

UNIVERSITY OF  
CELEBRATING  
175 YEARS  
WESTMINSTER 



# Governance and Leadership in UK Higher Education 2013

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# The Governance environment: UK and EU

The world of banking and finance since 2008

Globalisation and knowledge economies

The role of universities in society

Legitimacy of representation and authorship

Public expectations of Corporate Governance

The EC's Logical Framework Matrix

Social Media

# Definitions of good Governance

A range of measures to sustain trust

Formally documented structures for accountability

Clear reporting lines between committees

Collective responsibility; visibility of decision-making

‘Deliberative’ processes (no ‘rubber-stamping’)

Induction, training, and reviews of effectiveness

An independent professional Secretariat

# Definitions of Leadership

Leaders communicate their commitment openly  
Leadership is value-driven not rule-driven  
Individuals are responsible *and* accountable  
Accountability cannot be delegated  
Giving others the freedom to act within limits



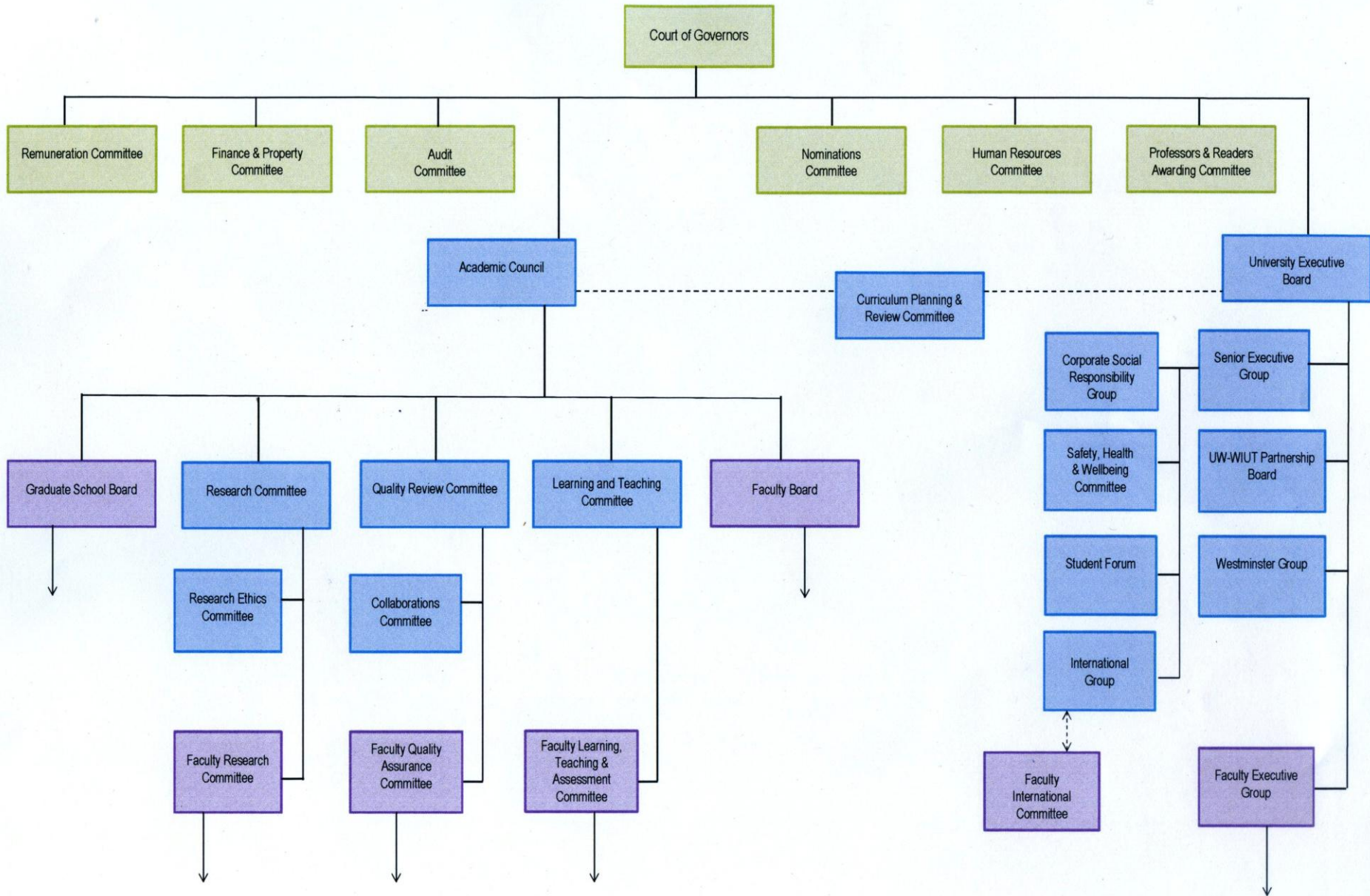
## Current Governance structures in UK HE

- Terms of Reference and Composition of formal bodies set by the University Charter or Articles
- Published strategies, policies and Codes of Practice benchmarked to sector best practice
- The interface between Government, University Governors, the Executive, and Students
- Transparency of budget management
- Standing Orders, elections, and voting
- Corporate Social Responsibility (CSR)

