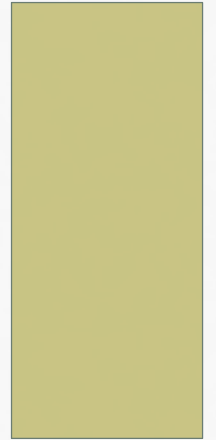


# UNIVERSITY GOVERNANCE

PROFESSOR DEVI SINGH



# GOVERNANCE FRAME WORK

- Culture(Ethics, Conduct)
- Strategy( Purpose, Values, Goals) also defines policies and authority
- Operations( People, Systems, Process)
- Compliance requirements(Legal, Regulatory) and internal controls
- Stakeholder Communication/ Reporting(Financial, Social and Ethical, Environmental) for transparency and accountability-risk management and reputation
- Culture and strategy will define structure

# UNIVERSITY GOVERNANCE PATTERNS

- Pure Collegial
- External Orientation: Institutional autonomy, collegial self-governance, exceptional external intervention, self-validating professionals (professional club), internally defined purpose
- Internal Operative principle: Academic freedom, Self-referencing
- In this model the focus is on cultural change and it is internally defined

# GOVERNANCE CONTINUUM

- Professional Service (Modified Collegial Model)
- Institutional autonomy, governance by academic boards and committees
- Academic freedom utilitarian
- Internally defined yet externally influenced
- Shared governance yet slow response to change

# GOVERNANCE CONTINUUM

- Corporate(Management Model)
- Executive Governance, Centralisation, Formalisation, autonomy with limits, state controlled, externally defined purpose
- External market referencing, market defines practice, profit maximising competition
- Externally defined and regulated

- Entrepreneurial (Market Model)
  - Managers, External market referencing
  - Risk taking and experimental
- 
- Most Universities have elements of all four cultures

# GOVERNANCE STRUCTURE

- Legislative Hierarchy: Acts, Statutes, Regulations, Rules, Policies and procedures
- Strategy: and Vision are moderated to some extent by legal framework
- University Council, Executive Management, Academic Board
- Oversight Committees, International Advisory Boards