INsPIRE – WP2
WORKSHOP

Accountability and Management Orientation Results

November 18th, 2021

*University of Siena
Research Team*

Workshop Agenda

The workshop will be organized as follows:

1. the first 1.5 hours will be divided in three short slots (half an hour each)

2. each slot will be devoted to the presentation and discussion of relevant topics referred to management and accountability of/in public universities with a large use of practical examples

3. in each of the first three slots we encourage participants to give comments and to ask questions

4. the last hour is a session of «learning by doing».

Speakers

1. Prof. Dr. Riccardo Mussari (*INsPIRE Coordinator*)

2. Prof. Dr. Giulio Ghellini (*Former President of Internal Evaluation Body of the University of Siena*)

3. Prof. Dr. Pasquale Ruggiero *(INsPIRE – Siena Research Team)*

4. Dr. Daniela Sorrentino*(INsPIRE– Siena Research Team)*

First step

1. Even though the scope of public universities is not to earn profit, they need management.

2. Management is a mental attitude not a set of techniques.

3. Management means capacity of coordinating and leading resources (human, financial, material and immaterial ones) at disposal towards the achievement of results or performance.

4. Management entails responsibility for results/performance.

Second step

1. Management is performance!

2. There is no management without performance.

3. There is no performance without management.

4. Performance is not statistics.

Third step

1. To achieve performance we need to know what we have to achieve using disposable resources (planning but flexibility - performance monitoring).

2. Performance entails <u>objectives</u> and <u>targets</u> and <u>indicators.</u>

3. To know if we achieved our targets we need <u>measurement</u> and <u>evaluation systems.</u>

4. Performance is an umbrella term and a multidimensional concept.

Fourth step

1. In practice, performance is related to:

- **To do/not to do** (production yes or no)

- **How much we did** (volume of production, quantity of output)

- **How we did what we did** (efficiency, quality, transparency, ethics, etc.)

- **The consistency between how much and how we did and objectives/targets** (effectiveness)

- **The effect of what we did in the way we did it** (outcome/impact)

Fifth step

1. In public universities, who is responsible for choosing objectives, performance and targets?
2. Performance for whom?

Let's think about that!

The answers helps us in defining the relationship between performance and accountability

Accountability

Coordination mechanism that takes the form of a <u>social relationship</u> in which one of the parties (*accountor*) recognizes the "<u>necessity</u>" to **explain** and **justify** its conduct (to give account) to a second subject (*accountee*).

Performance

answerability for a conduct

Accountor ————————— **Accountee**

judgement
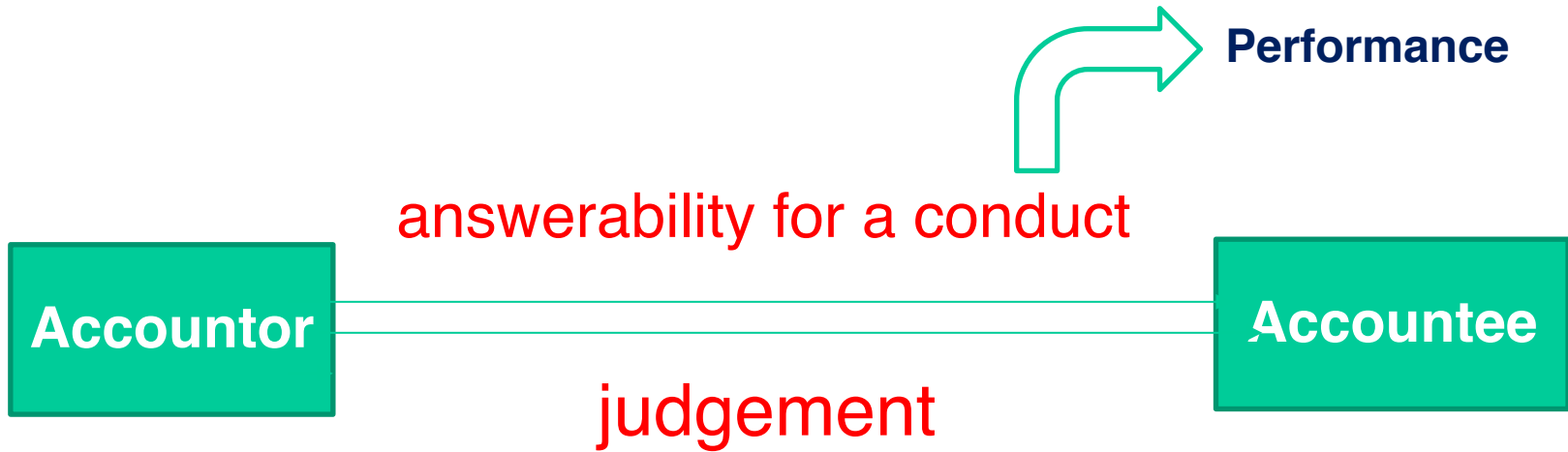
Accountability is not only connected to compliance and responsiveness (being held to and taking account of) but also concerns **transparency** (giving accounts).

Performance
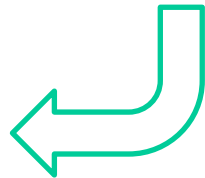
QUESTIONS?

COMMENTS?

INSPIRE

**Innovative Governance Practices
in the Higher Education Institutions in Iraq**

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