UNIVERSITY GOVERNANCE

Upholding accountability

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Thursday, 21ˢᵗ April 2017

Uphold public interest

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Introduction

- There has been tremendous growth in capacity and demand for higher education in Kenya

- Critical question are:
- Whether the growth is in tandem with good governance;
- Whether the growth is reliably quality-assured;
- Whether the growth is sustainable.

Good governance prerequisite for sustainable capacity expansion and quality university education.

Consider

- Can the VC advertise and nominate the council members (private university)
- Can a lecturer be co-opted in the council (public university)
- Should student leaders have representation in the senate
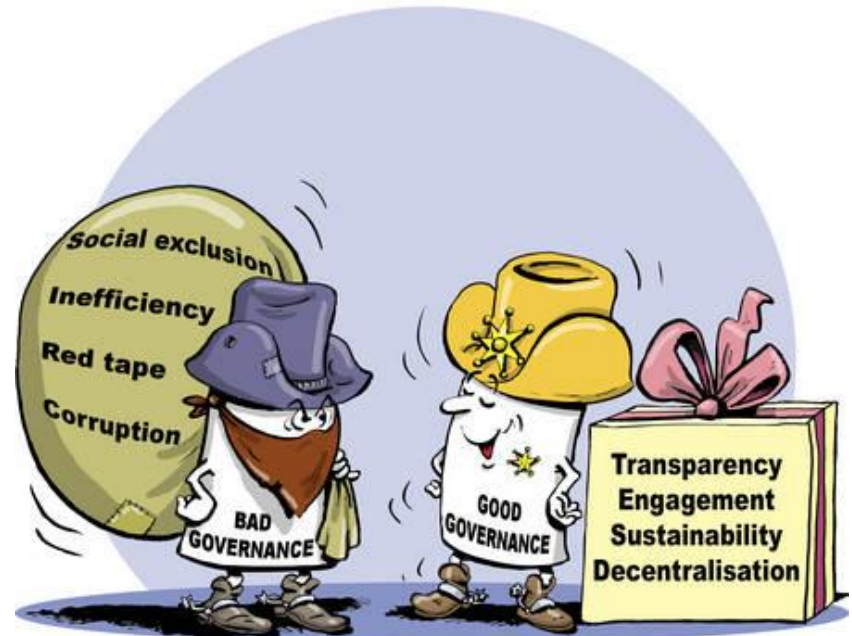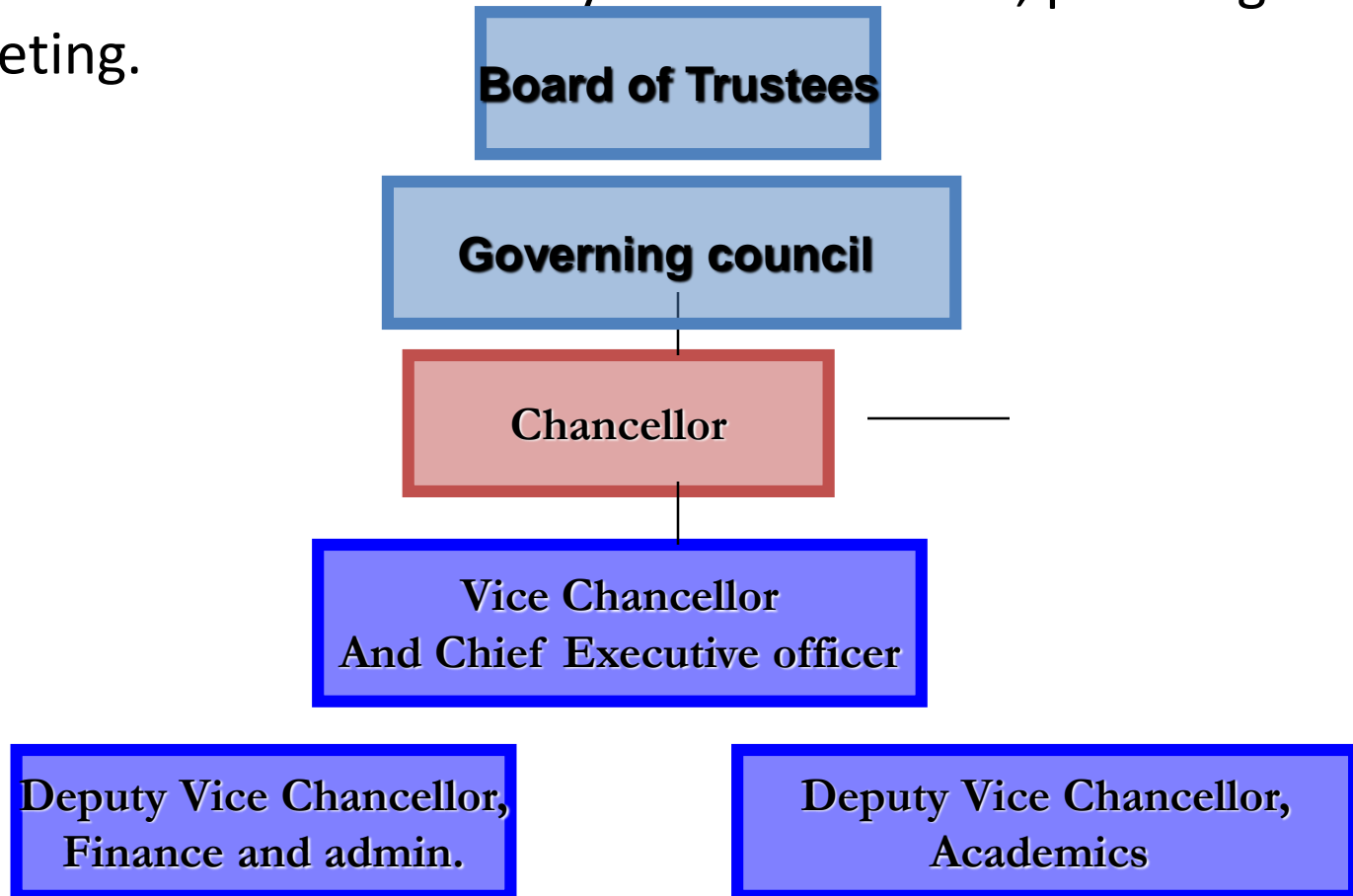
Universities uniqueness

