



**THAILAND-EUROPEAN UNION  
Policy Dialogues Support Facility**

# **Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective**

**Huw Evans OBE**

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective



# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

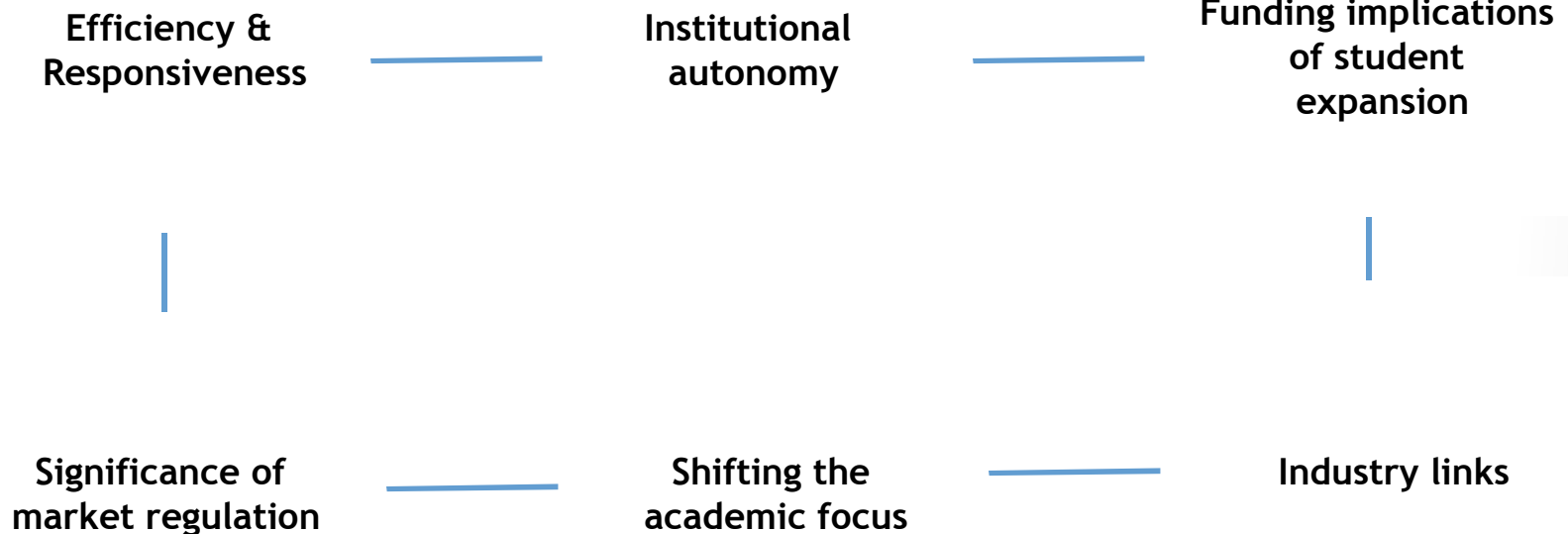
---

## Global strategic drivers

- **Changing market conditions**
- **Regulatory framework**
- **Relationship with Government**
- **Supporting the economic agenda**
- **Changing student needs/mass participation**
- **Growing autonomy and accountability**
- **Public – private balance**

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

## Challenges for Institutions in Thailand



# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Key Governance Questions

- How much freedom do institutions have to run their own affairs?
- How much dependence on government funding?
- How does change impact on quality assurance and control?
- What proposals are in place for strengthening institutional governance?
- How are the roles and expectations of leaders changing?

