INsPIRE

INNOVATIVE GOVERNANCE PRACTICES
IN THE HIGHER EDUCATION INSTITUTIONS IN IRAQ

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INsPIRE – WP2

VIRTUAL TRAINING

University Management –
a general overview from organizational and management perspective

Synchronous session 8

January 13, 2022

The organisational development system:

- Leadership

- Academic Culture

- Governance structure model

Key business process

Management system

Co-funded by the
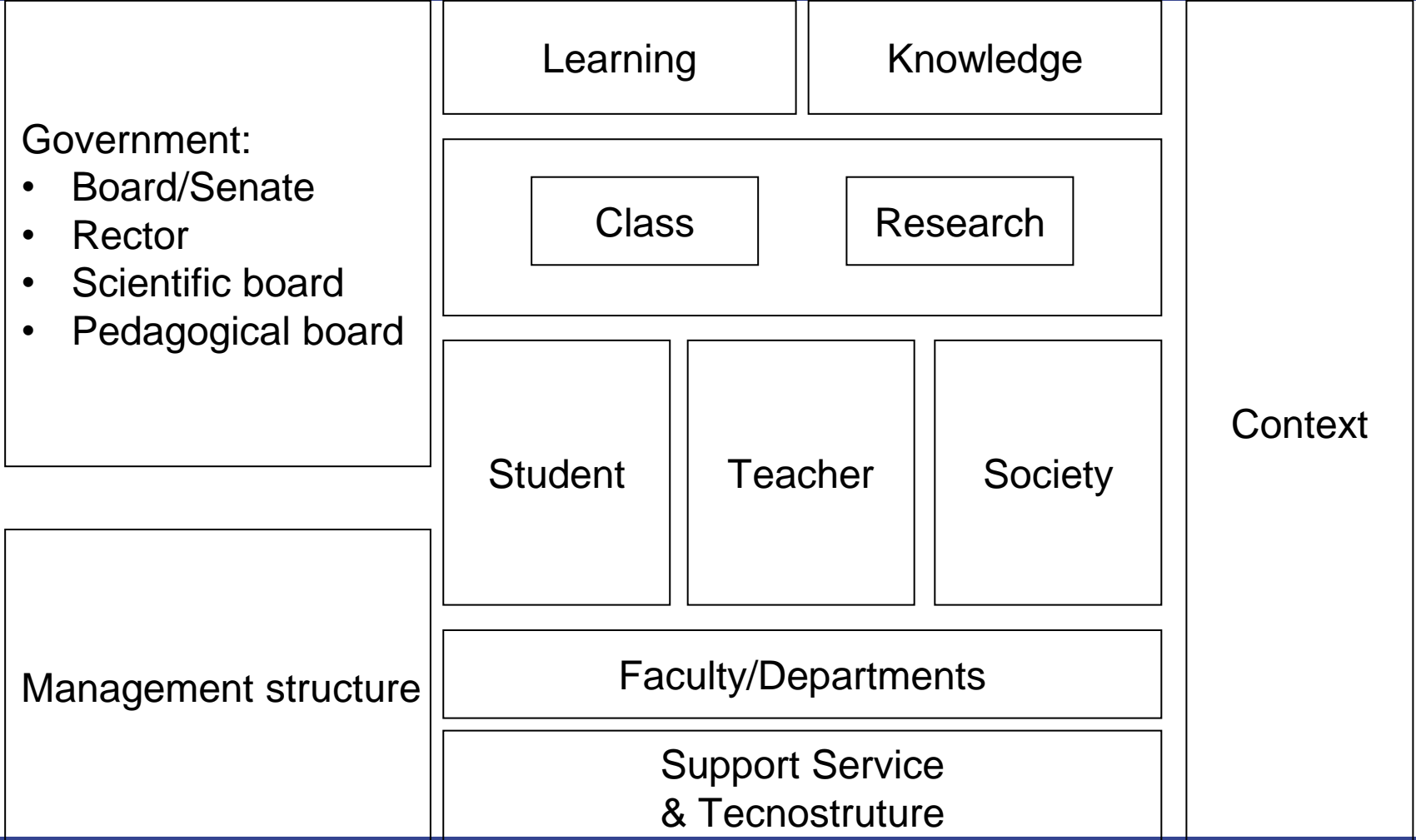Erasmus+ Programme
of the European Union

UNIVERSITIES

Fundamental characteristics of universities:

- the key business are based on knowledge;

- fragmented structure, by subject field, by the organization of knowledge, and research orientation;

- decision making processes are diffused, centralised and decentralised, not all aligned with organizational strategy;

