

ANNEXES

Annex I

THE COMMITTEE

Annex II

SUB-COMMITTEES

Annex III

THE CONSULTATIVE PROCESS

Part I – Individual Interviews

Part 2 – Stakeholder Group Meetings & Agenda

Annex IV

DOCUMENTS CONSULTED

Annex V

GOVERNANCE STRUCTURE

Part I – Nomenclature, Principal Officers

Part II – Council Powers Membership and Processes

Part III – Senate Powers, Membership and Processes

Annex VI

Sub-Committee Reports

Asia

Europe

Latin America and The Caribbean

ANNEX I
THE COMMITTEE
Members of The Ad Hoc Advisory Committee on Governance

Chef Mario Adderley
Assistant Professor, Culinary Arts & Hospitality Management Institute

Mrs. Judith Albury-Lightbourne
Assistant Director, Human Resources Department

Ms. Virginia Ballance
Librarian, Grosvenor Close Campus

Dr. E. Etienne Bowleg
Associate Professor, School of Social Sciences

Dr. Rhonda Chipman-Johnson
Executive Vice President & Vice President Academic Affairs

Dr. Danny Davis
Assistant Professor, School of Science & Technology

Dr. Linda Davis
Vice President Research, Graduate Programmes & International Relations

Calvin Eversley, Esq.
Assistant Professor, School of Social Sciences; Coordinator, COB/UWI LLB Programme

Mrs. Veronica Ferguson
Assistant Professor, School of Education, Northern Bahamas Campus

Mr. Julian Francis
Former Governor, Central Bank

Mr. Larry Gibson
COB Alumni Hall of Fame

Mrs. Janyne Hodder
President

Mrs. Bridgett Hogg
Chair, School of Sciences and Technology

Mrs. Jennifer Isaacs-Dotson
Assistant Professor, School of Education & President, UTEB

Dr. Marlene Jackson
Assistant Professor, School of Sciences & Technology

Mr. Colyn Major
Vice President, Student Affairs

Mrs. Rubie Nottage
Vice President & General Counsel

Dr. Olivia Saunders
Associate Professor, School of Business

Mr. Philip Simon
Executive Director, Bahamas Chamber of Commerce

Dr. Ian Strachan
Chair, School of English Studies

Ms. A'leithia Sweeting
President, COBUS

Mr. Marcellus Taylor
Ministry of Education

Dr. Ava Thompson
Assistant Professor, School of Social Sciences

Dr. Carlton Watson
Assistant Professor, School of Sciences & Technology

Annex II

SUB-COMMITTEES

Sub-Committees: Document Review

Africa

Dr. Etienne Bowleg
Dr. Ava Thompson
Mrs. Judith Albury-Lightbourne

Asia

Mrs. Veronica Ferguson
Dr. Olivia Saunders
Mr. Philip Simon

Australasia

Mrs. Janyne Hodder
Dr. Ian Strachan
Ms. A'leithia Sweeting

Canada

Ms. Virginia Ballance
Dr. Danny Davis
Dr. Linda Davis

Europe

Mr. Julian Francis
Mrs. Bridget Hogg
Mr. Colyn Major

Latin America & The Caribbean

Dr. Rhonda Chipman-Johnson
Dr. Marlene Jackson
Mr. Marcellus Taylor

United Kingdom

Mrs. Rubie Nottage
Dr. Carlton Watson

United States

Chef Mario Adderley
Mrs. Jennifer Isaacs-Dotson
Mr. Calvin Eversley

Sub-Committees: Consultation Planning Team

Dr. Keva Bethel
Dr. Marlene Jackson
Mr. Terrence Fountain
Mr. Charles Major
Mrs. Remelda Moxey
Mrs. Rubie Nottage
Mr. Michael Rolle
Dr. Olivia Saunders
Mr. Marcellus Taylor
Dr. Joan Vanderpool

Annex III

THE CONSULTATIVE PROCESS

Part I – Individual Interviews

Current Members of Council

Mr. Franklyn Wilson, CMG	Council Chairman
Dr. Earl Cash	Council Member
Mrs. Patricia Collins	Assistant Director, Ministry of Education
Mrs. Jennifer Isaacs-Dotson	President, UTEB
Dr. Cheryl Rolle	Council Member
Mr. Donald Saunders	President, Alumni Association
Ms. A'leithia Sweeting	President, COBUS
Mr. Rodman Forbes	COB Staff Representative

Faculty & Administrators

Mr. Earl Alfred	Counsellor III, Counselling & Health Services Department
Mr. Denton Brown	Vice President, Administration
Dr. Earla Carey-Baines	Dean, Faculty of Liberal & Fine Arts
Ms. Cheryl Carey,	Director, Financial Aid & Housing
Dr. Rhonda Chipman-Johnson	Executive Vice President & Vice President, Academic Affairs
Mrs. Veronica Collie	Director, Admissions
Dr. Zorene Curry	Associate Professor, School of Nursing & Allied Health Professions
Mr. Peter Daniels	Associate Professor, & Former Chair & Dean, Business, Hospitality & Tourism Studies
Dr. Linda Davis	Vice President, Research, Graduate Programmes & International Relations
Mrs. Christine Diment	Chair, School of Communication & Creative Arts
Ms. Janet Donnelly	Associate Professor, School of English Studies & Vice President, (UTEB)
Mrs. Gloria Gomez	Chair, School of Education
Mrs. Bridget Hogg	Chair, School of Sciences & Technology
Dr. Pandora Johnson	Vice President, Outreach
Ms. Willamae Johnson	Director, Library & Instructional Media Services
Dr Thaddeus Macdonald	Dean, Faculty of Social & Educational Studies
Mr. Colyn Major	Vice President, Student Affairs
Dr. Christina Nwosa	Director, Centre for Continuing Education & Extension Services
Mrs. Patricia Meicholas	Vice President, Communication
Mrs. Rubie Nottage	Vice President & General Counsel
Dr. Kirkley Sands	Chair, School of Social Sciences
Dr. Ian Strachan	Chair, School of English Studies
Dr. Kathleen Sullivan-Sealy	Dean, Pure & Applied Sciences

Annex III

THE CONSULTATIVE PROCESS

Part 2 – Stakeholder Group Meeting – *Local Community*

COPY OF LETTER OF INVITATION TO PARTICIPATE

Office of the President Emerita

To: Community Stakeholders
From: The Ad Hoc Advisory Committee on Governance

Subject: Invitation to Participate in Consultation Meetings

At the end of August, 2006, the College Council established an Ad Hoc Committee to advise Council on “matters of academic governance including the wisdom of establishing a University Senate”.

Since September, 2006, the work of the Committee has included the study of models of university governance in various parts of the world. Equally important has been a review of existing organs of governance within The College of The Bahamas, to determine perceived strengths and weaknesses that must be built upon or improved in any new governance structure we might wish to recommend. This review has involved individual meetings with members of COB faculty, staff and Council members.