- Missions are as diverse as teaching, research and service to the collectivity, often at the frontiers of human knowledge

- Stakeholders and beneficiaries are as different as students, academic and administrative staff, business, sponsors, governments and society

- Academic freedom: unhindered search for ultimate truth.

- Institutional independence or autonomy
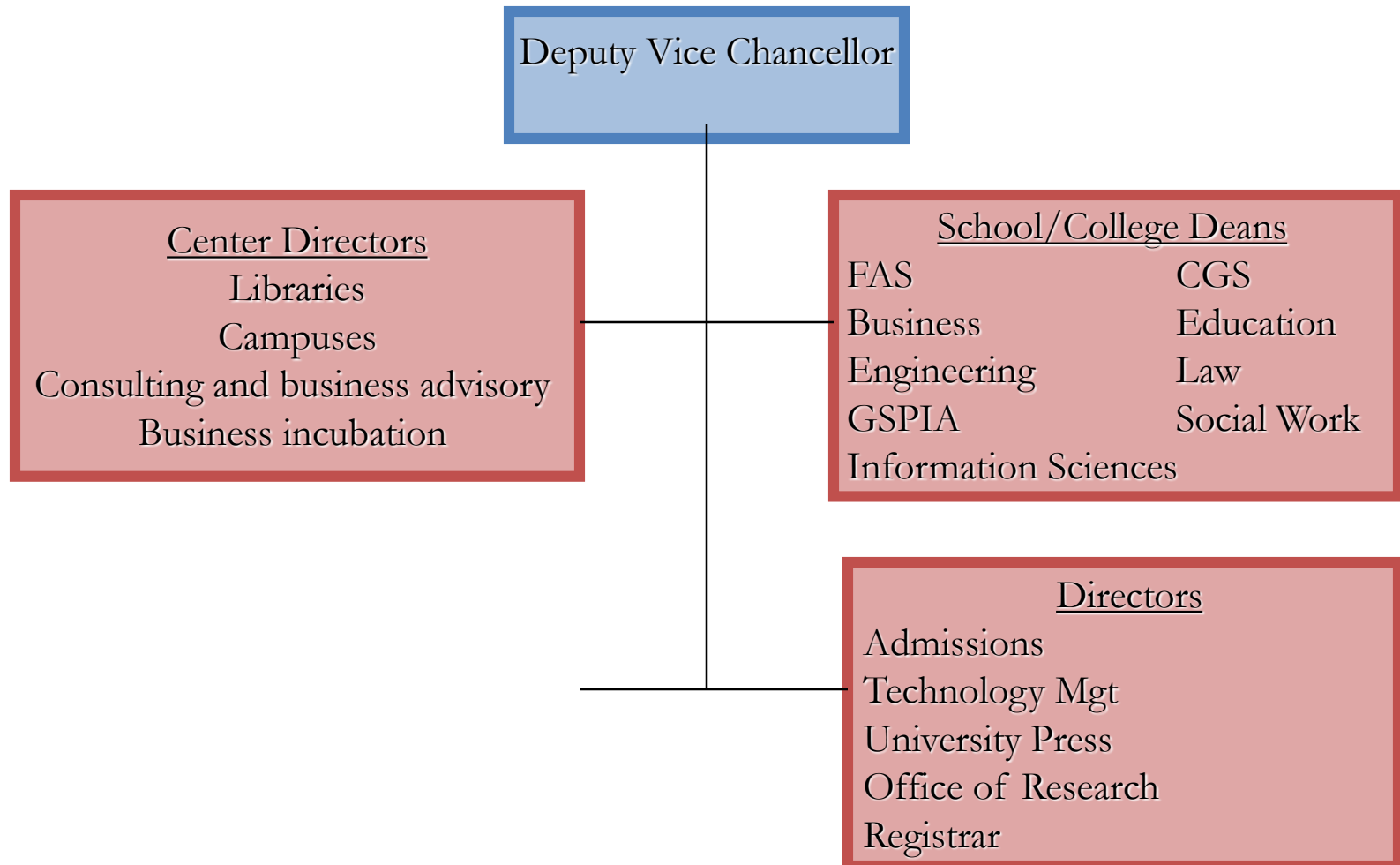
University governance

- university governance is the way in which universities are operated
- Stakeholder inclusion/risk management/sustainability
- The distribution of power or authority to make decision,
- include structures, legislations, rules, procedures, processes etc
- Effective communications and transparency
- Accountability
- Ethical leadership
- what governance powers can be invoked to ensure sound and sustainable higher education development.

Structure for private university

- The Board of Trustees oversees University governance.
- The Chancellor has authority on all academic, planning and budgeting.

Board of Trustees

Governing council

Chancellor

Vice Chancellor
And Chief Executive officer

Deputy Vice Chancellor,
Finance and admin.

Deputy Vice Chancellor,
Academics

Academic wing

Deputy Vice Chancellor

Center Directors
Libraries
Campuses
Consulting and business advisory
Business incubation

School/College Deans

FAS	CGS
Business	Education
Engineering	Law
GSPIA	Social Work
Information Sciences	

Directors
Admissions
Technology Mgt
University Press
Office of Research
Registrar

University Governance

- The Vice-chancellor and Management Team.

- The Council delegates its authority to the Executive Head of the institution.

- The executive head exercises that authority through the deputies, deans, directors and other officials.

