



uniGOV

Improving *Governance* Practices at Palestinian Higher Education Institutions

A TRADITION OF INDEPENDENT THINKING

UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

uniGOV

Improving *Governance* Practices at Palestinian Higher Education Institutions



UCC
University College Cork, Ireland
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UNIVERSIDADE DE ÉVORA

BIRZEIT UNIVERSITY

UNIVERSITÀ DI SIENA
1240

University of Ljubljana

unimed

uniGOV

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Graphic content includes:

- Top left: Welcome to UNIVERSITY COLLEGE CORK. A tradition of independent thinking. UCC logo.
- Top right: Circular image of a handshake.
- Bottom left: Statistics for UCC:
 - 10,700 registered students
 - 2,800 academic, research & administrative staff
 - 150 alumni
 - 972 graduates
 - 4,390 postgraduates
 - 817 international students from 104 countries
 - 2,739 adult and continuing education students
 - TOP 2% in the world

- Paul O'Donovan, responsible for **Academic Governance**
- Aine Flynn, Responsible for Academic Governance with **particular emphasis on Admission to Postgraduate Studies, Masters, Doctorates**
- Michelle Nelson, responsible for **Service Re-design**

Agenda

Morning

- Introduction
- Recap on university governance
- Academic governance: problems and solutions
- Introduction to service re-design

Afternoon

- Service re-design: Practical example
- Closing remarks

Principles for WP2

- Co-production – we are all learners, we learn from each other and produce outputs together
- Capacity building – developing the skills, knowledge and experience to reach our potential
- ~~Prescription~~ – not telling you what to do
- Lasting benefit - create the conditions for sustainable change in Palestinian universities

UniGOV
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The screenshot displays the UCC Blackboard interface. The top navigation bar includes the UCC logo and the text 'University College Cork Blackboard'. The main content area features a large 'uniGOV' logo. Below the logo, the 'Introduction' section is visible, with a welcome message to the UniGov training programme. The left sidebar shows the course content structure, including 'Introduction', 'UNIGOV 01. The University and its Contexts', 'UNIGOV 02. Governance in the Public Sector', 'UNIGOV 03. Academic Governance', 'UNIGOV 04. Management Techniques', and 'Epilogue: University Leadership and Management'. The 'Additional Resources' section includes 'Discussions', 'Support & Help', and 'Feedback'.

Online course statistics

- 77 students registered
- 31 students active
- Average of 1h40m per student
- Need more engagement!

Governance



Finance Committee

A graphic featuring a blue banner with the text "Finance Committee". Below the banner, various educational terms are arranged in a collage: "DEGREES", "ASSESSMENT", "CURRICULUM", "LEARNING", "ACULTY", "CERTIFICATES", "IMPROVEMENT", and "OUTCOMES". The background of the graphic shows a blurred image of a document with a bar chart.

What?

Governance comprises the systems and procedures under which organisations are directed and controlled.

Source: Governance of Irish Universities, 2012

Governance is defined 'as the constitutional forms and processes through which universities govern their affairs'.

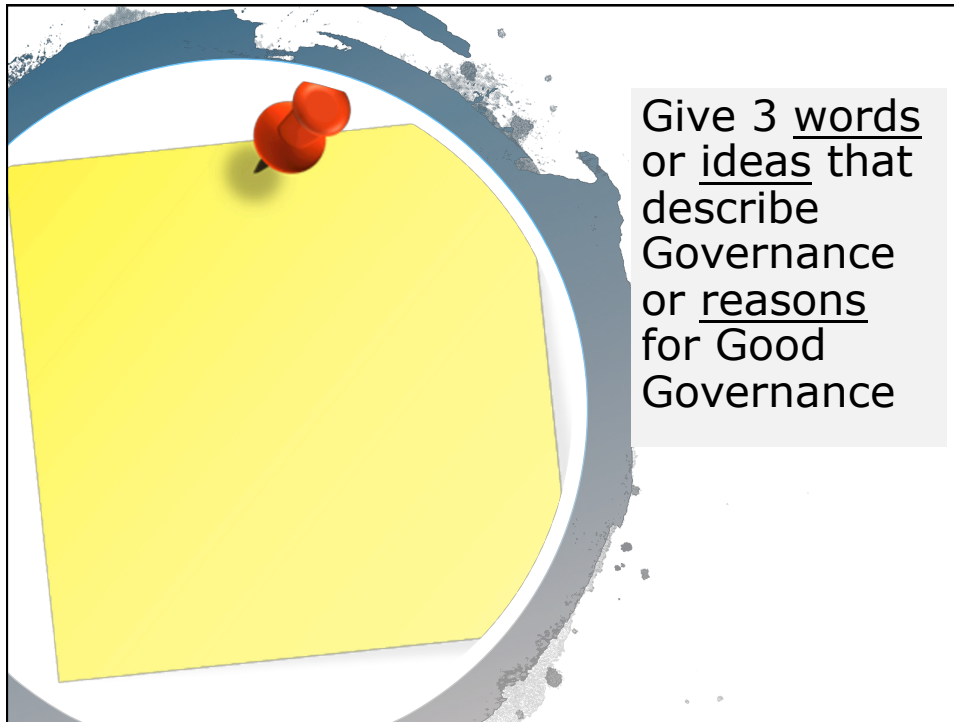
Source: LfHE, UK



Why

- A robust system of governance is vital in order to enable organisations to operate effectively and to discharge their responsibilities as regards transparency and accountability to those they serve.