Further to our studies and individual meetings, we now seek to extend our deliberations through group meetings. The purpose of these meetings will be to determine the perceptions of key groups of stakeholders concerning the role that a national University ought to play in our society, and how it should be governed. To this end, an invitation is extended to you to attend a group meeting of stakeholders comprising COB alumni, former members of Council and the general public, which is scheduled to take place at the **Michael H. Eldon Complex, Thompson Boulevard, Lecture Rooms 4A and 4B on Friday, March 2, from 9:30 a.m. to 11:30 a.m.**

Please indicate your ability to attend this meeting as soon as possible, by making a telephone call or sending an e-mail message to the following contacts:

Telephone: 397-2617 or 397-2656

E-mail govadvisory@cob.edu.bs

We very much hope that you will find it possible to participate in this exercise, as your views are important to us and will be greatly appreciated.

Keva Bethel, Ph.D.
President Emerita
Chair, Ad Hoc Advisory Committee on Governance

cc President Janyne Hodder

ATTENDANCE

Past Members of Council

Mr. Peter Bethel
Mr. Darron Cash
Ms. Marjorie Davis
Dr. Davidson Hepburn
Mr. Ruiz Munnings
Mrs. Judy Munroe
Mrs. Arlene Nash-Ferguson
Mr. Michael Reckley
Mr. Hugh Sands
Mr. Robert Sands
Rev. Charles Saunders
Mrs. Wendyi Poitier-Albury

Alumni

Mrs. Brenda Bain
Ms. Royann Dean
Mrs. Simone Dillelt-Michel
Mr. Charles Major
Mrs. Coral Miller

General Public

Mrs. Sheila Cox
Mr. Terrance Fountain
Mrs. Cynthia Neely
Mr. Berkeley King
Mrs. Leonie Smith
Mrs. Beverly Whitfield

Annex III

THE CONSULTATIVE PROCESS

Part 2 cont'd – Stakeholder Group Meeting – *Faculty & Staff*

COPY OF LETTER OF INVITATION TO PARTICIPATE*

Office of the President Emerita
February 26, 2007

To: Faculty and Staff
From: The Ad Hoc Advisory Committee on Governance

Subject: Invitation to Participate in Consultation Meetings

At the end of August, 2006, the College Council established an Ad Hoc Committee to advise Council on “matters of academic governance including the wisdom of establishing a University Senate”.

Since September, 2006, the work of the Committee has included the study of models of university governance in various parts of the world. Equally important has been a review of existing organs of governance within The College of The Bahamas, to determine perceived strengths and weaknesses that must be built upon or improved in any new governance structure we might wish to recommend. This review has involved individual meetings with members of COB faculty, staff and Council members.

Further to our studies and individual meetings, we now seek to extend our deliberations through group meetings. The purpose of these meetings will be to determine the perceptions of key groups of stakeholders concerning the role that a national University ought to play in our society, and how it should be governed. To this end, an invitation is extended to you to attend a group meeting of stakeholders comprising COB faculty and staff which is scheduled to take place at the **Michael H. Eldon Complex, Thompson Boulevard, Lecture Rooms 4A and 4B on Friday March 9, 2007. The session begins at 2:00 p.m. and ends at 4:00 p.m.**

This meeting can accommodate a maximum of 50 participants. Please indicate your ability to attend as soon as possible and no later than Monday March 5th, 2007 by making a telephone call or sending an e-mail message to the following contacts:

Telephone: 397-2617 or 397-2656
E-mail govadvisory@cob.edu.bs

We very much hope that you will find it possible to participate in this exercise, as your views are important to us and will be greatly appreciated.

Keva Bethel, Ph.D.
President Emerita
Chair, Ad Hoc Advisory Committee on Governance

cc President Janyne Hodder

ATTENDANCE

Faculty & Staff

Mrs. Margo Blackwell
Dr. Earla Carey-Baines
Mrs. Veronica Collie
Mrs. Marjorie Cheetham
Mrs. Claire Charlow-Patton
Dr. Zorene Curry
Ms. Ruth Gardiner
Ms. Lia Head
Mrs. Janice Miller
Mrs. Patricia Miller-Brown
Dr. Marcia Mundle
Mrs. Janice Munnings
Dr. Janet Patterson
Mrs. Susan Plumridge
Mrs. Raveenia Roberts-Hanna
Dr. Sophia Rolle
Dr. Kirkley Sands
Mrs. Sonya Wisdom

*This letter of invitation to faculty and staff stakeholders was sent via the Internet. In addition, to facilitate communication a special E-mail address govadvisory@cob.edu.bs was established.

Annex III

THE CONSULTATIVE PROCESS

Part 2 cont'd – Stakeholder Group Meeting – *Students*

Approximately 46 COB students participated in the Stakeholder Group Interview that was held on Thursday, March 29th 2007, 4:00 p.m. to 6:00 p.m. in the Student Union Building on the College of The Bahamas Oakes Field Campus.

Students were invited to attend the student stakeholders' group interview, through professors of selected courses that were in session at that particular time. A successful effort was made to ensure a group of participants that was representative of the broad demographics inherent in the student body. The group therefore included a fair balance in terms of age, gender, and areas and levels studies.

Faculty members from the Schools of Social Sciences, English Studies and Nursing and Allied Health Professions encouraged some of their classes to participate. Some members of the COBUS executive also participated.

ACTIVITY	TIME P.M.
<i>Stakeholder Group Meetings – Agenda</i>	
REGISTRATION, SEATING AND COMPLETION OF INDIVIDUAL QUESTION	5 MINUTES
WELCOME – CHAIR, AD HOC ADVISORY CO ON GOVERNANCE	5 MINUTES
SESSION # I	45 MINUTES
FOCUSED SESSION – SMALL GROUP DISCUSSIONS	
REGROUP INTO PLENARY	2 MINUTES
BRIEF PRESENTATION OF SMALL GROUP REPORTS	5 MINUTES
SESSION # II : STRUCTURED LARGE GROUP/PLENARY	
A) THE WORK OF THE AD HOC ADVISORY COMMITTEE	7 MINUTES
B) PARTICIPANTS: QUESTIONS/COMMENTS	40 MINUTES
C) CONCLUSION	5 MINUTES
END OF MEETING - CONVERSATION & NETWORKING	5 MINUTES

Annex IV

DOCUMENTS CONSULTED

University Legislation

Bylaws of the Board of Regents University of Nebraska 2007

McGill Senate Handbook 2006-2007

Royal Charter University of Birmingham 1900

Royal Charter and Statutes of Sussex University 1948

South Africa Higher Education Act 101 OF 1997

Statutes of McGill University Enacted by the Board of Governors on May 1, 1972, and amended by the Board of Governors to November 3, 2005.

