UNIVERSITY GOVERNANCE
Program Outline

A series of programs for those involved in their university’s governance activities.

www.lhmartininstitute.edu.au
About the University Governance series

This series aims to provide members of university governing bodies and those involved in governance with an enhanced understanding of their role and relationships in order to improve the performance of their university. There are four standalone programs in the series, each focusing on a different aspect of governance. All programs will expose participants to the range of skills and knowledge required to be effective governance contributors.

Who should attend?

All programs are suitable for those expected to be involved in university governance, including:

- New or recent members of a university Council, Senate or Board (including external and internal members and Chairs of Committees).
- Ex-officio members of university governing bodies such as Chancellors, Vice-Chancellors and Chairs of the Academic Board.
- University governance professionals (including University Secretaries, Secretaries to Council and Heads of Secretariats).
- Senior executive staff.
- Senior academic staff who require or will require a knowledge of university governance as part of their current or future roles.

Delivery

The introductory program, Understanding University Governance is delivered as a one-day session. The remaining modules are each half-day sessions.

Programs are offered as either public sessions, or as a bespoke program for individual institutions or for a group of institutions based in the same city or state.

The four programs in this series are:

- Understanding University Governance
- Effective University Councils
- Regulating the University: Impacts and Implications for University Governing Bodies
- Academic Governance in the New Regulatory Environment

The following pages will provide details about each of these programs.
Understanding University Governance

This one-day program provides an introduction to contemporary thinking on university governance for people already involved in or about to be involved in university governance activities but who have had little previous exposure to governance principles. It is designed to provide a valuable supplement to institutions’ own council induction programs rather than replace them.

### Program content

- The legal framework of university governance.
- Council roles and functions.
- Effective governance processes.
- Council behaviours and continuous improvement.

A comprehensive set of notes addressing each of the topics will be provided to participants as pre-reading. Each topic will be covered in a 90-minute session comprising an interactive discussion of the key concepts, group work on a case study or simulation, class discussion of the case study or simulation and the opportunity to raise questions. The day’s full program is available from our website.

### Learning outcomes

Upon completion participants will understand:

- the meaning of university governance,
- the legal framework which establishes universities and the role of councils within that framework,
- the legal responsibilities of council members,
- the roles of council and its committees including the academic board,
- the roles of the Chancellor, Vice-Chancellor, Chair of the Academic Board and University Secretary,
- the key functions of council,
- the importance of governance processes,
- approaches to improving the performance of council,
- the nature and importance of behavioural dynamics inside and outside the council chamber, and
- appropriate behaviours for council members.

### Facilitators

**Primary Facilitator**

Professor Geoffrey Kiel, Chairman, Effective Governance.

Geoff has had a distinguished career as a management consultant, senior manager, management educator and academic researcher. He has extensive personal experience working with clients in areas of strategic planning, marketing planning, marketing strategies, organisational design and development, marketing research and economic feasibility studies and is well known for his work in corporate governance. Geoff is the co-author of the major Australian practical guides to governance, *Boards that Work: A New Guide for Directors* and *Directors at Work: A Practical Guide for Boards*.

Bespoke offerings may utilise the services of other facilitators as required.
This half-day program is intended for people who have been appointed to a council to learn about council hierarchy and member behaviours, developing and applying effective personal skills and the role interpersonal relationships play in decision making. This program does not, however, cover the structure and management of meetings and agendas.

**Program content**

This program will cover the following topics:
- Principles of governance.
- Council responsibilities and accountability.
- Organisational values.
- Council’s role in setting the university’s strategy.
- Risks for the Council.
- Financial management in the university context.
- Stakeholder relationships and communication.
- Role of committees and the Academic Board.
- Induction, mentoring and succession planning.
- Council self-evaluation.

A set of notes addressing each of the topics will be provided to participants as pre-reading. The program uses an experiential pedagogy involving an interactive discussion of key concepts, group work on case studies and simulations followed by class discussion of the practical exercise. The format of the half-day (4 hours) will be three 80-minute sessions.