Shared responsibilities

- The University has a wide range of organizations that participate in governance activities

    - University Senate
    - Staff Association Council
    - Student governments
    - Various committees
    - Faculty in academic units determine curriculum, graduation requirements, approve the granting of degrees, etc. through the authority granted them by the Board of Trustees.

Shared Responsibilities

- University Senate consists of full-time faculty, selected administrators, student and staff representatives, and others.

- *Deans committee* is composed of elected faculty Deans and representatives of the administration, students, and staff.

- *Faculty board* is a representative body of elected faculty.

Shared responsibilities

- Delegation: Cascading power down the hierarchy is a wise strategy for promoting efficiency and enhancing quality in decision making.

- Consultation: communication and participation in decision making enhances collegial relationships and mutual respect.

- Senate function supported by standing committee

Standing committees

- span a wide range of issues.
  - Admissions and
  - Student financial aid
  - Sports
  - Benefits and Welfare
  - Budget committee
  - Internal procedures and controls
  - Community Relations
  - Examination board
  - Quality control committee
  - ICT
  - Educational Policies
  - Library
  - University resources
  - Student Affairs
  - Research committee
  - University Press

Need for good governance

- Must be responsive to adapt to the changing environment
  - Globalization, as well as scientific and technological progress
  - massive political and bureaucratic shake-up whose final impact on the quality of universities is unpredictable
- Must be responsible for the common long term interest of society (outside and inside the institutions)
- Comply with stringent and strong regulation: (contend with micro-management)
- Need for stakeholder inclusion
- Maintaining quality graduate and research dissemination
- Embracing community service

Challenges

- **Decision process**
  - Decentralized, cumbersome and slow, with many redundancies due to the numerous checks and balances
  - the nominated or elected leaders have little or no experience managing a big and complex institution
  - Academics are more faithful to their discipline – which make their reputation - than their institution; moreover, they are particularly individualistic, selfish, and even sometime "integrists"
  - For these reasons, there is a strong bias in favor of the status quo

– Cost of research and teaching is increasing

– Public funding is not forthcoming (governments have many other obligations: health, aging population, security)

Managing the challenges

- Creating a decision framework
- Oversee faculty promotions,
- new "market driven" program development,
- Program based budgeting framework for resource allocation
    - increase openness and sharing of information;
    - expand participation in the decision making process, and accountability;
    - improve the ability of administrators, faculty, staff, and students to make sound decisions; and
    - enhance the University by setting and achieving higher performance standards.

Strategic planning

- The Board of Trustees develops the goals of the institution.

- Each unit at each organizational level of the University provides more specificity to the institutional goals.

- Resources are then allocated in support of unit goals.

- The essence of planning and budgeting is the balance between "top-down" and "bottom-up" management decision making.

- Priority between infrastructure development

- Quality of faculties

- Intellectual property development

- developing the knowledge society

Financial sustainability

- Government funding is justified by the collective return on investment (teaching and research);
- Financial autonomy require proactive (entrepreneurial)
- Governments should regulate the system to promote quality in setting up a system where universities are the key players and the owners of the system

- Create financial aid for student

Entrepreneurial culture

- This implies that they:
  - Have a good understanding of their environment
  - Have a good knowledge of their portfolio (SWOT)
  - Set up their missions accordingly
  - Fix clear strategies to meet their missions
  - Organize themselves so that they can make decisions
  - Develop a rigorous quality culture
  - Are serious with the necessary accountability and transparency

Simple structure

- The most important measures:
  - To increase the decision-power of the leaders
  - To simplify the decision process (reduction of the number of bodies concerned)
  - The leaders have management skills in addition to academic ones
  - The decisions are better funded
- However, the decision process should guarantee
  - A extensive and true consultation of those concerned (including students)
  - That each decision body has to report to a higher ranked body
  - That the decision makers is competent

Conclusion

- Set clear goals and pursue them relentlessly, even when progress may be difficult.

- Maintain unrelenting focus on core academic mission and commitment to quality.

- Invest to maintain quality of programs and quality of student experience.

- Maintain discipline.

Thank you

Interactive session

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