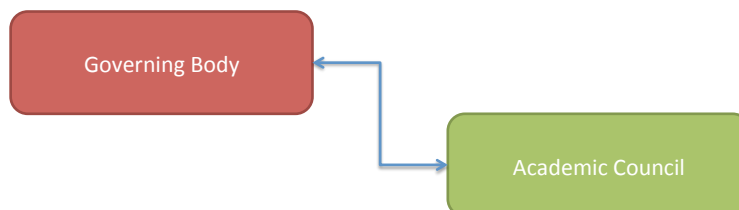


Why good governance?

- Improves the quality of Higher Education
- Articulates the appropriate levels of accountability and autonomy for the institution and the HE system
- Protects the reputation of the organisation and the system
- Allows systems of performance-based funding
- Protects public investment
- Promotes alignment with national priorities
- Protects students and staff

How?

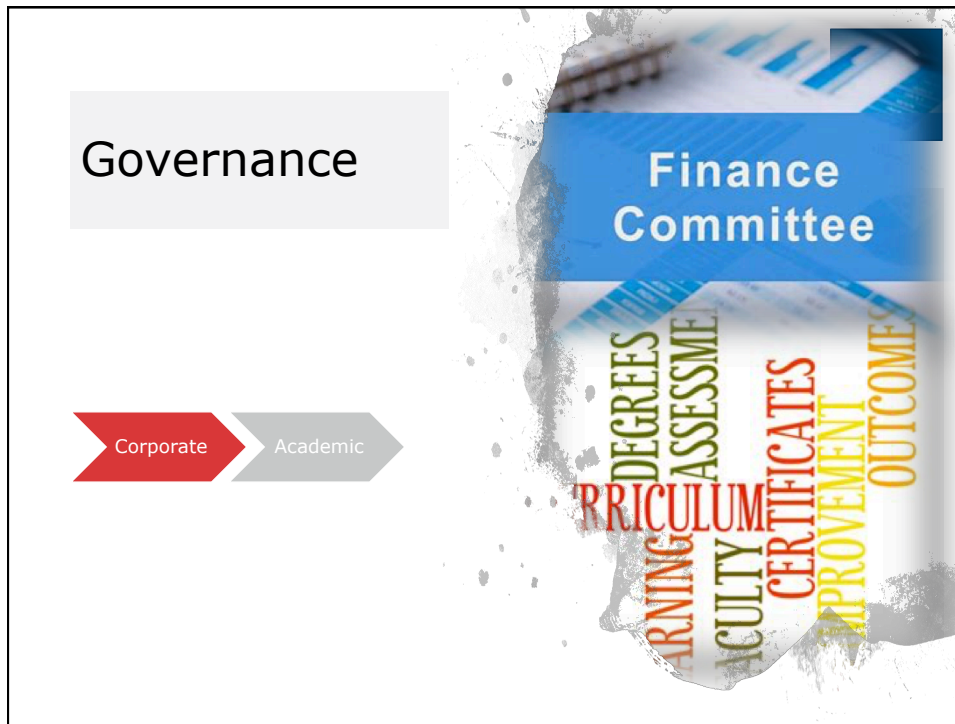
- Separation of *corporate* and *academic* governance



- Academic Council or Senate is the primary internal body responsible for academic affairs

Governance models

	Corporate	Academic	Student	Other
UCC	Governing Body	Academic Council	GB, AC	Academic Board
UNISI	Council	Academic Senate	Student Council	
UL	Governing Board	Senate	Student Council	
Évora	General Council	Academic Senate		Other Councils
U Chicago	Board of Trustees	University Senate		Faculties



Corporate Vs. Academic Governance

- Corporate Governance – operates at the institutional level and concerns governance of financial accountability, control and scrutiny; institutional strategy and mission; legislative and regulatory matters, and institutional performance
- Academic Governance – governance of matters related to teaching and research (academic affairs and academic mission)

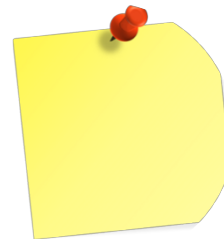
Culture as enabler or constraint

The term 'culture' is used to describe the common philosophies, beliefs, ideologies, attitudes, values, expectations, assumptions and practices DN simplify

Describe the culture in your university

- Democratic vs.. hierarchical
- Corporate vs.. academic-led
- Entrepreneurial vs.. traditional
- Control vs.. freedom

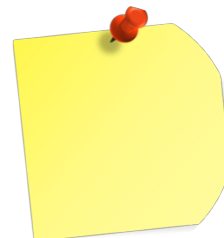
How does the culture in your university influence governance?



Issues in university governance

- Why is academic governance difficult?

“Fuzzy boundaries between academic and corporate governance”



How do we resolve? 1/1

- Formal structures
- Formal authority
- Written procedures
- Representation of all stakeholders in structure
- Training of staff

How do we resolve? 2/2

- Good communication channels and dialogue
- Two-way exchange – top down, bottom up
- System of delegation from Academic Council to Committees
- System of assurance from Committees to Academic Council and onwards to Governing Body

Still some tension – corporate vs.. academic, central university vs.. Colleges/ faculties / schools