## The balance of powers and responsibilities

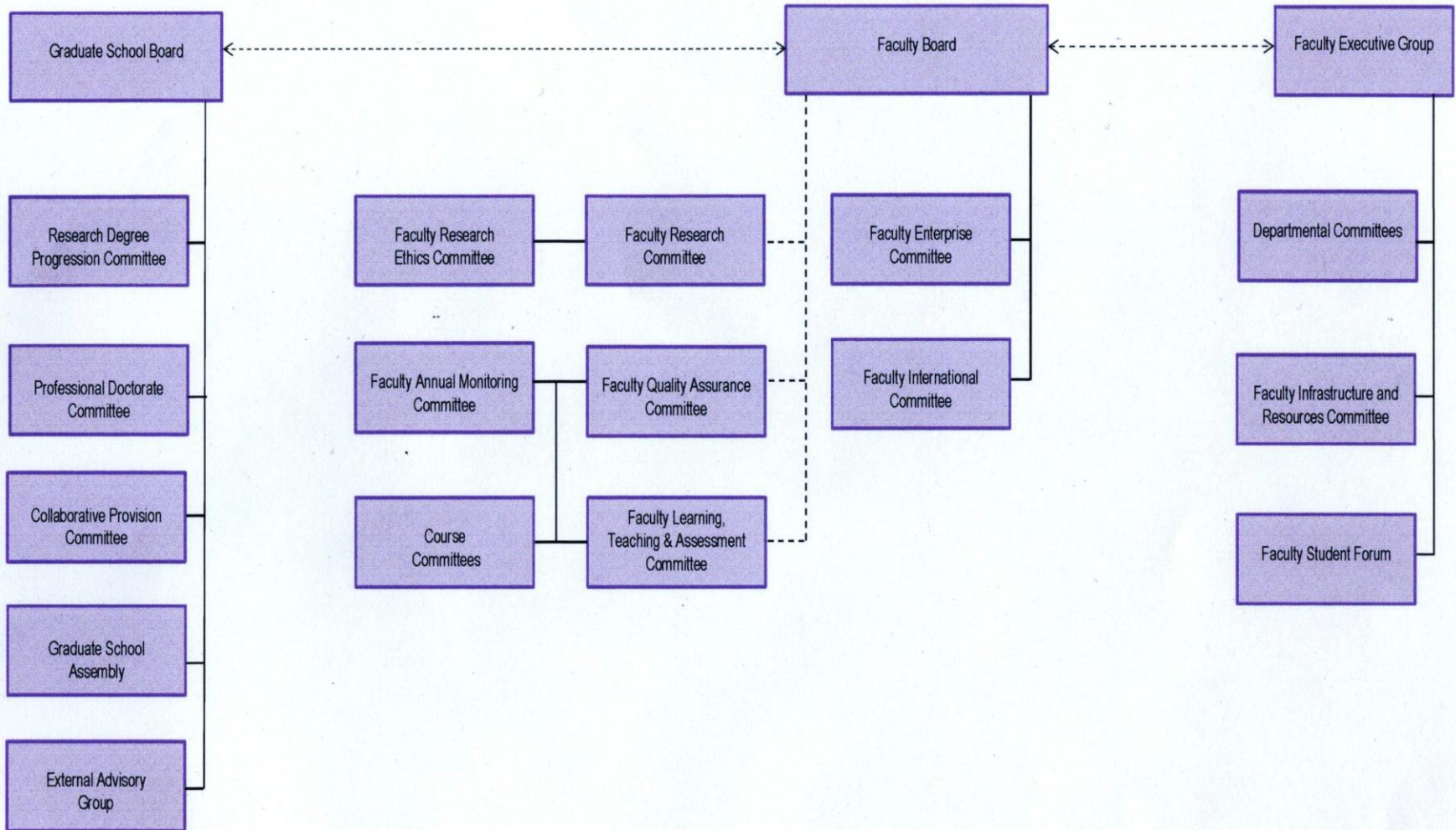
- The separation of powers:
  - Senate or Academic Board/Council
  - Executive Management
  - Governors or Trustees
- A Postholder's roles specified in job description
- No delegation to individuals 'off the record'
- Declarations of interest or dual responsibilities
- Diversity and inclusion through representative constituencies

University of Westminster Committee Structure 2013/2014  
 Court of Governors, Academic Council and UEB Committees





University of Westminster Committee Structure 2013/2014  
 Faculty and Graduate School Board Committees



## **Risk, regulation and the UK's legal frameworks**

- Risk Assessment, Risk Registers
- Internal Audit - annual cycles of review
- External Audit - for the Funding Council
- Quality Assurance Agency
- Statutory reports – funding, staff, students
- National Audit Office (NAO)
- Data Protection and Freedom of Information Acts
- Equality Act
- UK Bribery Act 2010

## The Rector's role

- Articulation of the vision for the University
- Focusing the strategic mission and plan
- Leading the University community
- Ensuring financial probity and integrity
- Structuring the portfolios of the Executive team
- Chief Accountable Officer
- Chief Academic Officer
- Chief Executive Officer

## Mapping the Executive team's roles

- Learning, Teaching and the Student Experience
- Research and Knowledge Exchange
- Policy development
- Academic Quality Assurance and Enhancement
- International and External Engagement
- Finance, Estates and Facilities
- Environmental Sustainability
- Company Secretary (legal signatory and Risk Monitor)
- Registrar and Head of Administration

## Stakeholder inclusion

- Governance of the University as a civic entity
- Local community partnerships
- Consultation with local groups
- Influencing national government
- Professional and Statutory Body links
- External Examiners (for each subject and award)
- Ensuring Access through Outreach
- Independent Advisory Boards for Faculties
- Joint and Dual Award qualification partners



## The Student Voice

- Student Governors are Stakeholders
- The role of Students' Unions in the UK
- The European Students' Union
- Induction and Training for Student Representatives
- The influencing power of student feedback
- Course Committees as management tools
- Student Model United Nations events
- Doctoral students and Early Career Researchers

## Effective Governance assures:

- international recognition of qualifications
- opportunities for student and staff mobility
- inclusion in Consortia for EU projects
- selection for research and teaching funding
- integration of multinational companies and SMEs in global knowledge exchange
- invitations for co-authorship in journals and books
- participation in conferences and symposia
- sustainability and autonomy for institutions