The Bylaws of the Trustees of Boston College 1972

The College of The Bahamas Legislation 1974 & 1995

University of Canberra Act 1989

University of East Anglia

University of Edinburgh

University of Ghana Statutes 2004

University of Guelph

University of the South Pacific Legislation

University of Toronto Act 1971

University of Toronto Governance Statutes & Regulations (x 18)

Annex IV

DOCUMENTS CONSULTED

Other Publications and Documents

Categorized by type and by region, publications and other documents relevant to the deliberations of the Committee during the period September 2006 to May 2007 are listed below.

Governance Reviews

Alleyne,, George et al (2006) Report of the Chancellor’s Task Force on University Governance the University of the West Indies

Oxford University White Paper on University Governance Retrieved from: www.ox.ac.uk/gazette/2005-6/supps/whitepaper.pdf

National Governance Protocols etc.

Brendan, Nelson (2003) Our Universities Backing Australia’s Future Retrieved from: http://www.backingaustraliasfuture.gov.au/policy_paper/1.htm#1_3

OECD/IMHE-HEFCE Financial Management and Governance of HED Institutions Report

Shared Governance

Brown, W.O. Jr. (2001). Faculty Participation in University Governance and the Effects On University Performance. *Journal of Economic Behavior & Organization* 44: 129–143.

Johnston, S.W. (2003). Faculty Governance and Effective Academic Administrative Leadership. *New Directions For Higher Education* 124 (Winter): 57-63.

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Minor, J.T. & Tierney,W.G. (2005). The Danger of Deference: A Case of Polite Governance. *Teachers College Record* 107 (1): 137–156.

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Africa

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Asia

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<http://pvezproxy.tamu.edu:2082/pqdweb?did=942272911&sid=1&Fmt=4&clientId=47589&RQT=309&VName=PQD>

Mok, K. (2005). Fostering Entrepreneurship: Changing Role of Government and Higher Education Governance in Hong Kong. *Research Policy* 34: 537–554.

Yamamoto, K. (2004). Corporatization of National Universities in Japan: Revolution for Governance or Rhetoric for Downsizing? *Financial Accountability & Management* 20 (2): 153-181.

Shimizu, K., Baba, M. & Shimada, K. (2000). The New Role of the JUAA in Japanese University Evaluation. *Assessment & Evaluation in Higher Education*, 25 (1): 51-60.

Mok, K. (2003). Globalisation and Higher Education Restructuring in Hong Kong, Taiwan and Mainland China. *Higher Education Research & Development* 22 (2): 117-129.

Australasia

Grigg, T. (1994). Adopting an Entrepreneurial Approach in Universities. *Journal of Engineering and Technology Management* 11: 273-298.

(2004) Aim to Compete Globally. *The Australian* 1 – All-round Country (Features): 036.

Currie, J. (2005). What Makes Shared Governance Work? An Australian Perspective. *Academe* 91 (3): 20-24. Retrieved from: <http://pvezproxy.tamu.edu:2082/pqdweb?did=849001291&sid=1&Fmt=3&clientId=47589&RQT=309&VName=PQD>

Moodie, G. (2001) Chancellor’s Nightmare. *The Australian* 1 (Features): 038.

(2003) Smaller Councils Not Better, Unis Told. *The Australian* 1 – All-round Country (Features): 031.

Schwartz, S. (2003) Golden Rules of Governance. *The Australian* 1 – All-round Country (Features):036.

(2005) Changing Role for the Chancellor. *The Australian* 1 – All-round Country (Features):035.

(2003) No Dinosaurs in University Governance. *The Australian* 1 – All-round Country (Features):012.

(2003) Governance Tested. *The Australian 1 – All-round Country (Features)*: 026.

Gunasekara, C. (2004). *Universities and Communities: A Case Study of Change in the Management of a University*. *Prometheus* 22 (2): 201-211.

Parker, L. D. (2002). *It's Been a Pleasure Doing Business With You: A Strategic Analysis and Critique of University Change Management*. *Critical Perspectives on Accounting* 13: 603–619.

Rochford, F. (2001). *Issues of University Governance and Management Giving Rise to Legal Liability*. *Journal of Higher Education Policy and Management* 23 (1).

Considine, M. (2000). *Commentary APSA Presidential Address 2000 The Tragedy of the Common-rooms? Political Science and the New University Governance*. *Australian Journal of Political Science* 36 (1): 145– 156.

Currie, J. (2005) *What Makes Shared Governance Work?* *Academe* 91 (3).

Canada

Jones, G. A., Shanahan, T., & Goyan, P, (2001) *University Governance in Canadian Higher Education*. *Tertiary Education Management* 7: 135-148.

Jones, G. A., Shanahan, T., & Goyan, P, (2002) *Traditional Governance Structures – Current Policy Pressures: The Academic Senate and Canadian Universities*. *Tertiary Education and Management* 8: 29-45.

Jones, G. A., Shanahan, T., & Goyan, P., (2004), *The Academic Senate and University Governance in Canada*. *The Canadian Journal of Higher Education* Volume XXXIV (2): 35-68.

Murray, J. (1992). *Ideals or Reality: The Politics of University Governance*. Paper presented at the Annual Forum of the Association for Institutional Research 32nd, Atlanta, GA.

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Geis, Hayhoe, Jones and Skolnic (1995) *Recurring Issues in Postsecondary Education*. OISE (University of Toronto) Higher Education Group. Course Handbook

Europe

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Maassen, P. (2000). *The Changing Roles of Stakeholders in Dutch University Governance*. *European Journal of Education* 35 (4): 449-464.

Luttikholt, H. (1986). *Universities in the Netherlands: In Search of a New Understanding*. *European Journal of Education* 21 (1): 57-66.

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De Boer, H., Maassen, P. & De Weert, E. (1999). The Troublesome Dutch University and Its Route 66 Towards a New Governance Structure. *Higher Education Policy* 12: 329-342.

Tomusk, V. (2001). Higher Education Reform in Estonia: A Legal Perspective. *Higher Education Policy* 14: 201–212.

Bateson, R. & Taylor, J. (2004). Student Involvement in University Life — Beyond Political Activism and University Governance: A View From Central and Eastern Europe. *European Journal of Education*, 39 (4): 471 – 483.

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Mignot-Gerard, S. (2003). “Leadership” and “Governance” in the Analysis of University Organisations: Two Concepts in Need of De-construction. *Higher Education Management and Policy* 15 (2): 135-163.

De Boer, H. (2002). On Nails, Coffins and Councils. *European Journal of Education* 37 (1): 7-20.

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Magalhaes, A. & Amaral, A. (2000). Portuguese Higher Education and the Imaginary Friend: The Stakeholders’ Role in Institutional Governance. *European Journal of Education* 35 (4): 439-448.

