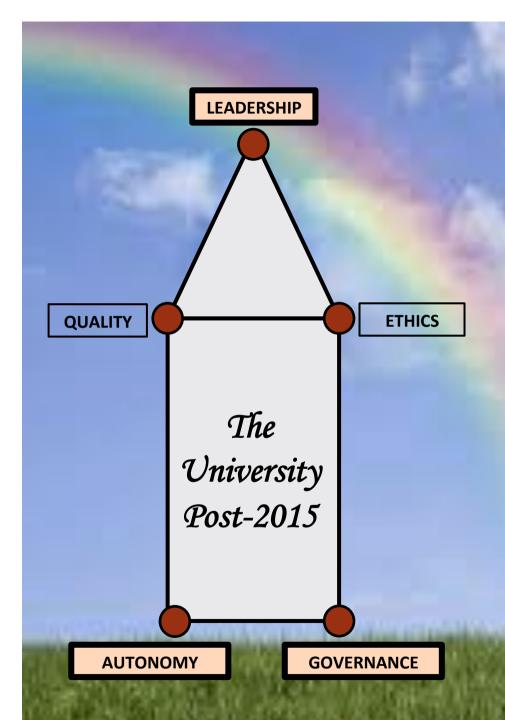# HIGHER EDUCATION POST-2015 MUST INCLUDE CORPORATE GOVERNANCE

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LEADERSHIP

QUALITY

ETHICS

The University Post-2015

AUTONOMY

ACCOUNTABILITY

Good Governance aims at:
- Ensuring transparency and accountability of the leadership
- Monitoring and maintaining oversight of the management

Good Governance maximises performance, success and sustainability in the context of mission and strategy

Good governance ensures proper stakeholder management, representation and democracy in leadership and management.

Question: Does a focus on governance militate against innovation, creativity, and academic autonomy?

LEADERSHIP

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AUTONOMY

GOVERNANCE

ISSUES TO CONSIDER:

- **Massification of education and the increasing size of universities**

- **Regulation being implemented through a 'decentralised supervisory framework'**

- **Wastage and inefficiencies**

- **Declining economy**

- **Universities becoming more entrepreneurial**

- **Senate and Faculty Boards have become lame ducks**

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LEADERSHIP

QUALITY

ETHICS

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AUTONOMY

GOVERNANCE for sustainability

EDUCATION AND SOCIETY ARE DYNAMICALLY INTERACTIVE AND INTERDEPENDENT - Plato

- Education must be underpinned by the values of ethical citizenship
- Move away from the more constrained discipline-specific approach to learning

Question: Is it the university's role to develop students who are 'good people'?

QUALITY IS AN IMPERATIVE OF INSTITUTIONAL SUSTAINABILITY

- Effective and efficient processes and systems provide the framework for quality
- People must reflect the institutional values and commitments

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LEADERSHIP

QUALITY

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GOVERNANCE for sustainability

SUSTAINABILE QUALITY HIGHER EDUCATION POST-2015 REQUIRES:

- Quality is a critical pillar of sustainability and must integrate a sound structural paradigm with a commitment to agency and the role of people
- Leaders must understand **governance** and be able to balance it with **academic discipline**, **autonomy**, and **quality** on the foundation of a **values-based leadership** paradigm

Proposal:
A global research project that – using a spidergram – plots the factors of:
(i) governance
(ii) ethics
(iii) leadership
(iv) quality
(v) accountability
<u>Output:</u>
- **Learning from one another**
- **Inter-institutional collaborations and partnerships**

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LEADERSHIP

QUALITY

ETHICS

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University
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AUTONOMY

GOVERNANCE
for sustainability

Question:

- **What is the uptake and *capability* of universities today**

- **to successfully leverage the advantages of implementing sound governance reforms**

- **to effectively deliver the scale and quality of services required in higher education,**

- **and to take on new responsibilities and occupy new spaces in a *sustainable* manner**

- **without compromising the quality and character of the academic project?**