

CALL FOR CHAPTER PROPOSALS

Chapter Proposal Submission Deadline: 5th April 2020

Final Full Chapters Due: October 1, 2020

Target Book Release: October 2, 2021

Book Title: Governance and Management of Higher Education: International Perspectives on Institutional Leadership

Tentative Volume Titles (topic areas):

Note: The series editors expect to receive enough chapter proposals across the range of subtopics in *Governance & Management in Higher Education* to publish more than one volume. At present, the editors are looking at least two potential volumes under the subheadings of:

- 1) Governance and Management in Higher Education: International Perspectives on Strategic Planning (e.g., vision, mission, value statements, policy making and implementation, resource planning and budgeting, strategy development and implementation, management, stakeholders, accountability, board of directors, performance management, performance evaluation, etc)
- 2) Governance and Management in Higher Education: International Perspectives on Leadership (e.g., leadership styles, leadership qualities, leadership decision-making, monitoring and accountability, conflict resolution, implementing strategic change, culture and community building, professionalism and integrity, etc)

An edited volume by

Dr. Enakshi Sengupta, Higher Education Teaching and Learning Association

Dr. Patrick Blessinger, St. John's University and Higher Education Teaching and Learning Association

This book series is entitled:

Innovations in Higher Education Teaching and Learning.

Series editor, Patrick Blessinger. Associate Series Editor, Enakshi Sengupta.

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Submissions should be submitted electronically to:

<https://www.hetl.org/emerald-governance-and-management-education-form>

Keywords: *Governance, management, leadership, university, autonomy, state driven, policies, strategic plans, intervention, profitability, reputation*

Introduction

Over the past several decades, many public universities have seen public funding for their institutions dwindle. To counter this shortfall in funding, and at the same time, to counter the growing international competition for students, universities are compelled to look for innovative ways to attract students and to implement more creative ways to decrease costs in order to maintain the financial sustainability of the institution. It has therefore become more crucial for universities to operate more effective and efficient in running their organizations.

Innovative governance and management have become a critical lever in improving the strategic planning process and to improve the quality of all aspects of institutional operations. Universities are striving to strike a balance between autonomy granted to them and accountability to their stakeholders.

There are three kinds of governance arrangements: The first type results from the willingness of the institution to make use of the autonomy vested in them. The second type helps institutions to adapt policies of good institutional governance. The third type ensures protection of institutions from fraud and mismanagement. No matter what type of governance is practiced the overriding issue is that of trust and integrity with their stakeholders and the overall creation of trust and integrity in higher education.

An effective arrangement of governance helps the organization to clarify institutional structures and procedures, a robust planning process and nurturing the community and culture of the institution. Although governance is operationalized by putting in place appropriate roles, responsibilities, structures, and policies, governance is also intangible and advisory in nature and should allow for flexibility in the day to day running of the institution.

Governance can be defined as the systems and procedures under which organizations are directed and controlled. A robust system of governance is vital in order to enable organizations to operate effectively and to discharge their responsibilities in a transparent and accountable way. (Code of Governance of Irish Universities 2012, Code of Governance of Institutes of Technology 2012). Institutional governance can also be defined as the manner in which institutions are organized at the highest level in order to fulfill the vision and mission of organization.

Management is defined as the administration of an organization through the process of planning, organizing, leading, and controlling the affairs of the organization in order to fulfil the mandates of the governing board and the mission of the organization. There are several layers of management with the top or strategic layer consisting of the president or vice-chancellor or executive director or similar role.

Thus, whereas the role of governance is typically vested in a board of directors or board of trustees, the strategic management of the institution is vested in executives (presidents, principals, vice-chancellors, provosts, executive director, or the like), who are responsible for implementing the directives of the governing board.

For the purpose of this book, leadership is defined as a set of qualities that one possesses and a set of actions that one undertakes in order to effectively lead a group of people or an organization towards a vision (i.e., the ability to motivate a group of people to act towards achieving a shared goal). Thus,

governors/directors (policy makers) and managers/administrators (policy implementers) perform best when they possess the qualities of effective leadership.

