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INNOVATIVE GOVERNANCE PRACTICES
IN THE HIGHER EDUCATION INSTITUTIONS IN IRAQ

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INsPIRE - INnovative governance Practices for Higher Education Institutions in Iraq

Development - Work Package 2

WEBINAR 6

Paulo Resende da Silva





UNIVERSIDADE DE ÉVORA



Training and capacity building activities for internal staff in quality assurance and strategic planning (for university leaders and academic body)



DEVELOPMENT - WORK PACKAGE 2

Paulo Resende da Silva, University of Évora
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AGENDA

Contextual perspective

University model concept

Key business process



CONTEXTUAL PERSPECTIVE

Universities are facing an increasing pressure to change.

- To change the way they operate
- To change the way how they connect with government, industry societal groups

so

- To change the governance model
- To change the internal procedures and business (management) process

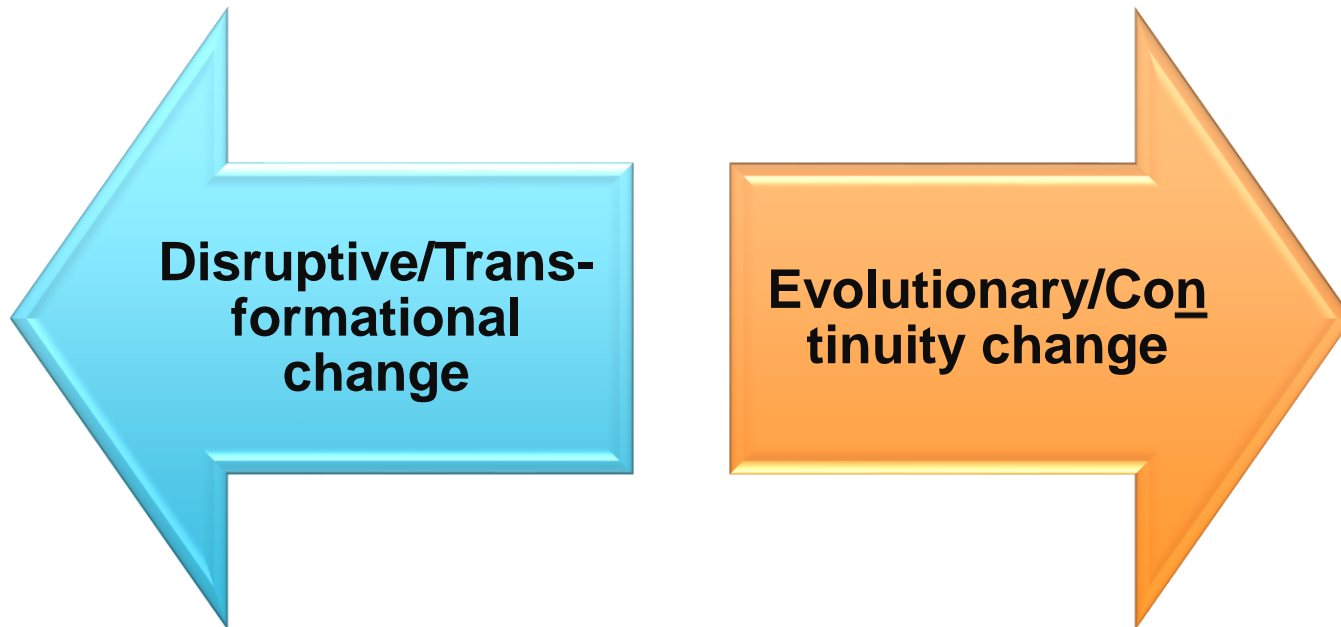


CONTEXTUAL PERSPECTIVE

To answer to that, universities should:

- Develop a strategic orientation
- Increase there capacity to use the autonomy
- Understand there environment
- Work with the stakeholders, the key stakeholders
- Change or adapt the governance bodies
- Develop a more flexible capabilities
- Increase the leader competencies
- Reengineering the management process and the internal procedures

CONTEXTUAL PERSPECTIVE





CONTEXTUAL PERSPECTIVE





UNIVERSITY MODEL CONCEPT

First stage on the process for university model, be clear with:

- “Mission concept and clear performance criteria throughout the organization;
- Strong directive body - combination of a strong central direction, with strong unit directions and a structure of clear collegial relationships;
- Self-directed and self-reliant school.”

Source: Marques, Maria and Mano, Margarida. “Public University in Portugal and New Models of Governance: How It Improves Its Competitiveness” in *New Horizons in Education and Social Studies* Vol. 3



UNIVERSITY MODEL CONCEPT

Focus on:

- Elements of an organisation – work and division, beliefs, and academic and legal authority
- Integration – relation between state, market and oligarchy; process; and interested groups
- Normative orientation – value and conflict, power division, and legitimacy

Source: Clark, Burton R.. *The Higher Education System. Academic organization in cross-national perspective.* Berkeley and Los Angeles, CA: University of California Press, 1983.



