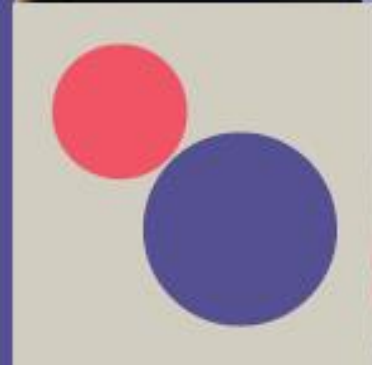
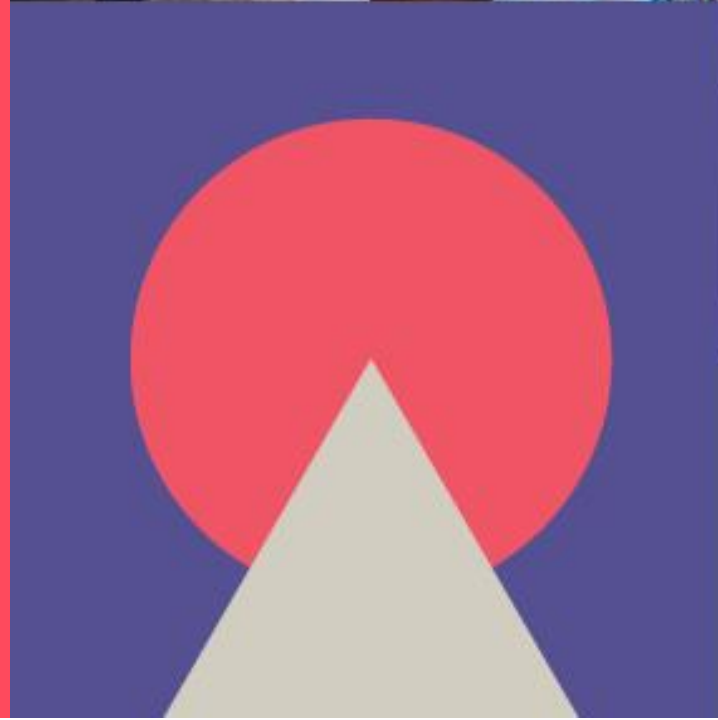
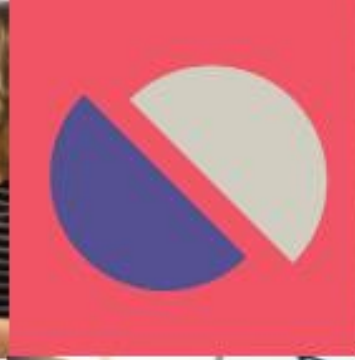


“AdvanceHE

Effective governance
which delivers
autonomy and
accountability

Alison Johns, Advance HE
CEO



Aims/objectives for the session

- To enable delegates to learn more about work to support HE reform priorities in Uzbekistan
- To understand the role of Governance at a sector level
- Understand the role of QA and quality as an assurance mechanism for the governing body
- Reflect on what Governance System is needed to respond to local and global changes and challenges

Effective governance in Uzbek HE

- The review
- Autonomy
- Governance
- Regulation
- Next steps

Effective governance in UZB HE

The governance eco-system:

- The Ministry
- Universities with autonomy
- State universities without autonomy
- Transnational universities

Interviews, survey, focus groups

Uzbekistan governance journey

- Supervisory boards at autonomous universities
- Good engagement with industry
- Good practice student engagement
- Mixed understanding of the purpose and role of governance
- An open and mind willing to continuously improve and develop

Institutional Autonomy

Freedom within the law to conduct the day to day management of your institution in an effective and competent way across 4 dimensions:

- Organisational (operations)
- Financial
- Academic
- Staffing

So universities have to be....

Open and transparent about how they work

And

Accountable for their courses/programmes, finances and operations

Autonomy



Not Accountable

Governance

.....the stewardship of the institution, setting and monitoring strategy and performance for long term sustainability and success which provides assurance and stakeholder confidence.....

Governing body responsibilities

- + Reputational and financial risk (including significant partnerships)
- + Complying with legislation [and regulation]
- + Meeting standards of public life
- + Setting the institutional strategy
- + Monitoring institutional strategy
- + Hiring and firing the head of institution

Governance exists

In a regulatory framework

with

Codes of practice

and

Quality Assurance mechanisms

Regulatory processes

....the strategies and implementation pathways that increase the likelihood that events will be steered in one direction rather than another.