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

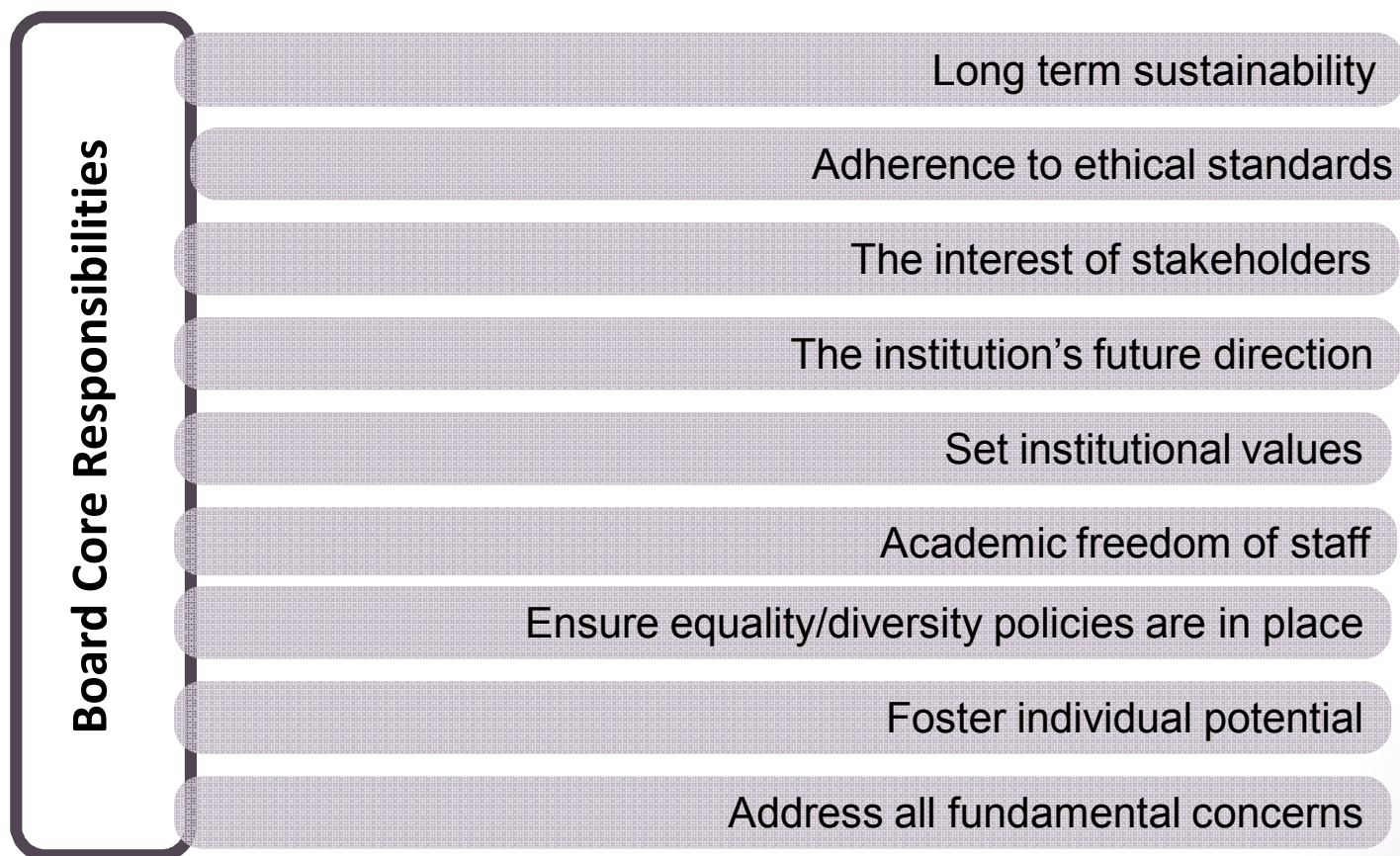
---

**‘Explained simply governance today means  
not so much what organisations’ do  
but how they do it’**

**Meredith Edwards**  
Director, National Institute for Governance  
University of Canberra

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

## The Board – Core responsibilities



# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Integrity of the Academic Board (Senate)

‘A strong Academic Board working jointly with the Governing Authorities in areas such as strategy and resource allocation brings together the vital constituents of good governance in a university context’

Report of the Independent Review of Higher Education in Wales  
2011



# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Board Objectives



---

**Review of Governance and Strategic Leadership in English FE (2009)**

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## The Code of Conduct for HE Governance The Board is accountable for:

- Institutional activities
- Institutional stability
- Assurance of effective academic governance
- Effective control of external activities
- Equality & Diversity
- Structures that are fit for purpose

Committee of University Chairs  
2014

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

## Effective Committee Structure



# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Trends in Governance (1)

- **Size and composition of governing bodies**
  - Smaller more expert boards
  - Public appointments/greater transparency
  - External expertise
  - Performance management
- **Transparency of operations and information**
  - Openness of information
  - Agreed reporting mechanisms
  - Board Annual Report and AGM
  - Stakeholder engagement

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Trends in Governance (2)

- **Greater accountability for Corporate affairs**
  - Clear reporting lines to the Board
  - Designated sub-committees e.g. Audit
  - Approved schemes of delegation
  - Key performance indicators
  - Transparent risk management and investigation e.g. staff ratios, partnerships, estates
  
- **Greater accountability for academic affairs**
  - Direct responsibility of Vice Chancellor
  - Effective Academic Board
  - Clear reporting lines to the Board
  - Agreed key performance indicators e.g. research activity, student data, student satisfaction
  - Protecting the learner interest

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

---

## Trends in Governance (3)

### ➤ Setting the strategic direction

- Overall responsibility to the Board
- Role of CEO/VC
- Monitoring role
- Reporting on progress

### ➤ Modernising governance arrangements

- Defined responsibilities
- Training and performance management of the Board
- Relevant governance framework
- Stakeholder involvement
- Public accountability

# Good governance, management and institutional effectiveness in a diverse higher education sector – an EU perspective