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Latin America & Caribbean

Division of Higher Education and Research Regional Centre for Higher Education in Latin America and the Caribbean: UNESCO-CRESAK. (1990). Planning and Management for Excellence and Efficiency of Higher Education. Proceedings of a Round Table at the International Congress on Planning and Management of Educational Development.

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United States

Anyaso, H.H. (2004). The Business of Academia. *Academic Search Preview* 20 (23): 4.

Barrett, A.L. University Governance: Some Omitted Aspect. *Academy of Management*: 170-172.

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- The Effects On University Performance. *Journal of Economic Behavior & Organization* 44: 129–143.
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- Collins, V.H. (1996). The Faculty Role in Governance: A Historical Analysis of the Influence of The American Association of University Professors and the Middle States Association on Academic Decision Making. ASHE Annual Meeting Paper.
- Del Favero, M. Bridging the Cultural Differences Between Faculty and Administrators. *Academic Leader (Interview)*: 4 – 5.
- Garbarino, J.W. Precarious Professors: New Patterns of Representation. *Industrial Relations*: 1-20.
- Giroux, H.A. (2005). Academic Entrepreneurs: The Corporate Takeover of Higher Education. *Tikkun* 20 (2): 18 – 28.
- Helms, R.M. & Price, T. (2005). Who Needs a Faculty Senate? *Academe* 91 (6): 34-37. Retrieved from: <http://pv-ezproxy.tamu.edu:2082/pgdweb?did=935161821&sid=1&Fmt=3&clientId=47589&RQT=309&VName=PQD>.
- Maryland State Department of Legislative Services, Annapolis (1999). Task Force to Study the Governance, Coordination, and Funding of the University System of Maryland. 1998 Interim Report.
- May, W.F. (2003). Boards, Trustees and University Governance: The Duties And Responsibilities. *Vital Speeches of the Day* pg. 22 – 27.
- Minor J.T. & Tierney, W.G. (2005). The Danger of Deference: A Case of Polite Governance. *Teacher's College Record* 107 (1): 137-156.
- Murphy, M.G. What about Administration? *Issues in the Academy* pg. 44 – 45.
- Pigg, D.F. PhD, EdD (2004). Locating Power at the Heart of Conflict: The Role of the Faculty Senate in Establishing Curriculum. Paper Presented at the 2004 Midsouth Educational Research Association Meeting Gatlinburg, TN November 17-19, 2004.
- Samuels, H. W. (1988). *Varsity Letters : Documenting Modern Colleges and Universities*. SAA and Scarecrow Press, Lanham, Maryland
- Trow, M. (1998). Governance in the University of California: The Transformation of Politics Into Administration'. *Higher Education Policy* 11: 201-215.
- Tierney, W.G. & Lechuga, V. (2004). Restructuring Shared Governance in Higher Education. *New Directions for Higher Education* 127 (Fall): 1 – 4.
- Shinn, L.D. (2004). A Conflict of Cultures: Governance at Liberal Arts Colleges. *Change* (Jan/Feb): 18-26.
- Butler, L.B. Revolution 101: Shared Governance at the University of North Alabama. *Issues In The Academy (Shared Governance)*: 63-64.
- Waugh, W.L. Jr. (1998) Conflicting Values and Cultures: The Managerial Threat to University Governance. *Policy Studies Review* 15 (4): 61 – 73.

Yoder, D. Management in Perspective: The Faculty Role in University Governance A Faculty Member's Perception The Diagnosis and Treatment of Organizational Pip.

Annex IV

DOCUMENTS CONSULTED

Reference & External Documents using the Blackboard ¹



Governing Council Powers

[Draft Recommendations UGC Powers May1.doc](#) (49 Kb)

Draft Recommendations for Review at May 7, Retreat - Powers UGC



Senate Powers

[Recommendations Part II SENATE Powers May2.doc](#) (40.5 Kb)

Draft Recommendations - University of The Bahamas Senate Powers



Draft Recommendations MEMBERSHIP

[Draft recomms Membership UGC and UBSMay4.doc](#) (44.827 Kb)

Draft Recommendations for Review at May 7, MEMBERSHIP - UGC & UBS



Documents tabled at April 24th mtg2

[Comparisons Cob BU McGill U of T](#) (119.5 Kb)



Documents tabled at April 24th Meeting

[Comparisons Africa Aust Eur UK](#) (191 Kb)



ASIA - Regional Summary by Veronica Ferguson

[VFerguson Summary - ASIA](#) (40.5 Kb)

Veronica Ferguson's draft summary of the full report of her review of university governance in ASIA.



LATIN AMERICA & THE CARIBBEAN Sub committee Report

[Report of the Subco for Latin America and The Caribbean.doc](#) (47 Kb)

Sub committee Report of university governance in Latin America and the Caribbean by Rhonda Chipman-Johnson, Marlene Jackson, and Marcellus Taylor



Ad Hoc Advisory Committee Chair Interim Report

[Interim Report](#) (42 Kb)

Interim Report - Presented by Ad Hoc Advisory Committee Chair , Dr. Keva Bethel



Synopsis Presentation - Dec 15, 2006

[Synopsis of Review](#) (49 Kb)

Powerpoint Presentation entitled “**Synopsis of Review and Discussion : Ad Hoc Advisory Committee September to December 2006**” presented & discussed at Ad Hoc Advisory Co Mtg, December 15th 2006.

¹ Blackboard Academic Suite™ (Bb)



HED Legislation - Bahamas
[College of The Bahamas Act, 1995](#) (146 Kb)



HED Legislation - South Africa
[South Africa HED Act 1997](#) (193.5 Kb)



COB-Fac Admin-Gov Structures 1
[Some COB Structures Involving Faculty Input](#) (46.5 Kb)



COB Non-Faculty Development Committee
[Non-faculty development committee](#) (25.5 Kb)



Guelph University (Ontario Canada) Act
[University of Guelph uofgact.pdf](#) (76.232 Kb)



OECD/IMHE-HEFCE Financial Management and Governance of HED Institutions Report
Reports of the OECD/IMHE-HEFCE project on financial management and governance of higher education institutions Australia, England, Germany, Ireland, Japan, Netherlands, Sweden and USA

http://www.oecd.org/document/56/0,2340,en_2649_34525_33644024_1_1_1_1,00.htm



AUS Governance Protocols
For National Governance Protocols for the Commonwealth of Australia please review **Attachment A** of the Government Policy Document "**Our Universities: Backing Australia's Future**" 2003 pdf



UWI Governance Report 2006
A UWI task force report
The University of The West Indies February 2006



The ByLaws of The Trustees of Boston College and University Statutes



McGill University Statutes



McGill University Senate Handbook



The University of Toronto Governing Council



Oxford University Recent Changes to Governance

N.B site includes link to: Oxford University White Paper on University Governance
www.ox.ac.uk/gazette/2005-6/supps/whitepaper.pdf

Annex V ²

Part I – University Governance: Nomenclature, Principal Officers

NOMENCLATURE

Institution and authorities

- The name of the institution shall be the University of The Bahamas (UB).
- The University's instruments of authority shall be its Charter Act and such supporting statutes regulations or ordinances as may be necessary for the better carrying out of the provisions of that Act.
- Governance of the University shall be vested in the University Governing Council (UGC) and the Senate.