Need to be clear on purpose of regulatory activity

Regulatory processes.....choices to be made

Regulatee as an object	Regulatee as a partner
<p>Paradigm – command and control</p> <p>Works well where:</p> <ul style="list-style-type: none">• The command is simple• The regulator is respected <p>Breakdown where knowledge and cooperation are required to understand why a problem exists and how it can be fixed.</p> <p>A very expensive method.</p> <p>Risk of homogeneity and conformity squashing innovation</p>	<p>Paradigm - Recognises the expertise, knowledge and commitment of the regulatee – self regulation</p> <p>Assumptions:</p> <ul style="list-style-type: none">• Problem will not disappear just because the regulator says so• Regulatees need to be motivated to work with the regulator to correct a problem <p>Requires investment in building relationships</p> <p>Focus - Risks; obstructions; joint solution finding; action plans and monitoring</p>

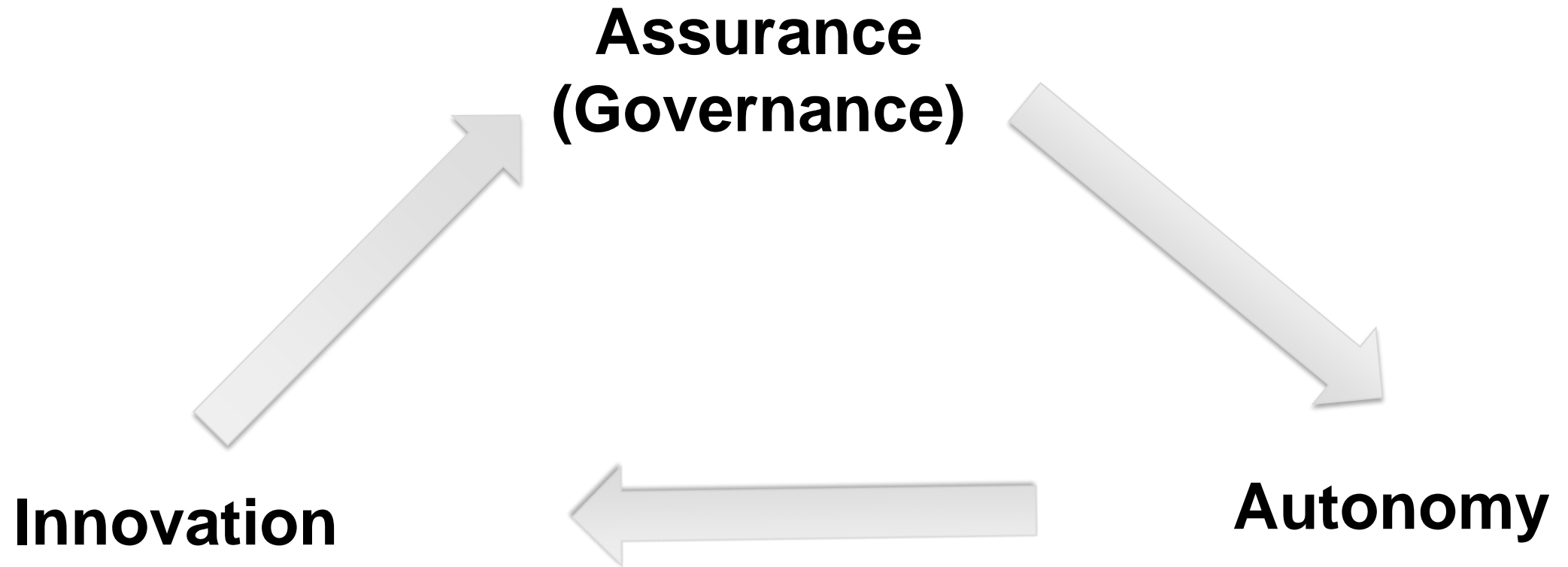
‘Smart regulation’ or regulatory mixes

- General framework will be co-created with the regulated community
- Starting position – no one solution
- Strategies need to reinforce and complement each other

Preference for:

- Less intervention
- Maximises win:win
- Incentives for going beyond compliance
- Use of third party regulation
- Follow through on threats

The relationship between regulation, autonomy and governance



What supports Autonomy?

- **Effective Governance plus Leadership and management skills**, employer engagement, strategy linked to regulatory code and quality standards.
- The concept of **'earned autonomy'**, A 3-5-10 year journey.
- External processes – **Clear, consistent policy and direction from the Ministry.**
- A **framework for quality** which universities can base their own approach
- A clear **regulatory code** with expectations, standards and outcomes

Governance in UZB – key recommendations

- A code of governance
- Independent recruitment, induction, development and appraisal of governors
- Student and staff voice embedded and clarity around academic governance assurance
- A broad agenda focussed on compliance and strategy/performance
- Strategic oversight and monitoring/assessing the institution's long-term sustainability.

Where Next?

- Develop the governance eco system
- A code of governance
- Capacity and capability
 - Professional governance staff supporting transition and change
- A quality code and regulatory framework
- Draw on and adapt UK and other experience
- Build confidence and reputation

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THANK YOU

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