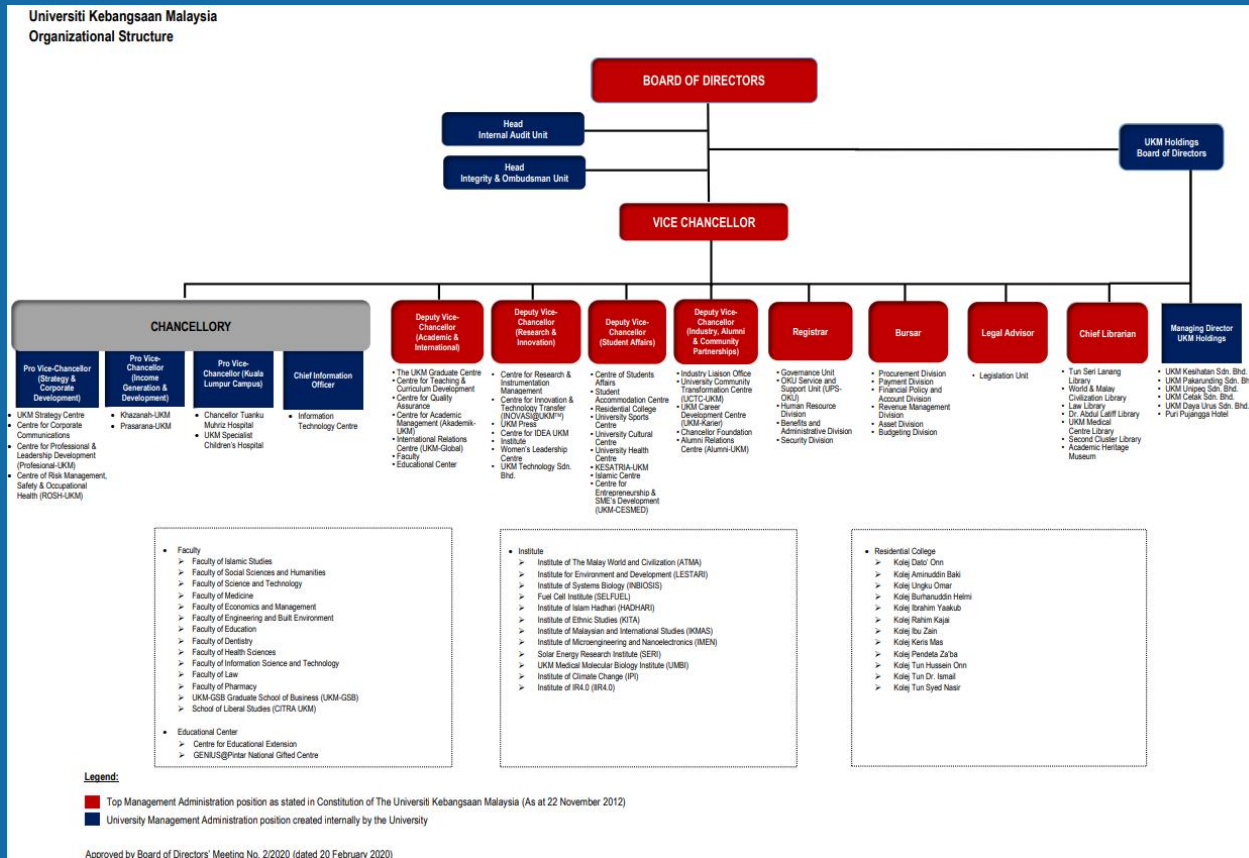
[ Albach, 2010, Fremerey, 2012]



# University Governance

- Definition:
  - the constitutional forms and process through which universities govern their affairs (Shattock, 2006).
  - the processes of decision-making within an institution (*White Paper on University Governance, Oxford 2006*).
  - University governance is the structural and functional framework that underpins the decision making of the academic leaders (Bratianu and Pinzaru 2015) that would be able to transform the potential intellectual capital efficiently into operational intellectual capital (Bratianu, 2014, 2015)
- To function properly: in decision making process, the views and needs of the faculty, the students, the non academic staff, the public, and the government need to be heard

# Organization Structure and Governance



-Good understanding of the role and function organ of governance (BoD, VC, Senate), Deans, HoDs, others.

-Who has the "power" in the decision making process (academic leader, faculty/professor, other?), and how it is conducted

-How the vision and goals are implemented in the management system

-How governance and management can work together



# What makes good governance?

*-To ensure that governance at all levels works well [Board of Trustees], Senate, Rector → Deans → Head of Depts. → Departmental meetings → staff → students*

*-To function properly: in decision making process, the views and needs of the faculty, the students, the public, and the non academic staff need to be heard*

*-Academic freedom, autonomy, public accountability*



Thank you

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