- innovative, but resistance to change

- role on community as a strategic insitution

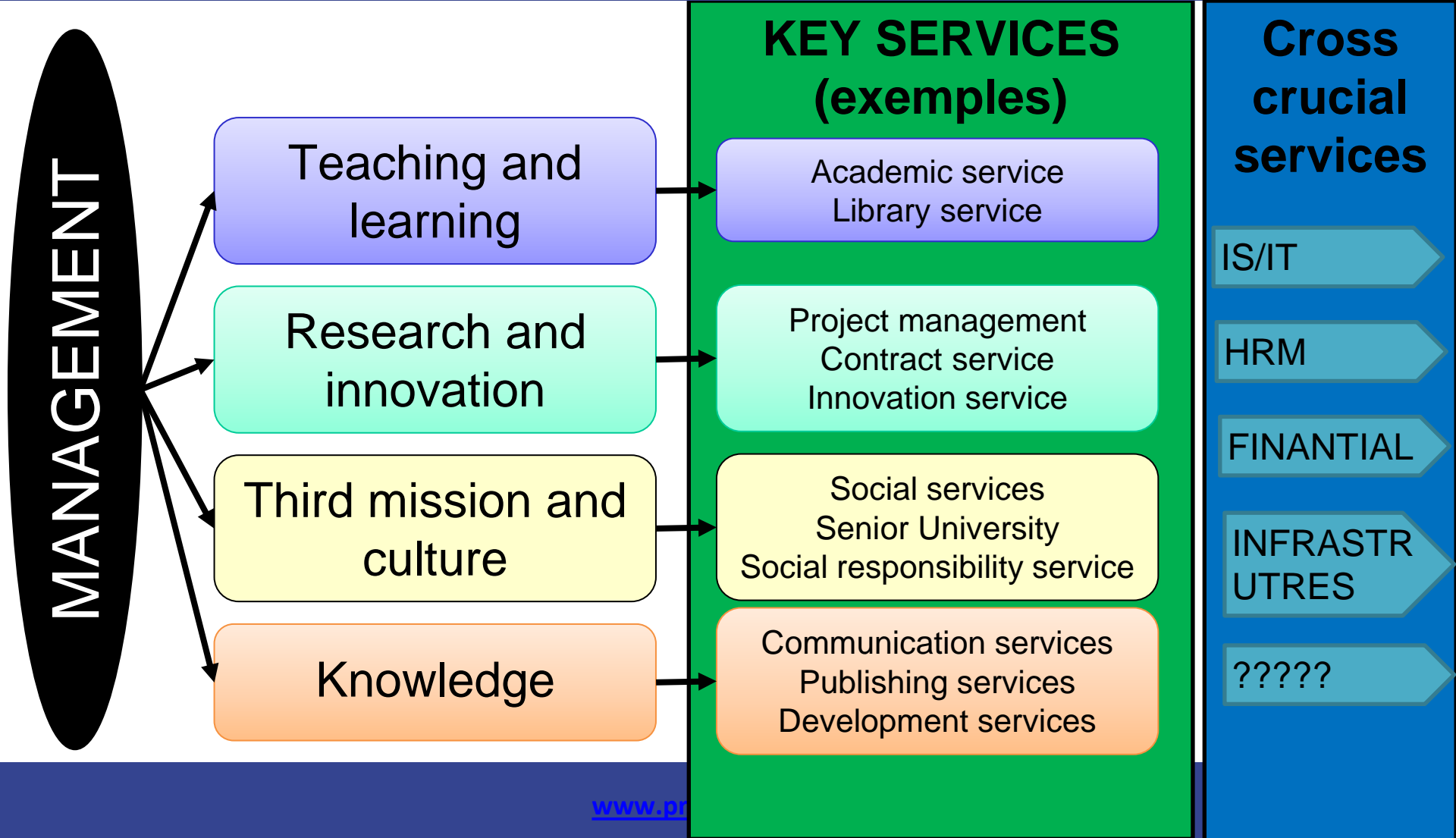- environment (political and economic) as a strong impact on there autonomy and governance