PRINCIPAL OFFICERS OF THE UNIVERSITY

The Principal Officers of the University shall be the Chancellor and Vice-Chancellor

(1) The Chancellor

- This shall be an honorary position with associated roles and responsibilities that would be largely ceremonial in nature.
- The Chancellor shall hold *ex officio* membership on the UGC and may serve as the Chair of that body.
- The individual chosen to occupy this role should be a distinguished Bahamian national of outstanding achievement and reputation, who could serve as a highly respected champion of the University's cause.

(2) The Vice-Chancellor

- The Vice-Chancellor shall be President and the Chief Executive Officer of the University
- The Vice-Chancellor shall be responsible for providing leadership and general supervision of the work of the University, for carrying out the directions of the major governing bodies and shall be responsible to the UGC for the promotion and maintenance of the efficiency and good order of the University
- The Vice-Chancellor shall be appointed by the UGC after consultation with the Senate. The Vice-Chancellor shall hold office for such period and upon such terms and conditions as the UGC may from time to time determine
- The Vice-Chancellor shall, *ex officio*, be a member of the UGC, of Senate and of any other Board or committee established by either of those bodies and shall not be Chair of the UGC but will be Chair of the UBS.

(3) The Pro-Vice-Chancellors

The Vice-Chancellor shall be assisted by Pro Vice-Chancellors

- The Pro-Vice-Chancellors shall hold responsibility for such areas of operation within the University as the Vice-Chancellor may determine
- Pro-Vice-Chancellors may serve as Provosts of outlying campuses of the University.
- When the Vice-Chancellor by reason of incapacity is unable to perform the functions of the office of Vice-Chancellor or where there is a vacancy of that office the UGC shall appoint one of the Pro Vice-Chancellors to perform the functions of the Vice-Chancellor for such time and upon such terms as it may determine.

² This Annex includes details recommended for consideration in the drafting of legislation and/or institutional policy with regard to governance structure, powers, membership and processes. These details were garnered from a very broad range of university and/or higher education legislation across several jurisdictions, worldwide. As such they represent the Committee's selection of an array of possible clauses or articles that reflect thoughtful deliberations regarding the establishment of the University of The Bahamas. No effort was made to replace the expertise of legal draftspersons in the development of such legislation.

- Pro-Vice-Chancellors shall be appointed in accordance with such procedure as may be determined by the UGC in consultation with the Senate and shall hold office for such period and upon such terms and conditions as the UGC may from time to time determine

Annex V

Part II – University Governance: Council Powers, Membership and Processes

POWERS OF THE UNIVERSITY GOVERNING COUNCIL (UGC)

Without limiting the generality of its powers, the Governing Council shall have power to:³

- i. Appoint Principal Officers of the University: Chancellor, Vice-Chancellor and Pro-Vice-Chancellors upon recommendation of a joint committee of Council and Senate and after consultation with the Minister of Education.
- ii. Enact and amend the Statutes of the University, particularly concerning the appointment, promotion, tenure and duties of the Officers, the administrative officials, and the faculty of the University.
- iii. Enact and amend rules and regulations for the orderly government of the University, including procedures or the enforcement of the same.
- iv. Authorize the appointment of a Dean of any School, College or Faculty.
- v. Approve the Faculty Union Industrial Agreement.
- vi. Review and take appropriate action respecting the budget.
- vii. Authorize any changes in tuition, room, board or fees.
- viii. Authorize the sale and purchase or lease of land or buildings.
- ix. Authorize and promote major fund-raising activities.
- x. Authorize acceptance of gifts to the University.
- xi. Authorize the incurring of debts, securing mortgage and pledge of real and personal property.
- xii. Constitute standing or *ad hoc* committees concerning financial matters.

³ Note: the specific suggestions outlined in this section have been adapted from a variety of sources, including the Statutes of the University of the South Pacific, the University of the West Indies, the University of Canberra, the University of East Anglia, the University of Sussex and Boston College.

- xiii. Authorize the construction of new buildings and major renovations of existing buildings.
- xiv. Receive and approve the Annual Report of the University.
- xv. Authorize each year externally audited financial reports.
- xvi. Submit, each year, a copy of the audited financial Reports to the Minister of Education.
- xvii. Authorize all major changes in the educational policies and programmes.
- xviii. Provide for the encouragement and support of research.
- xix. Review, amend, refer back, control or disallow any act of the Senate required under the Statutes, the Ordinances or the Regulations to be reported to the University Governing Council, and to give directions thereon to the Senate; provided that any such act of the Senate which is amended by the UGC shall be referred again to the Senate for consideration and report before such act (so amended) is put into effect. [*Alternative wording suggested for the above: "Review the work of the University and, subject to the powers and duties of the Senate, take such action as may appear to be necessary to advance the interests of the University, maintain its efficiency, encourage teaching, the pursuit of learning and the conduct of research..."*]
- xxi. Establish, after report from the Senate, such Schools of Studies and other units of academic organization as may be deemed necessary from time to time; to prescribe their constitution and functions, and to modify or revise the same.
- xxii. Approve the granting of all degrees in course and of all honorary degrees on recommendation of a joint committee of Council and Senate.
- xxiii. Enact and amend the Statutes of the University, particularly concerning the appointment, promotion, tenure and duties of the Officers, the administrative officials, and the faculty of the University [*It has been suggested that this clause be deleted since these terms are negotiated through the Collective Bargaining process. However, it would seem appropriate that the framework for such negotiated terms be enshrined in the Statutes.*]
- xxiv. Constitute, in consultation with Senate, such standing or ad hoc committees concerning academic affairs and student, faculty and staff welfare as may be deemed necessary.
- xxv. Establish such other standing committees of Council as may be necessary for the better discharge of the powers of Council.
- xxvi. Delegate its functions under the Act (other than its power to make Statutes) to a member of Council, or a committee that includes a member of Council, or a member of the staff of the University.

*Examples of such sub-committees might be: Finance, Audit, and Nominating Committees

NOTE: It has been suggested that the Powers of the University Governing Council should also include the recommendation of two members of Council to serve as members of the Senate. This position is put forward with a view to ensuring that there would be an integral link between the UGC and the Senate. The implications of this proposal and of the reciprocal measure proposed for the Senate are discussed under the Sections that address, respectively, the members of the Council and the Senate.

MEMBERSHIP AND PROCEDURES OF THE UGC

- There shall be no fewer than 17 members of the UGC
- The UGC shall comprise internal and external members.
- External stakeholders shall constitute the majority of members.
- Internal members shall include the Chancellor and Vice-Chancellor (President) *ex officio*, faculty, student, staff, and alumni representatives.

