

Governance Structures in University Management



Structure of the presentation

- UGent: present and past
- Organisational structure
 - Board
 - Faculties
 - Central Administration
 - Central vs. decentral
- University and association management

UGent today

Ghent's mission:

education, research & service to society in a pluralistic environment

A comprehensive/fully-fledged university

11 faculties - 132 departments

± 33 000 students

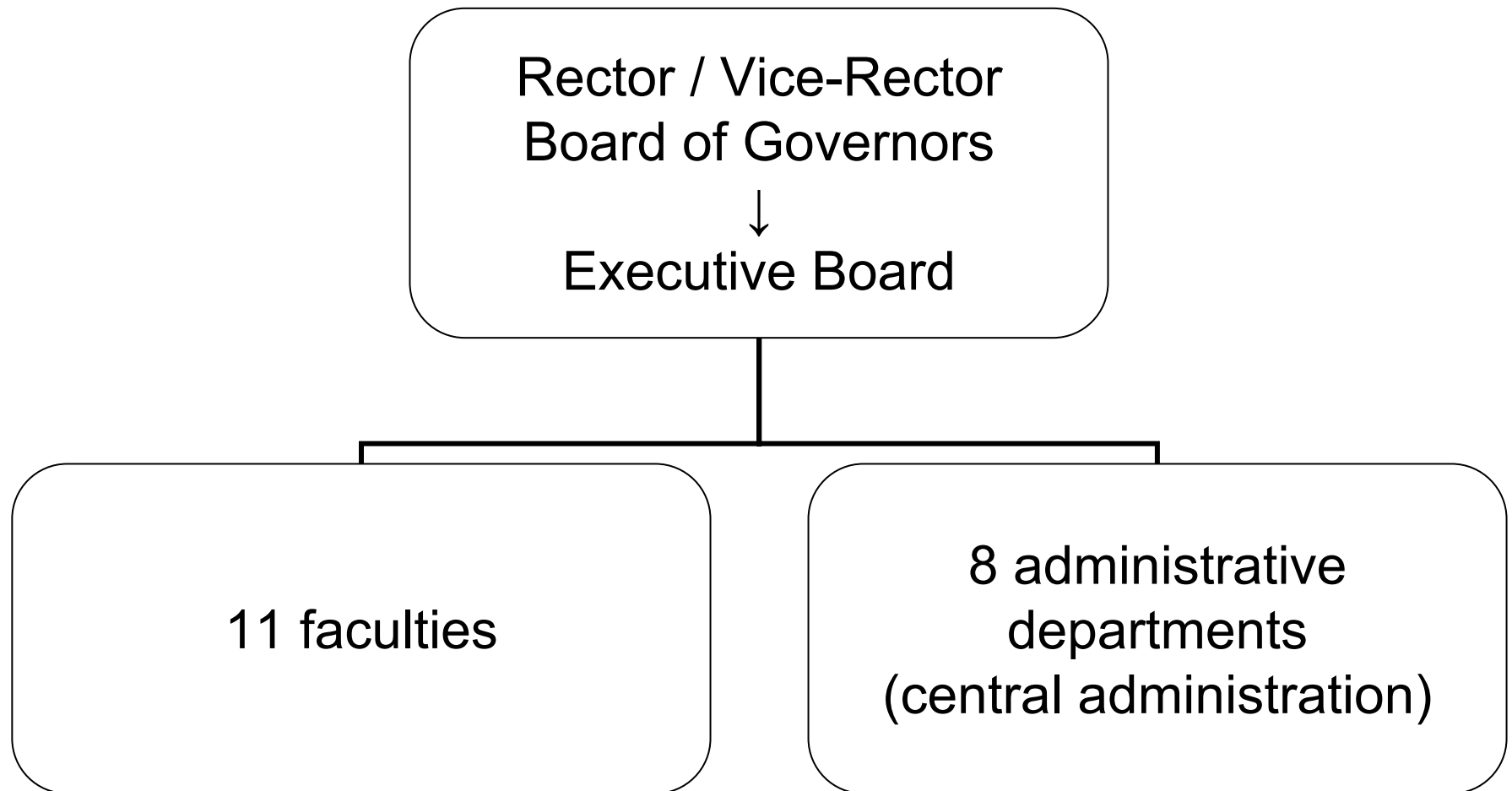
± 5 000 academic & administrative staff +