Government:
- Board/Senate
- Rector
- Scientific board
- Pedagogical board

Management structure

Learning

Knowledge

Class

Research

Student

Teacher

Society

Faculty/Departments

Support Service
& Tecnostruture

Context

UNIVERSITIES

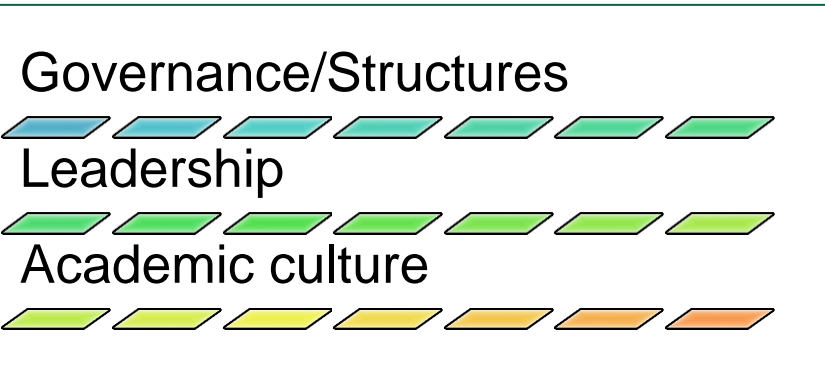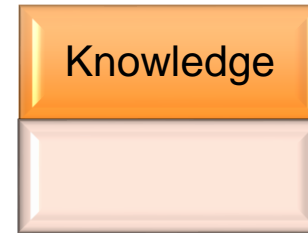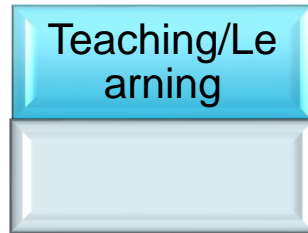| Characteristics	Aspects/Dimensions
Objectives	Multiple / Rendering of services (public and/or nonprofit) / Variable
Technology	Produce knowledge and innovation
Structure	Centralized bureaucracy (smaller scale universities) / Decentralized bureaucracy (larger scale universities) / Hierarchies based upon "meritocracy" as criteria
Participants	Rotational leaders / Professors / Students and employees
Clients	Students / Community in general / Business and economic activities / Academic community
Product	Difficult to measure, but feasible and desirable
Administration	Recent performance standards / Limited utilization of administrative principles / Less rationality in the usage of available resources / Lack of focus on organizational evaluation systems
Decision process	Political/scientific rationales / Decisions based upon political/social/scientific interests / Participation of diverse interest groups
Environment	Highly competitive (currently) / Less vulnerable to environmental factors / Creative and transformative activity results

MANAGEMENT

- Teaching and learning
- Research and innovation
- Third mission and culture
- Knowledge

KEY SERVICES (exemples)

- Academic service
  Library service
- Project management
  Contract service
  Innovation service
- Social services
  Senior University
  Social responsibility service
- Communication services
  Publishing services
  Development services

Cross crucial services

- IS/IT
- HRM
- FINANTIAL
- INFRASTRUTRES
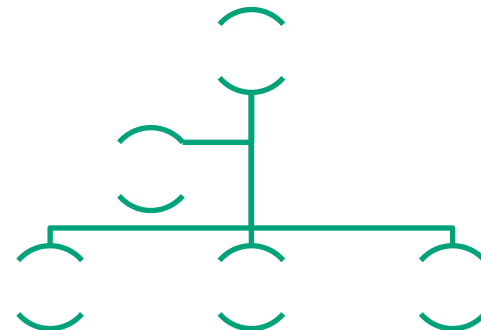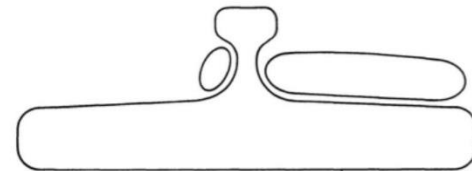- ?????

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Teamwork (between 4 to 6 member):

- Identify the process management

- Describe the process

- Identify services structure that support the process management and the key business
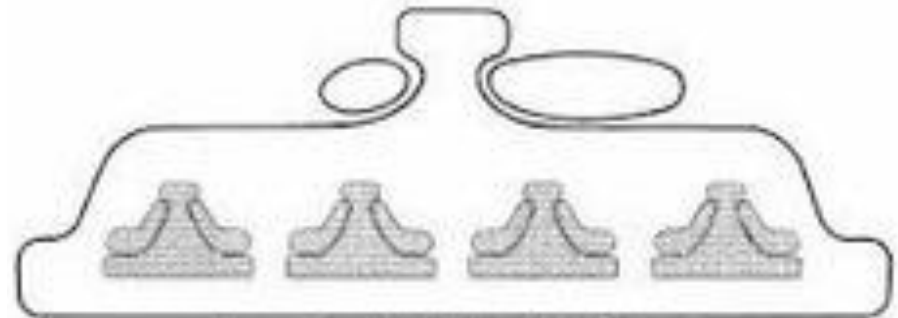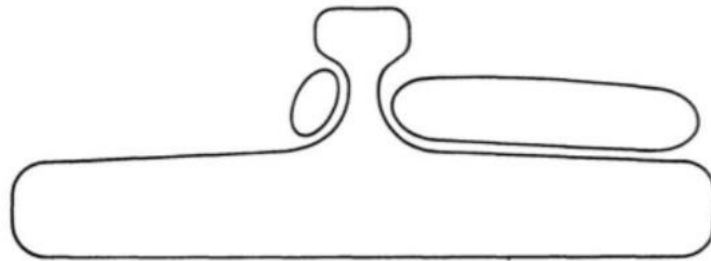
Teaching/Learning	Research/innovation	Third Mission/Culture	Knowledge