- External stakeholders include representatives of the Government and members of the wider Bahamian community from throughout the archipelago.
- There shall be *ex officio* members; appointed members and elected members.
- Ex Officio Members include the Chancellor and the Vice-Chancellor.
- Appointed Members include
 - (i) A senior officer of the Ministry of Education who shall be authorized to speak and act on behalf the Minister.
 - (ii) A senior officer of the Ministry of Finance who shall be authorized to speak and act on behalf of the Minister
 - (iii) Four individuals drawn from key sectors of the Bahamian society e.g. the business, financial services, tourism, education or scientific communities.
 - (iv) Three persons drawn from communities outside of New Providence: one resident in the Northern Bahamas, one resident in the Central Bahamas and one resident in the Southern Bahamas. Further, because such appointments are to be made with a view to encouraging national unity and ensuring a broad archipelagic perspective they should be made by the Governor-General acting in his sole discretion, provided that no person who is a full-time member of the staff of the University, as defined by Ordinance, shall be eligible to be appointed under this paragraph.
- Elected Members include
 - (i) Two persons, being members of the faculty: one to be elected by the faculty at large in such manner as UGC shall determine and the other elected to represent the faculty union in such manner as provided for in the Union's constitution.
 - (ii) Two persons, each of whom shall be at the time of his election a registered student of the University (one undergraduate and one graduate) to be elected by the Students Associations in such manner as the UGC shall determine
 - (iii) One person who is a graduate of the University and who shall be at the time of his election a member of the Alumni Association of the University to be elected by the Alumni Association in such manner as the UGC shall determine.
 - (iv) One person, (who shall be at the time of his election a staff member of the University) to be elected by the staff at large in such manner as the UGC shall determine.
- Co-opted Members The Council may from time to time co-opt individuals with special and relevant expertise who are not members of Council to serve on sub-committees of Council or such other standing or *ad hoc* committees that Council may from time to time establish.
- Appointment of Members of the UGC The members of the University Governing Council shall be formally appointed by the Governor-General of The Bahamas .
- Appointment of the Chairman One of the members shall be appointed by the Governor-General to be the Chairman of the Council.
- “*Ex officio* members” of Council shall be appointed by virtue of their office within the University.
- “Appointed members” in categories (i), (ii) and (iii) shall be selected by the Minister responsible for Education who may receive nominations from a joint committee of the UGC and the Senate. In the making of such appointments, due regard shall be paid to ensuring that there is a balanced representation of skills, expertise and gender among the members of the UGC. Particularly, care must be taken to ensure that members have skills in finance, management, law or education and that they have an appreciation of the needs of the community, as well as the values and principles of the University, including its independence and academic freedom, and its core activities of teaching, research and service. Members appointed in category (iv) shall be selected by the Governor-General acting in his or her sole discretion.
- “Elected members” shall be elected by the groups that they represent in accordance with such procedure as may be determined by those groups and as are approved by the UGC.
- The term of office of members of the Council, other than *ex officio* members, shall commence or shall be deemed to have commenced on the first day of July of the year in which they are appointed or elected.
- *Ex officio* members shall hold office for so long as they continue to occupy the positions by virtue of which they became members.

- Members of the UGC appointed as “appointed members” including those appointed as representatives of communities outside of New Providence shall hold office for a term of three years and shall be eligible for reappointment or re-election for one additional consecutive term.
- A member of the UGC may be appointed for a term shorter than three years to provide for greater continuity through the staggered terms of service.
- A member elected as a representative of faculty, staff, students or alumni of the University shall hold office for a term of two years, unless during that period he or she shall cease to be a member of the group he or she was elected to represent.
- The Chair may be elected from among the UGC members for such period as may be determined by the UGC. This service may be in addition to the normal time of service for a UGC member.
- If not elected from among the members of the Council, the Chair shall be appointed by the Governor-General for such period as may be determined by the Governor-General. This service may be in addition to the normal term of office for a member of the UGC.
- A member of the UGC appointed or elected ceases to hold office if he ceases to be eligible under the clause under which he was appointed or elected.
- Qualifications:
 - 1) In deciding to appoint a person to the UGC, the “appointer” (i.e. the Governor-General or the UGC) must have regard to the desirability of ensuring there is a balance of skills, expertise and gender among members of the UGC.
 - 2) The “appointer” must try to ensure that the members appointed - (a) have skills in finance, management, commerce, law or teaching to contribute to the effective working of the UGC; and (b) have an appreciation of the values of a higher education provider, its core activities of teaching and research, its independence and academic freedom and the community’s needs.
 - 3) Without limiting Sub section (2) UGC appointment processes should ensure that —
 - (a) at least 2 members appointed must have a high level of relevant financial expertise; and
 - (b) at least 1 member appointed must have a high level of relevant commercial expertise.
 - 4) The “appointer” must not appoint to the UGC - (a) a member of The Bahamas Parliament, Senate or Local Government Council; or (b) a member of the academic staff or general staff of the university; or (c) a student of the university.
 - 5) A person is not qualified to become or remain a member of the UGC if the person—
 - (a) is under 18 years old*; or (b) is disqualified from managing corporations under laws concerning the disqualification from managing corporations); or (c) is convicted, in The Bahamas, of an offence punishable by imprisonment for at least 1 year; or (d) is convicted outside The Bahamas in the Caribbean or elsewhere, of an offence that, if it had been committed in The Bahamas, would be punishable by imprisonment for at least 1 year.
 - 6) Disqualification under subsection (5) (c) or (d) ends on the later of the following:
 - (a) 5 years after the date of the person’s conviction; (b) 5 years after the date of the person’s release from prison. *Note. Every student is eligible for election to the Governing UGC whether or not he has attained the age of eighteen years.
- Duties of Members:
 1. Members of the Governing Council shall act with diligence, honesty and with good faith in the best interests of the University. Specifically, in exercising the functions of a member of the UGC, a UGC member must
 - (a) act always in the best interests of the University as a whole; and act honestly and for a proper purpose; and exercise reasonable care and diligence.
 - (b) Also, a member of the UGC must avoid conflicts of interest; and must disclose to the UGC, any conflict between the member’s interests and the University’s interests; and must not improperly use the member’s position, or information obtained because of the member’s position, to - (i) gain an advantage for the member or someone else; or (ii) cause detriment to the University or someone else. The duty under subsection (1) (a) must be observed in priority to any duty a member may owe to those electing or appointing the member.

The UGC may, by resolution passed by 2/3 of the members of the UGC for the time being, remove a UGC member from office if the member fails to comply with a duty under subsection (1) or (2).