± 2 000 externally financed researchers

UGent: a “state” university

- Founded in 1817 as state university
- French speaking until 1930
- June 1991: “Decree on the universities in the Flemish Community”
 - Balancing between governance and autonomy
 - New governing structures

Organigram



Organisational structure: Board

- Executive Board:

- tenured academic staff: 2
- assisting academic staff: 1
- administrative & technical staff: 1
- students: 1
- external member: 1

- Board of Governors:

- tenured academic staff: 12
- assisting academic staff: 3
- administrative & technical staff: 3
- students: 4
- external members: 10

} + Management
Committee

Organisational structure: Faculties

11 Faculties

- Arts and Philosophy
- Law
- Science
- Medicine and Health Sciences
- Engineering
- Economics and Business Administration
- Veterinary Medicine
- Psychology and Educational Sciences
- Bioscience Engineering
- Pharmaceutical Sciences
- Political and Social Sciences

Organisational structure: Faculties

- Faculties have 'large autonomy', also financial
- Chaired by a **Dean** and managed by a **Faculty Council**, consisting of:
 - all full-time professor and full professors
 - chosen delegation of lecturers
 - chosen delegation of assisting staff
 - chosen delegation of administrative staff
 - chosen delegation of students

Organisational structure: 5 new decentral entities

Doctoral schools, supporting doctoral students

- DS Natural Sciences
- DS Life Sciences & Medicine
- DS (Bioscience) Engineering
- DS Social & Behavioural Sciences
- DS Arts, Humanities & Law

Organisational structure: Central Administration

Central Administration: “**STeR**” (*star*)
(*since 2001*)

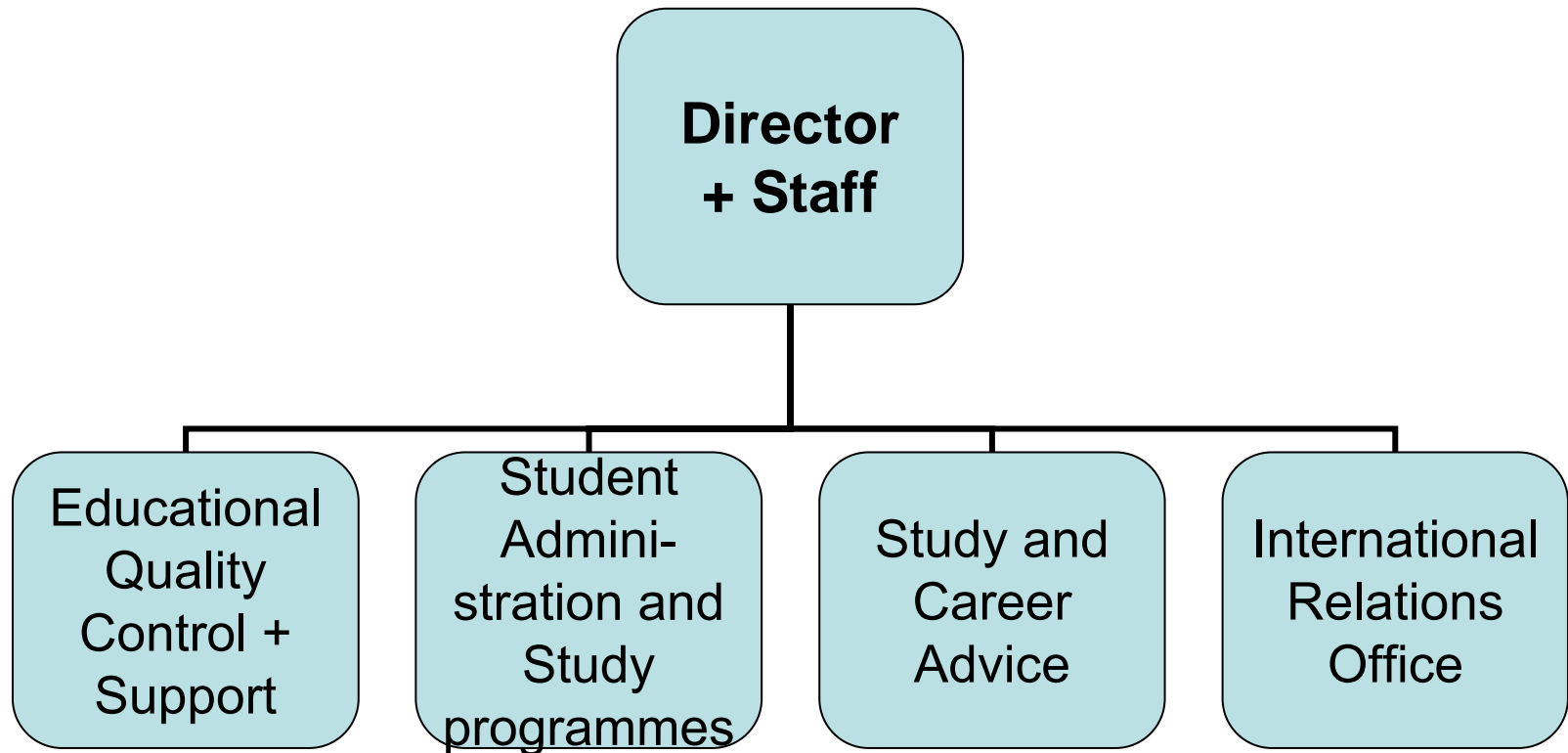
- **S**ervice-orientation
- **T**ransparency
- and
- **R**esponsibilisation