The onus lies with the individual organization to implement a fair and transparent system that is accountable to its both internal and external stakeholders and that ensures effective management of both teaching and non-teaching staff as well as an atmosphere of high-quality teaching, research, and service to the community. Central to these roles are a governing body that is selected to be a part of the core leadership team who have taken the responsibility to ensure that proper governance structures and systems of accountability are enacted in order to carry out the mission and vision of the institution.

A proper governance structure should have a mission statement, a vision statement, a values statement, a professional and ethical code of conduct, roles and responsibilities for institutional high-level leaders, policies and processes, a strategic plan to operationalize strategic goals, and appropriate procedures to conduct internal audits and evaluate performance of both the board, management, and non-management staff. An atmosphere of professionalism that protects the rights of faculty, students, and staff is important to create a culture of trust, collaboration, and ethical practices.

The book volume series will address some pertinent questions like how should various actors across the educational sector approach the problem of implementing a good governance and management structure? It will explore issues that will help institutions address concerns and examine the value of good governance and management structure. The book will put together various case studies and other empirical research that examines effective organizational learning practices and demonstrates approaches that promote good institutional governance and management.

Goal

We can no longer view institutions as the sole, key player in higher education. Institutions have undergone key changes, knowledge production, elements of teaching and learning and research are no longer self-contained, quasi monopolistic activities which can be conducted in relative institutional isolation. Today universities are only one amongst many actors involved in the production of knowledge (Gibbons, 1998).

Securing good international ranking has put adequate pressure on the governance of the institutions. Salmi (2009) attributes ranking on talent, funding and appropriate governance structure of the institution. Autonomy in managing institutional resources and capabilities are undergoing a rapid change in the global market and this autonomy is not sufficient to maintain a world class university. Good governance and management features need to be implemented with a strategic vision and a strategic plan that will guide the institution towards the path of excellence and success.

This volume series will speak about case studies, policies and framework that have been implemented in universities to enhance the scope of accountability and participation of stakeholders in governing bodies. This book series will facilitate advise and support that the institution may need regarding its contribution to society and becoming a progressive institution.

This series intends to explore, through a set of case studies and other empirical research, the relevant issues of governance, management, leadership, and accountability. This series will discuss the different theoretical frameworks and models utilized, the benefits gained, and the challenges encountered. The information will benefit educators, decision-makers, policymakers as well as leaders in international development, practitioners, think tanks and governing boards of other institutions.

Possible topic areas:

- Governance and management paradigms
- Effective governance and management tools and strategies
- Role of leadership in governance and management
- Code of conduct and ethical and professional behavior
- Creating and implementing mission, vision, and value statements
- Creating and implementing effective strategic plans
- Governing board and their roles and responsibilities
- Stakeholder collaboration
- Effective institutional culture and structures
- Institutional autonomy and self-governance
- Quality processes and evaluation
- Accountability processes and evaluation
- Successful Case Studies

The above topic areas can also be grouped under the following categories (taxonomy):

- Policies and Practices
- Research
- Implementation and Learning Experiences
- Changes and Improvement

Audience

This volume will benefit anyone involved directly in the following categories:

- Academic Library
- Teaching (Graduate Level)
- Teaching (Post Graduate Level)
- Student (Graduate Level)
- Student (Post Graduate Level)
- Practitioners:
 - Independent researchers
 - Governmental departments – Policy makers in Higher Education

Chapter Proposal Submissions

Researchers and practitioners are invited to submit on or before **5th April 2020** a one (1) page chapter proposal that explains how the proposal fits into the book's goals and scope.

Tentative Important Dates

- Acceptance Notices Sent: **May 5th, 2020**
- Volume One Complete Chapters Due to Editors: **October 1, 2020**
- Volume One Peer Reviews Due to Editors: **December 15, 2020**

Submissions should be submitted electronically to:

<https://www.hetl.org/emerald-governance-and-management-education-form>

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