- Confidentiality and Disclosure of Interests
 1. Undertaking - After appointment and prior to the term commencing, each UGC Member or Committee Member shall sign an Undertaking regarding Confidentiality and Conflict of Interest in a form approved by the UGC.
 2. Confidentiality - All proceedings of any UGC or Committee meeting which is closed shall be confidential such that any person attending any such meeting shall not disclose any information related to any matter discussed or decision made at such a meeting to anyone who was not properly present at such meeting.
 - 3) A member of the UGC who has an interest in a matter being considered or about to be considered by the UGC must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the UGC.
 - 4) A disclosure under subsection (3) must be recorded in the minutes of the meeting of the UGC and the member must not, unless the UGC otherwise decides - (a) be present during any deliberation of the UGC in relation to that matter; or (b) take part in any decision of the UGC in relation to that matter.
 - 5) For the purpose of making a decision under subsection (2), a member of the UGC who has an interest in the matter concerned must not - (a) be present during any deliberation of the UGC for the purpose of making the decision; or (b) take part in making the decision.
 - 6) Notwithstanding Subsection (b) above, if a UGC Member or a Committee Member is an employee of the University or if a member of such UGC Member's or Committee Member's immediate family is an employee of the University, such UGC Member or Committee Member (at a UGC meeting or Committee meeting, as the case may be) shall not participate in the consideration of nor vote regarding any matter related to the terms of employment, remuneration, benefits, rights or privileges available to employees of the University. The term "immediate family" means any spouse, parent, sibling or child (including by adoption).

- Indemnification and Insurance
 - 1 a) Except where otherwise prohibited by law, each UGC Member and Committee Member (each an "Indemnified Person"), and their heirs, executors, and administrators, and estate and effects, respectively, are hereby indemnified and saved harmless out of the funds of the University, from and against: (i) all costs, charges and expenses whatsoever (including amounts paid to settle an action or to satisfy a judgment) that such Indemnified Person sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against such Indemnified Person, for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by such Indemnified Person, in or about the execution of the duties of such Indemnified Person's office; and (ii) all other costs, charges and expenses that such Indemnified Person sustains or incurs in or about or in relation to the affairs thereof, except such cost, charges or expenses as are occasioned by the willful neglect or default of such Indemnified Person
 - b) Notwithstanding the foregoing, each Indemnified Person shall only be indemnified in such cases where such Indemnified Person had reasonable grounds for believing that the act, deed, matter or thing made, done or permitted by such Indemnified Person was lawful and in the best interests of the University. If an Indemnified Person incurs any costs, charges or expenses as provided above because of the act, receipt, neglect or default of any other UGC Member or Committee Member, or officer or employee of the University, such Indemnified Person shall be indemnified as provided above.
 - c) The University may purchase and maintain insurance for the UGC Members and Committee Members (each an "Indemnified Person") against any liability incurred by such UGC Members and Committee Members, in such capacities, except where the liability relates to the person's failure to act honestly and in good faith with a view to the best interests of the University.
 - d) The preceding provisions regarding indemnification and insurance are subject to any limitations contained in any applicable statute or regulation.

- Meetings of the UGC:
 1. Regular Meetings - The UGC shall meet at least once every 3 months and at such other times as may be necessary or expedient for transaction of its business and such meetings shall be held at such places and times and on such days as the UGC may determine.
The UGC Chair shall preside at all meetings of the UGC at which he/she is present and, in the case of the Chair's absence from any meeting the members present and constituting a quorum shall elect a Chair from among their number to preside at that meeting
 2. Special Meetings - Special meetings may be called to address an issue of immediate concern and may be held at any time at the call of the Chair, or in case of the Chair's inability for any reason to perform the Chair's functions, at the call of the Deputy Chair, (if one is so identified) or in case of the Deputy Chair's inability for any reason to perform the Vice-Chair's (Deputy Chair's) functions, at the call of the President/ Vice-Chancellor and any three (3) UGC Members.
 3. Open and Closed Meetings - UGC meetings shall be open to the public except for matters which may be deemed to be confidential including without limiting the generality of the foregoing, matters relating to labour relations, personnel, nominations of UGC Members or Committee Members, real estate, and confidential government policies. Minutes of those UGC meetings which are open to the public shall be available for inspection by the public, by appointment with the Secretary, at the office of the Secretary during regular business hours.
 4. Notice of Regular Meetings - Notice in writing of the time and place of any regular UGC meetings shall be sent to each UGC Member at least (7) days prior to the day appointed for the meeting. Notice may be sent by campus mail services, courier, email, facsimile or pre-paid regular mail. The accidental failure to give notice of a UGC meeting to any UGC Member or any accidental irregularity in connection with the giving of notice of a UGC meeting shall not invalidate the proceedings at the relevant meeting.
 5. Place of Meetings - All UGC meetings shall normally be held on the University's main campus.
 6. Attendance - UGC Members may attend meetings in person or by telephone, electronic or other communication facilities, as permit all individuals participating in the meeting to communicate.
 7. Matters for Inclusion in the Agenda - All matters for inclusion in the agenda for Regular UGC meetings must be delivered to the Secretary at least three (3) days prior to the day of the meeting at which they are to be presented. Inclusion of matters in the agenda is at the discretion of the Chair. No other matter, other than that of privilege or petition, shall be dealt with at any regular UGC meeting, unless the introduction of such matter is approved by a majority of all UGC Members present at such meeting.
 8. Voting - a) All questions at a UGC meeting shall be decided by a majority of the votes of UGC Members present and eligible to vote; (b) The Chair may vote on all motions and in addition to an original vote the Chairman or other person presiding at a meeting shall have a casting vote in any case in which the voting is equal; (c) No UGC Member may use a proxy or be represented by a proxy-holder.
d) A resolution or By-law signed by all of the UGC Members is as valid and effective as if passed or made at a UGC meeting duly called, constituted and held for that purpose
 9. Evidence of Resolution - Whenever a vote has been taken upon a question, a declaration by the Chair that a resolution has been carried or lost by a particular majority is determinative and an entry to that effect in the Council's minutes is conclusive evidence of that fact without proof of the number or proportion of votes recorded in favour of or against the motion.
 10. Record of the Proceedings - A record of the proceedings of all UGC meetings shall be kept in a book provided for that purpose and the minutes of every such meeting shall be submitted at the next UGC meeting, and after adoption by the UGC, the minutes shall be signed by the Chair and Secretary. Minutes of UGC meetings held in Open Session shall be available for inspection by appointment with the Secretary, at the office of the Secretary during regular business hours. Minutes of Council (UGC) meetings held in Closed Session shall be available only to those authorized. Minutes in proper form of each meeting of the UGC shall be kept by the Secretary of the Council (UGC) and copy of the minutes of every meeting shall be submitted to the University Archive as soon as possible thereafter.
 11. A quorum of the Council (UGC) shall be the minimum number constituting a majority of the total numbers of the Council (UGC).