Organisational structure: Central Administration

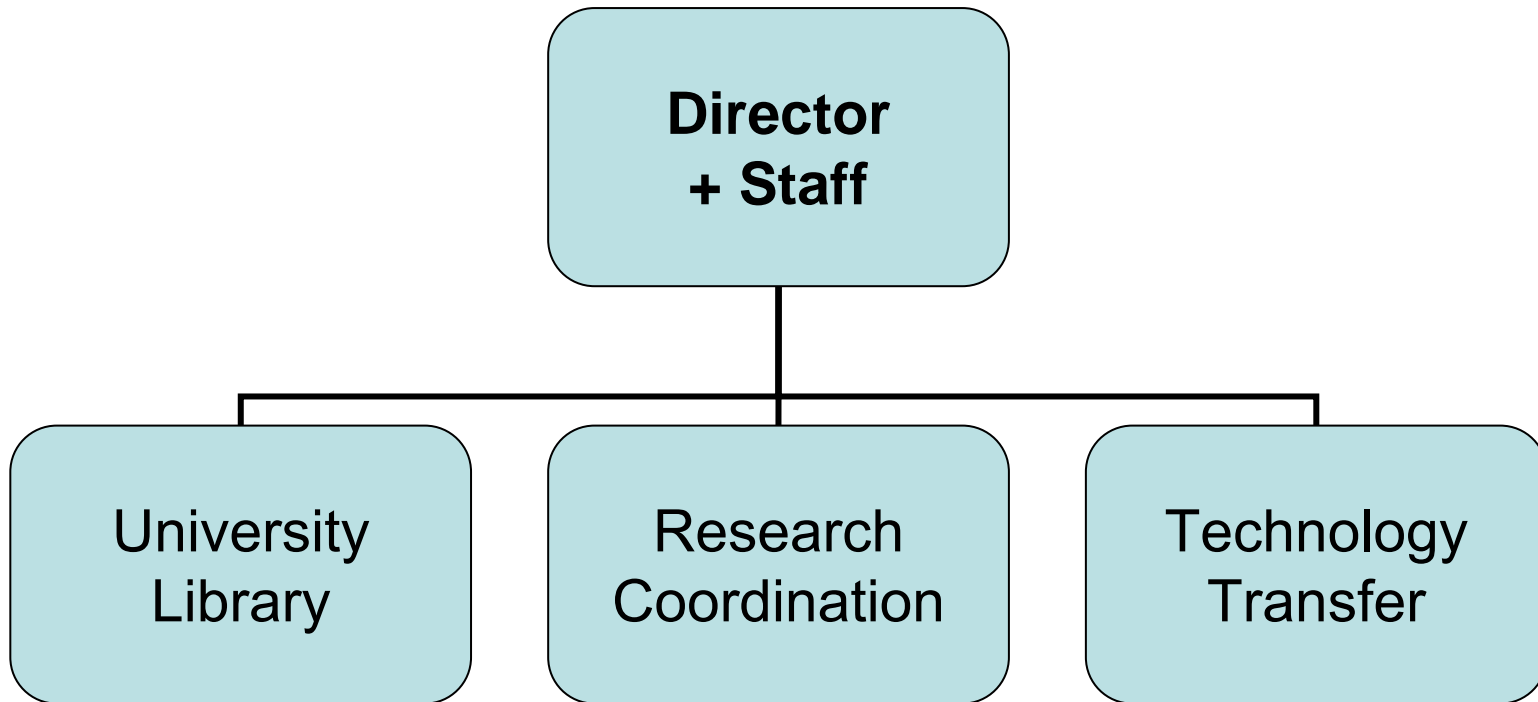
8 management units

Education	Research
Administrative matters	Personnel & Organisation
Finances	ICT
Buildings & environment	Student Services

Example 1: Department of Educational Affairs



Example 2: Department of Research Affairs



Organisational structure: Central Administration

Rationale behind the “STeR” (*star*)

- *Rector & Vice-rector: more strategic functions*
- *Academic & Logistic manager: focus on overarching matters*
- *Unites all related matters in one directorate*
- *Allows for unit management*
- *Creates more transparency for the faculties*

Organisational structure: Central Administration

8 Directors

- *Mandate of 4 years*
- *'Education' and 'Research': senior professor, chosen by Rector, appointed by Board*
- *Management agreement between Rector and Director*
- *Yearly evaluation*

Organisational structure: Central Administration

Profile of Director

- *Strategic innovative management*
- *Communication of strategic considerations*
- *Stimulate, delegate, make great demands*
- *Open for processes of change*
- *Knowledge of operational management*
- *Experience with change and project management*
- *Experience with external fields of influence*

Organisational structure: Central Administration

Main tasks of Director of Education

- *Educational policy and innovation*
- *Educational cooperation (nat. and int.)*
- *Distance learning*
- *Quality assurance and accreditation*
- *Coordination educational programmes*
- *Student administration, advice, information, career advice*

Organisational structure: Central Administration

Main tasks of Director of Research

