



Symposium on Tunisian Higher Education  
and U.S. Institutional Engagement  
الملتقى التونسي الأمريكي حول التعليم العالي

AMIDEAST  
أميد إيست

# University Governance And Leadership

## Tunisian and American Perspectives

November 7, 2012

# Goals

## SUMMARIZE

- **key aspects of governance that are common to public higher education systems in the US**
- **specific examples of how effective governance has created public universities that are effective and committed to constant improvement**
- **the new leadership model—both institutional and individual—that has created dynamic and effective public higher education systems**

# GOVERNANCE

## Steering Mechanism

*Gubernator/Kybernetes: The Helmsman*

**How do universities and higher education systems define and achieve their goals, manage their systems and institutions, and monitor their achievements?**

*Universities Through the Looking Glass: Benchmarking University Governance. 2012. The World Bank.*

**HIGHER EDUCATION  
GOVERNANCE  
U.S.PUBLIC UNIVERSITIES**

# U.S. IS NOT A NATIONAL SYSTEM

**Each State Manages its Own Public System  
(Decentralized and Autonomous/50 SYSTEMS)**

## **US DEPARTMENT OF EDUCATION**

Financial Aid (loans/grants)

Grants for special programs to promote access or innovation (national competition)

National Center for Education Statistics

Research and policy analysis

Certify regional accrediting agencies

Enforce federal education laws (privacy, civil rights)

Compliance with federal laws

## **COMPETITIVE FUNDING FOR RESEARCH**

National Science Foundation

National Institutes of Health

Department of Defense

# GOVERNANCE OF HIGHER EDUCATION IS A STATE RESPONSIBILITY

But

Government does not manage universities

Establish legal framework

Protect the public interest

Strategic direction for the system

Direct Funding

Accountability

Quality assurance

Coordination

# **COMMON FACTORS FOR SUCCESS**

**ACADEMIC FREEDOM**

**AUTONOMY AND ACCOUNTABILITY**

**COMPETITION and OPEN MARKET**

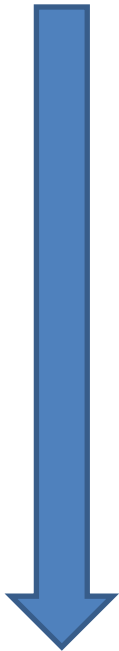
**STAKEHOLDER ENGAGEMENT**

# Academic Freedom

Dr. Mary Gray



**Autonomy**



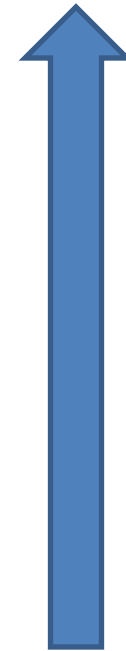
**Government**

**Trustees**

**University**

**Colleges and Departments**

**The Faculty**



**Accountability**

# Competition

**Government Funds for Research; Corporate Support; Faculty and Staff; Students; Private funding; Credibility and Reputation**

# Public Engagement

**(Openness and Transparency)**

**Active involvement of all stakeholders; Consultation And Consensus (where possible); Trustees; Advisory Boards; Partnerships; Alumni; Faculty, Staff, and Students**

# **RESULTS: Dynamic Universities**

**Develop New Sources of Funding**

**Are Focused on the Success of Students**

**Are Responsive to National/Regional/Local Priorities**

**Seek Opportunities for Strategic Collaboration**

**Are Nimble and Entrepreneurial**

**Coordinated, Regulated and Supported by Government**

# LEADERSHIP

## Managing Change

- Change is constant and inevitable
- Universities are dynamic and constantly evolving institutions
- Leadership and governance must guide the change **TOGETHER**
- Government leadership (*not control*) essential
- A new profile of leaders is evolving

# **GOVERNMENT LEADERSHIP**

**Forge National (Regional) Consensus**

**Promote Strategic Development**

**Provide Supportive Policies and Systems**

**Require Accountability**

# UNIVERSITY LEADERSHIP

The Academic Model

The Industrial Model

The Post-Industrial Model

*Fostering collaborative relationships that lead to collective action grounded in the shared values of people who work together to affect positive change*

(UCLA Higher Education Research Institute)