UNIVERSITY MODEL CONCEPT

Common elements to have the opportunity to choose:

- Diversified funding
- Strengthened steering core
- Expanded outreach periphery
- Stimulated academic heartland
- Integrated an entrepreneurial culture

Source: Clark, Burton R.. *Sustaining Change in Universities. Continuities in case studies and concepts.*
Berkshire: Open University Press, 2004.



UNIVERSITY MODEL CONCEPT

Historical European university models:

- The Napoleonic style where university institutions are public, depend on Central Administration, are financed by the State. More formal and more structured controlled.
- The Anglo-Saxon style focuses on students. More boarding system, with an important role of the Colleges.
- The style of German tradition, known as the Humboldtian style, should be based on academic freedom and science self-feeding is generated by teachers in an uninterested and autonomous way.

Source: Marques, Maria and Mano, Margarida. "Public University in Portugal and New Models of Governance: How It Improves Its Competitiveness" in *New Horizons in Education and Social Studies* Vol. 3

UNIVERSITY MODEL CONCEPT

Types of Universities:

Centralised

Federal

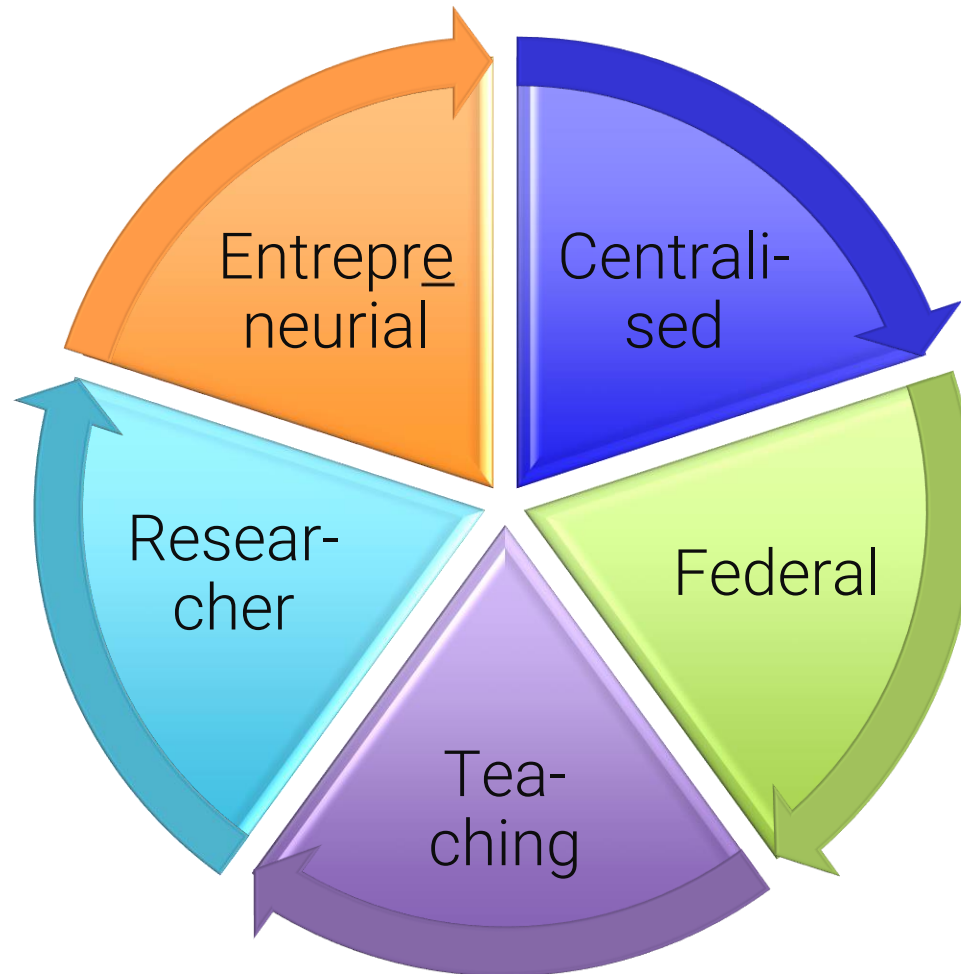
Teaching

Researcher

Entrepreneurial



UNIVERSITY MODEL CONCEPT





KEY BUSINESS PROCESS





Innovative Governance Practices
in the Higher Education Institutions in Iraq

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