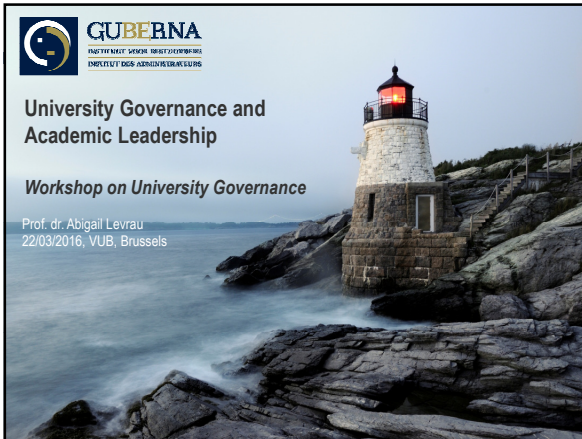


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## University Governance and Academic Leadership

### Workshop on University Governance

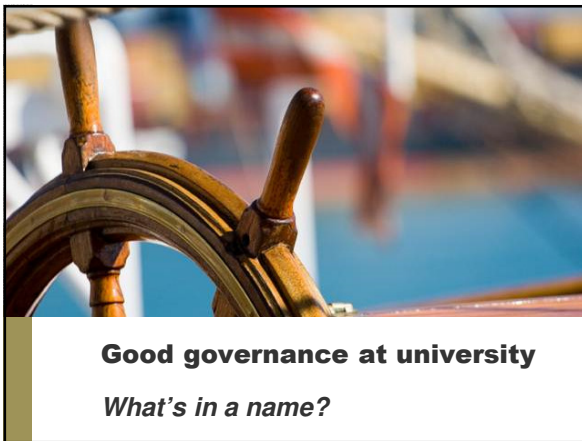
Prof. dr. Abigail Levrau  
 22/03/2016, VUB, Brussels



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## AGENDA

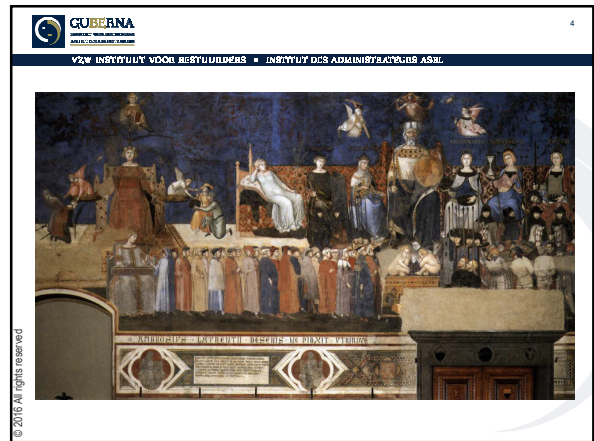
- 1) Good governance at universities
- 2) The governance tripod
- 3) Effective board governance

## Good governance at university

### What's in a name?

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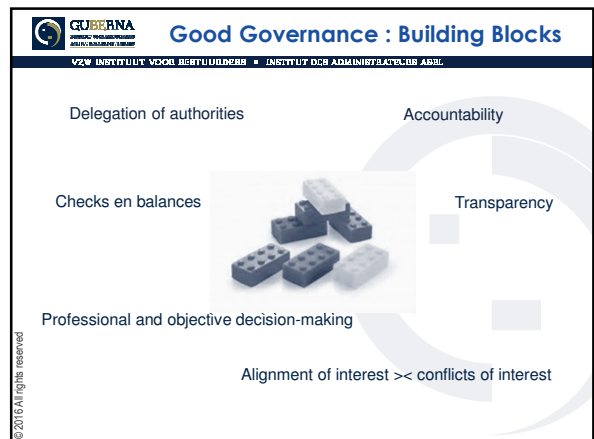
## Definition

"Corporate governance involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set and the means of attaining those objectives and monitoring performance are determined" (OECD, 2015)

"University governance is defined as the constitutional forms and processes through which universities govern their affairs. Governance and the process of governing the university interact with the internal and external stakeholders striving for a dynamic equilibrium (OECD, 2008)

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## Good Governance : Building Blocks




- Delegation of authorities
- Accountability
- Checks en balances
- Transparency
- Professional and objective decision-making
- Alignment of interest >> conflicts of interest

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## Example of Belgium

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Referentiechart  
 Aanhelingsing van Goed Bestuur in de Vlaamse Universiteiten

Basic principles

1. Governance structures with clear division of responsibilities
2. Effective composition of the governance bodies
3. Clear guidelines for the functioning of the governance bodies
4. Information and reporting
5. Monitoring and audit systems
6. Co-decision-making

=> "comply or explain"

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## University Governance Screening Card

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**DIMENSION 1: CONTEXT, MISSION and GOALS**

- Are the missions of the University formally stated?

**DIMENSION 2: MANAGEMENT**

- Are the management mechanisms results-based or traditional?

**DIMENSION 3: AUTONOMY**

- What is the degree of academic, HR Management, and financial autonomy?

**DIMENSION 4: ACCOUNTABILITY**

- How much is the university held responsible vis à vis its stakeholders?

**DIMENSION 5: PARTICIPATION**

- Do the stakeholders have a voice in decision making?

Source: World Bank

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## Questions

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- What does 'good governance' mean at your university?
- Why is 'good governance' important at your university?
- What are the challenges and barriers for implementing governance at your university?

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## Questions

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- How do you picture the "governance tripod" at your university?
- How do you organise the participation of stakeholders?
- What could be examples of "best practices"?

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## Questions

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- What type of board model and decision-making model exist at your university?
- How does your board deal with 'conflicts of interest'?
- What are fundamental qualification for an individual director (code of conduct)?

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## CONCLUSION

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GEBIEDEN

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**'good' governance** = *doing the right things*  
*doing things right*  
*... at the right time*

Tim Melville-Ross, 1996

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