- *Research policy*
- *Information, support, coordination research contracts and contracts development aid*
- *Valorisation of research*
- *Contacts with industry and companies*
- *Library policy*

Organisational structure: Central Administration

Main tasks of Director of Administration

- *Preparation and follow up of central policy bodies*
- *Legal advice*
- *Management of insurances*
- *Yearly report*
- *Internal and external communication, PR*
- *University archives*

Organisational structure: Central Administration

Bottlenecks: in our out STeR?

- *Secretary of the Board*
- *Counsellor for prevention, safety and environment*
- *Ombudsperon*
- *Company medical doctor*

=> Within STeR, but functionally independent

Organisational structure: Central Administration

Evaluation of the “**STeR**” (*star*)

- *Logistic problems: different departments within directorates spread over different campuses → new administrative offices*
- *Uncertainty about which department to contact for which matters → SPOC*

Organisational structure: Central Administration

New infrastructure: “UFO”

- University Forum
- Unites various departments of one directorate
- Creates a desk function



Organisational structure: Central Administration

SPOC's: Single Points of Contact

- “One stop shops” for:
 - Students
 - Staff
 - International clients
- For all kinds of questions → “helpdesk”-principle

Central versus decentral

- Balancing central support & decentral autonomy (cfr. number of staff in central administration vs. faculties – in Dutch)
- Coping with the growing need for accountability
 - quality assurance
 - auditing

Central versus decentral (example: 1 faculty)