Governance/Structures

Leadership

Academic culture

Structure

UNIVERSITIES: MANAGEMENT

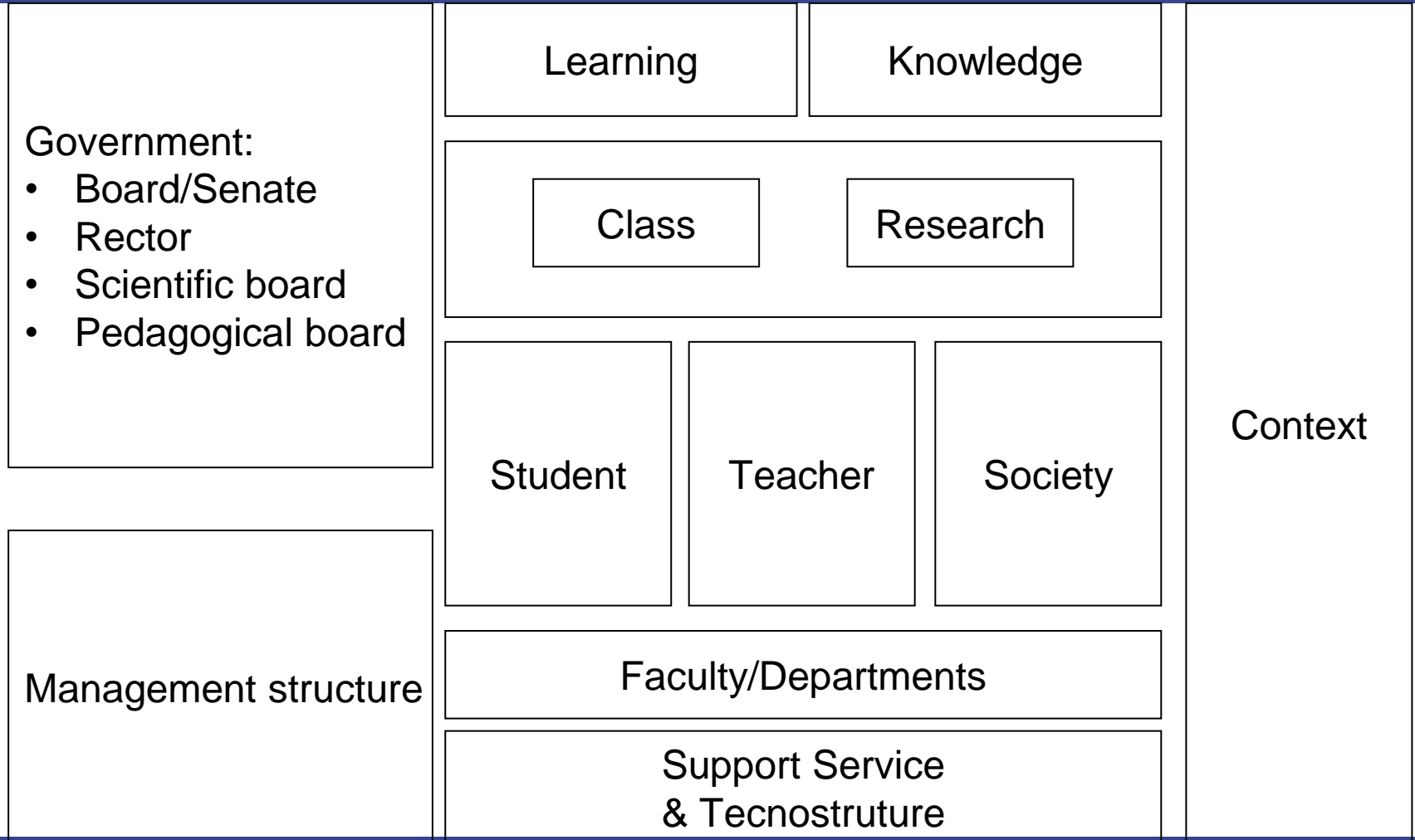| Government:	Learning	Knowledge	
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Management structure	Faculty/Departments		
	Support Service & Tecnostruture		

INsPIRE

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

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