**Learning outcomes**

Upon completion, participants will be more effective council members by understanding:
- the nature and importance of behavioural dynamics inside and outside the council chamber,
- that personal skills and competencies can directly improve the performance of a university council, and
- the framework of relationships present in a typical council.

In particular, aspiring and existing council members will gain a better understanding of the appropriate behaviours for council members and how they can contribute to an effective council. Ex-officio members of the council and council professionals will be aware of the crucial role that healthy interpersonal relationships play in the delivery of effective governance.
Regulating the University: Impacts and Implications for University Governing Bodies

This program will explain how universities are regulated and the rationale for such regulation. It will also explore the question of whether the level of regulation confronted by universities is appropriate, the responsibilities of governing bodies and how they might respond.

Program content

This program mixes content-based presentation with a series of situation-specific workshops to explore the practical impact of regulation and the responses to it.

Topics include:

- Legal definitions of a university.
- Historic overview of ideas of a university and university regulation.
- Enabling Acts – key features, regulatory requirements.
- TEQSA Act – key features, regulatory requirements.

Learning outcomes

Upon completion participants will:

- understand the distinctive characteristics of university regulation and its historic context,
- become familiar with the key legislative instruments that guide regulation - establishing Acts, and the TEQSA Act – and their application in a number of contexts,
- understand the different roles of the State and Commonwealth governments in regulating university activity, and how other national regulatory regimes may intersect with these, and
- develop a practical understanding of the responsibilities of governing bodies in responding to the requirements of legislative and regulatory requirements.

Overall, participants will leave with a solid understanding of the key pieces of legislation and regulation which shape universities’ activities and the context in which it has developed, and a critical appreciation of how governing bodies can respond.
Academic Governance in the New Regulatory Environment

This half-day program examines the role and relevance of academic boards in the overall context of university governance.

Academic boards are widely considered to be fundamental to the ideal of a university as a self-governing community of scholars. In recent times, however, as universities become more corporate in identity, questions are being asked about the continuing role of academic boards. They do not look the same across all Australian universities, and university councils perceive them variably.

**Program content**

This program will cover the following topics:
- The role of an academic board.
- The operational and legislative framework of academic boards.
- The relationship of an academic board with a university council and a university executive.
- The effectiveness of academic boards and of chairs of an academic board.
- The future of the academic board in the 21st century.

Participants will be provided with readings and assigned tasks to be completed prior to attendance. The program will provide learning through guided discussion of case study materials. It will also introduce research evidence relating to the role and performance of academic boards in Australian universities.

**Learning outcomes**

Upon completion of this program participants will be able to:
- refer knowledgeably to the range of structures and practices that apply to the operation of academic boards across the Australian higher education system,
- distinguish clearly between the role of an academic board and the role of a university council,
- identify a range of mechanisms for evaluating the effectiveness of an academic board and for assessing the leadership provided by the chair of an academic board, and
- comment in an informed way on policy trends impacting on the role and importance of academic boards in the Australian higher education system in the 21st century.

Overall, the program will contribute to a better understanding of the role of the academic board. It will also enable participants to obtain insights into the challenges facing academic boards, and into the ways in which different academic boards are addressing these challenges.
More Information and Expressions of Interest

If you would like to express interest in a program or discuss delivery for your institution(s), please contact the LH Martin Institute.

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About the LH Martin Institute

The LH Martin Institute was established, with the support of the Australian Government, to help leaders, professionals and academics gain an understanding of the rapidly changing tertiary education sector and translate that knowledge into effective management strategies for their institution. In other words, we aim to improve management and leadership in the tertiary education sector by assisting its current and aspiring leaders in fulfilling their missions. We do this by providing an integrated set of programs, events and research projects that are tailored to the particular needs of the sector.

For more information about our full range of programs, events and projects please visit the website or contact us.

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