# DEVELOPING LEADERS

## *Institutional and System Strategy for Succession Planning*

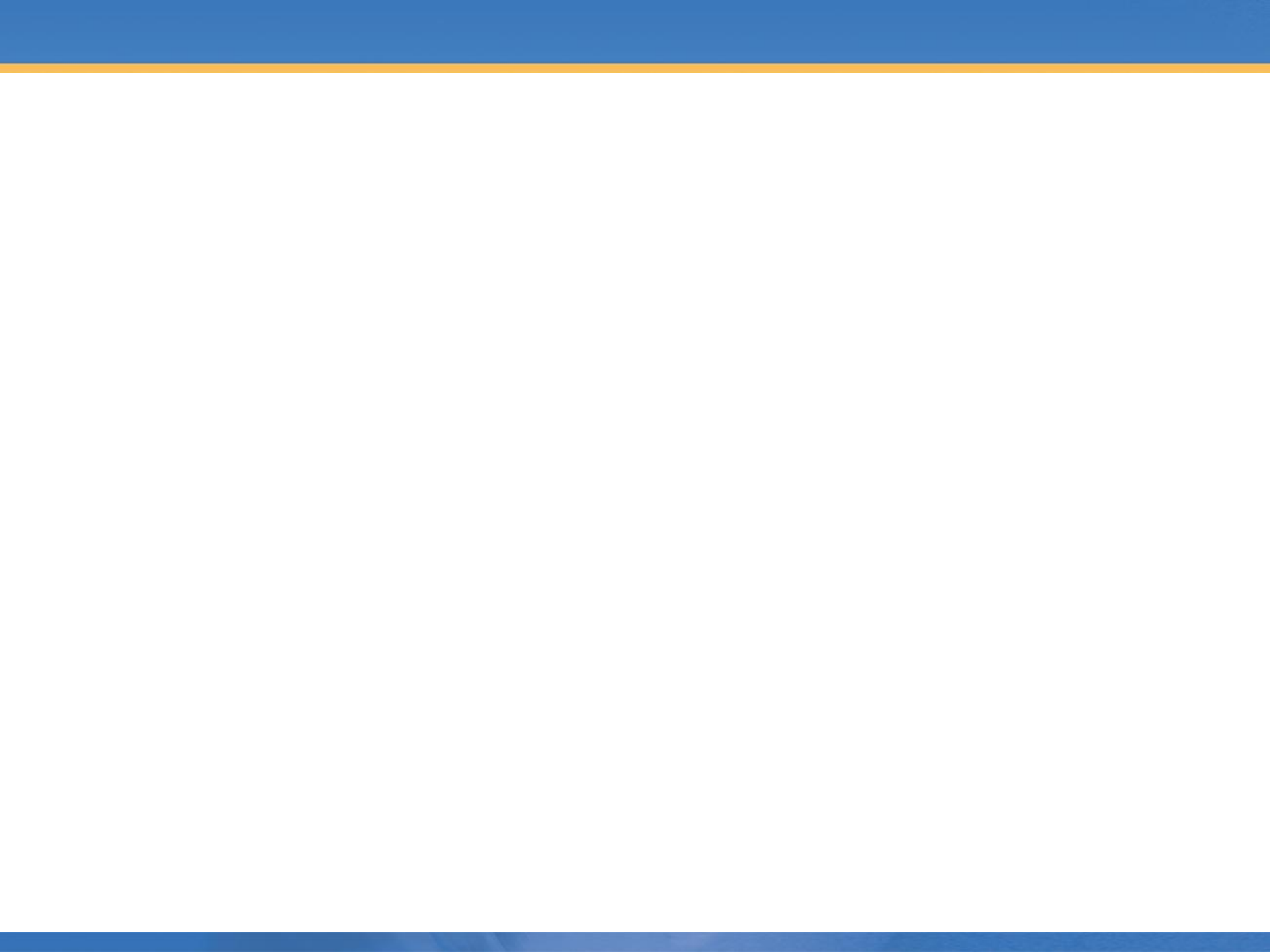
**The seniority model**

**The apprenticeship model**

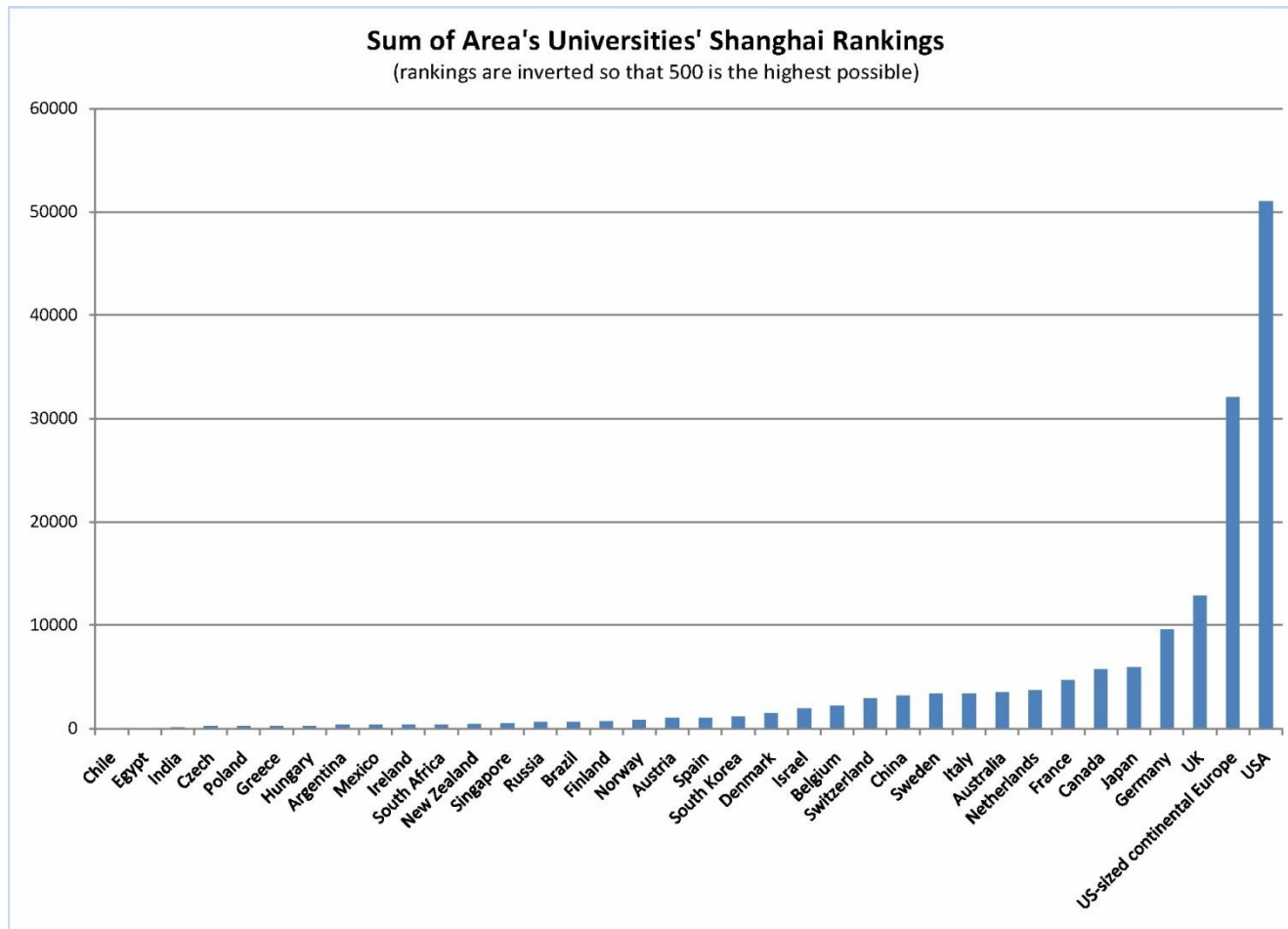
**Professional development model**

End





# Shanghai Rankings US Universities



# World Class Universities

## Key Characteristics

**Leadership**

**Government policy**

**Funding**

**Clear goals**

**Strong academic culture**

**Quality of academic staff**

Altbach, P. and Salmi, J. 2011. *The Road to Academic Excellence: The Making of World Class Universities*. The World Bank.

# CHARACTERISTICS OF EFFECTIVE US (PUBLIC) UNIVERSITIES

Academic freedom  
Government leadership and advocacy  
Operational autonomy and flexibility  
Robust Data Collection and Analysis  
Commitment to accountability (Scorecards)  
Active engagement of all stakeholders  
Transparency  
Student-centered philosophy  
Active fund raising  
Dynamic partnerships with private sector  
Lively entrepreneurial spirit