Relationship between Central Board & Services and Faculty Council & Services

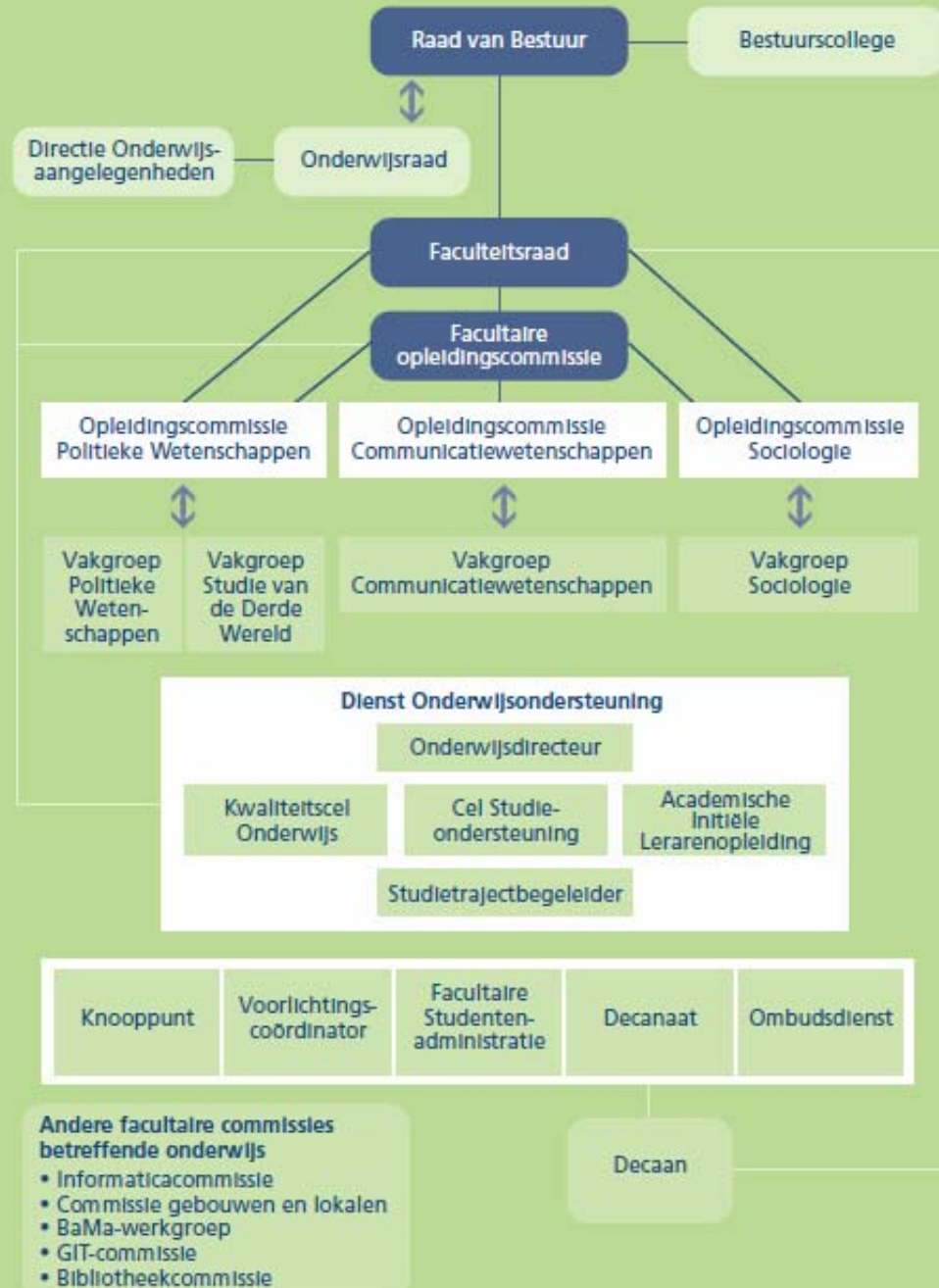
Specific educational services at faculty level

- director of education
- quality of education
- student support

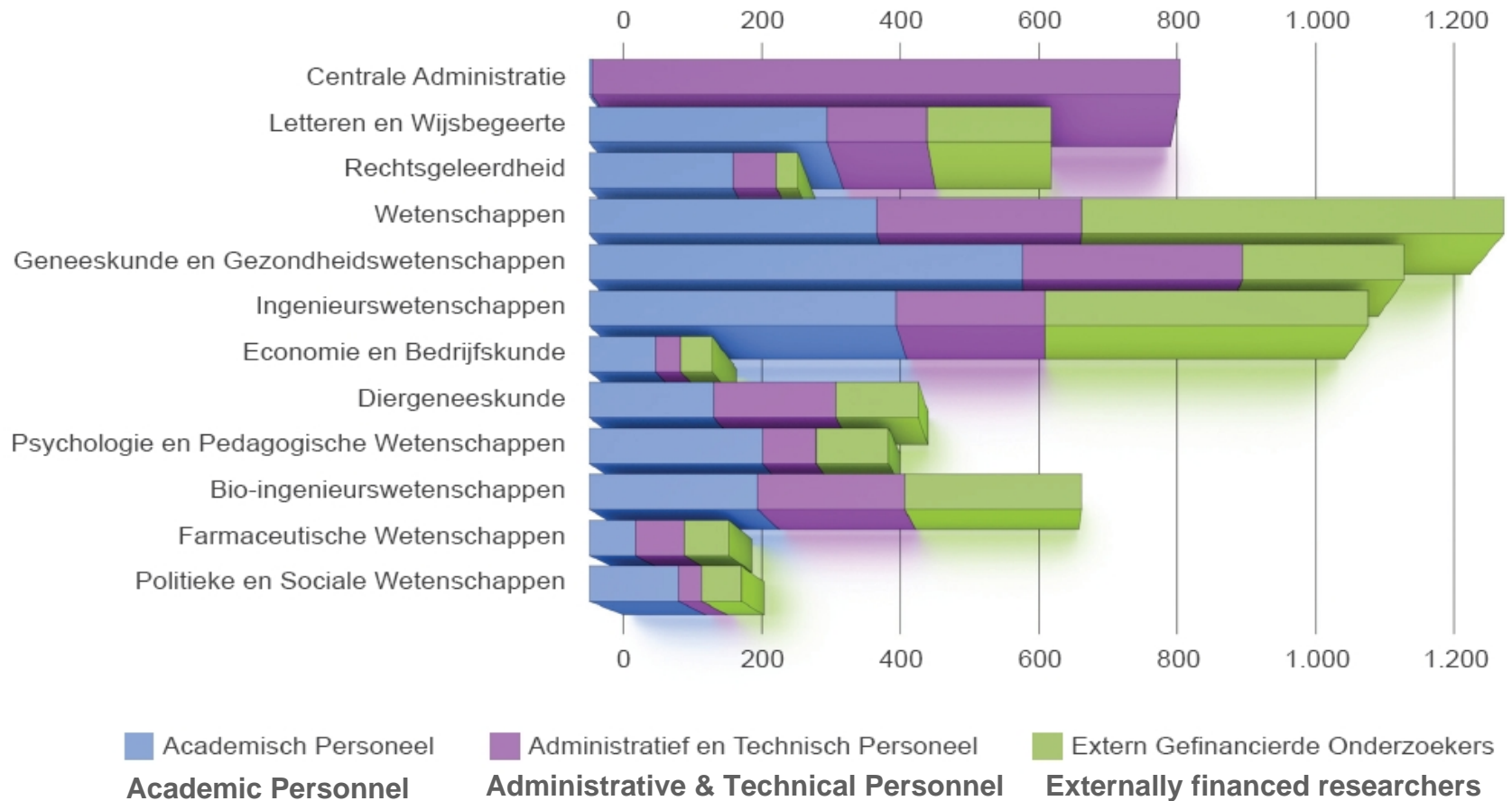
Dean's offices

Different commissions

organogram



personeelsbestand



Faculty Personnel Policy Plan

- Each faculty elaborates a personnel policy plan to be approved by the Board of Governors
- Each faculty can decide upon its own allocation model
- Promotions are taken into account (automatic and non-automatic)
- there are great differences among the faculties

International trends

- Growing need for **public accountability**
 - balancing autonomy and control
 - ambiguous position of Ministry (trust?)
- **Bologna-process**: new forms of cooperation
 - Including creation of
Ghent University Association

Autonomy versus control

Management

- personnel
- finances
- organisation

Policy

- processes
- policy instruments and desired output
- target groups
- social aims and policy results

Ex ante = strict hierarchical control

Ex post = result oriented - output financing - management agreements

University and association management

- Since 2003: Ghent University *Association*
 - *UGent + 3 University Colleges*
- Influences governing structures of university
 - Members of University Colleges in some councils
- Ghent University management and staff participate in Association's governing and working structures

Members Ghent University Association

Ghent University



University College Gent

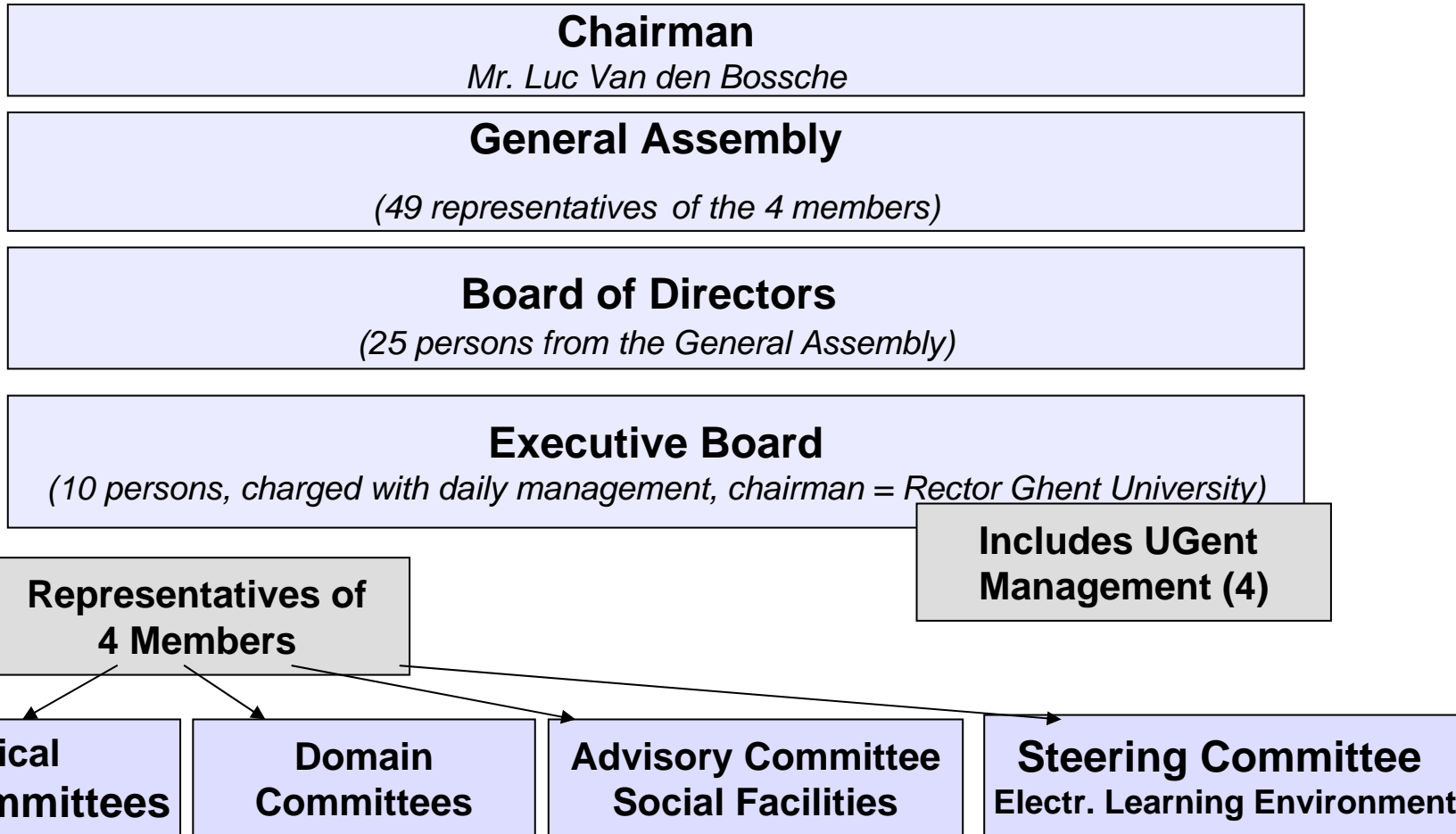


University College Arteveldehogeschool



University College West-Flanders





Director & Executive staff situated in “Het Pand”

Structures of AUGent with influence on UGent

Domain committees

- 2 university professors (at least) + x from colleges
- languages, linguistics, arts, economy, engineering, communication sciences, criminology, law, teacher training, medicine and health sciences, ...
- Tasks: academisation, bridging programmes, “go-on” guidance, research groups, research projects

Structures of AUGent with influence on UGent

Technical Experts Committees

- 2 administrative staff members of UGent + X from colleges
- Education, research, libraries, finances, infrastructure, ICT, quality assurance, internationalisation, juridical affairs, staff, student guidance, environment, ...
- Advice towards the governing bodies of the AUGent; preparing common policy between the 4 institutions

Thank you for your attention!

Prof. dr. Luc François

Luc.Francois@AUGent.be