- Delegation of the powers of the UGC:
 1. The UGC may delegate its functions under this Act to— (a) a member of the UGC; or (b) a committee that includes a member of the UGC; or (c) a member of the staff of the university. Note For the making of delegations and the exercise of delegated functions, see the Legislation Act, as appropriate..
 2. However, the UGC must not delegate its power to make statutes.
 3. A function delegated to a committee mentioned in subsection (1) (b) must be exercised by a majority of the members of the committee acting together.

Committees with powers delegated by the UGC

 1. The UGC has the power to appoint Standing Committees and Special Committees and to delegate to any such Committee any of its powers.
 2. Standing Committees
 - a) There shall be an Executive Committee (Ed note - May not be necessary in a small Council) (this same concern will govern the number of standing committees that would be feasible)
 - b) There shall be other Standing Committees as established from time to time:
Examples of the kinds of standing committees found in some universities include but are not limited to those that handle matters pertaining to i) Finance ii) Membership and Governance; iii) Pensions and Benefits; iv) Physical Resources and Property; v) the Senior Compensation and Negotiations; viii) Endowment Funding; etc; (c) The Terms of Reference for each Standing Committee shall be established by resolution of the UGC.
 3. Membership of Standing Committees
 - a) The membership for each Standing Committee shall be established by resolution of the UGC, in accordance with the Terms of Reference for each Committee. *All Standing Committee Members shall hold such office at the pleasure of the UGC. The Chair and the President shall each be members of all Standing Committees (except that only the Chair [and not the President] shall be a member of the Audit Committee);* (b) Vacancies occurring in the membership of a Standing Committee shall be filled by the UGC at its earliest convenience. Notwithstanding any vacancy on a Committee, the Committee may exercise all or any of its powers, as long as a quorum is maintained.
 4. Special Committees - Special Committees may be appointed from time to time as the UGC may determine. The membership of and Terms of Reference for each Special Committee shall be established by resolution of the UGC.
 5. Closed Meetings of Standing Committees - Attendance at Committee meetings is limited to committee members and appropriate resource people.
 6. Notice of Meetings of Standing Committees - Notice in writing of the time and place of meetings of a Committee shall be sent to each Committee Member at least three (3) days prior to the day appointed for the meeting. Notice may be sent by campus mail services, courier, E-mail, facsimile or pre-paid regular mail. The accidental failure to give notice of a Committee meeting to any Committee Member or any accidental irregularity in connection with the giving of notice of a Committee meeting shall not invalidate the proceedings at the relevant meeting.
 7. Place of Meetings of Standing Committees -All Committee meetings shall normally be held on the University's main campus.
 8. Attendance of Standing Committees - Committee Members may attend meetings in person or by telephone, electronic or other communication facilities, as permit all individuals participating in the meeting to communicate.
 9. Quorum of Standing Committees - Subject to exceptions provided for in a resolution of the UGC or in a Committee's Terms of Reference, quorum for each Committee shall be two-fifths (2/5) of the membership of such Committee.
 10. Voting - (a) All questions at a Committee meeting shall be decided by a majority of the votes of the Committee Members present. The Committee's Chair may vote on all motions and if regarding any motion there is a tie, that motion is deemed to be defeated. The Committee's Chair does not have a second or casting vote. (b) No Committee Member may use a proxy or be represented by a proxy-holder. c) A resolution signed by all of the Committee Members is as valid and effective as if passed at a Committee meeting duly called, constituted and held for that purpose.
 - 11.

11. Record of the Proceedings - A record of the proceedings of each Committee meeting shall be kept and the minutes of every such meeting shall be submitted at the next meeting of that Committee. Minutes of each Committee's meetings shall be available for inspection by any individual who is a Committee Member of that Committee and appropriate resource persons, by appointment with the Secretary, at the office of the Secretary during regular business hours.

- Reimbursement of Expenses:
Each UGC Member and Committee Member may be reimbursed for all reasonable expenses (including reasonable travel expenses) incurred in connection with the performance of such Member's duties.

Annex V

Part III – University of The Bahamas Senate: Powers, Membership and Processes

POWERS OF THE UNIVERSITY OF THE BAHAMAS SENATE (UBS)

The Senate shall be the academic authority of the University of The Bahamas and shall, subject to the powers, duties and functions referred to the UGC by the Charter and these Statutes, take such measures and act in such manner as shall appear to it best calculated to promote the teaching, consultancy, research and other academic work of the University. The Senate shall, subject to the Charter and these Statutes, in addition to all other powers vested in it, have the following powers, duties and functions:

- (x) To regulate and ensure the quality of all teaching programmes and courses of study and the conditions under which persons may qualify of the various Degrees, Diplomas, Certificates and other distinctions and awards, of the University: provided that Regulations relating to any programme or course of study shall be referred to the UGC for comment and that any comment or recommendation that the UGC may make shall receive consideration by the Senate.
- (ii) To recommend to the UGC the institution of Degrees, Diplomas, Certificates and other distinctions and awards.
- (iii) To regulate and establish criteria for the admission of persons and categories of persons to the University for the purpose of pursuing any programmes or courses of study and to regulate and control their continuance in those programmes or courses of study.
- (iv) To approve policies and procedures and regulate the conduct of examinations, tests or other methods of assessment that are necessary under requirements prescribed by the Senate for the granting of Degrees, Diplomas, Certificates and other distinctions and awards, whether internal or external.
- (v) To accept examinations passed and periods of study spent at other Universities or other institutions or bodies as equivalent to such examinations and periods of study in the University as the Senate may determine and to revoke such acceptance at any time.
- (vi) To accept courses of study in any other institution or body, which in the opinion of the Senate possesses the means of affording the proper instruction for such courses, as equivalent to such programmes or courses of study in the University as the Senate may determine.
- (vii) To recommend the granting of Degrees, Diplomas, Certificates and other distinctions and awards to persons who have pursued a course of study approved by the Senate and have qualified for such grant in terms of requirements prescribed by the Senate.
- (viii) To recommend academic distinctions including Honorary Degrees: provided that an Honorary Degree shall not be granted to any person except on the recommendation of a Joint Committee of the Senate and the UGC to be established by the Senate.
- (ix) To determine what formalities and requirements shall attach to the conferment of Degrees, Diplomas, Certificates and other distinctions and awards.

- (x) To regulate the use of academic dress in the University.
- (xi) To recommend to the UGC the terms and conditions under which any institution or body may affiliate to the University, the terms and conditions of any association or cooperation between the University and any institution or body, or the terms of any agreement for the incorporation in the University of any institution or body.
- (xii) To recommend to the UGC the institution or acceptance of awards such as Fellowships, Scholarships, Bursaries, Studentships, Prizes and other aids to study and research.
- (xiii) To approve recommendations for the operation and development of the University Libraries.
- (xiv) To approve recommendations for the operation and development of extramural e.g., outreach, continuing education and extension activities of the University.
- (xv) Periodically review the academic organization and development of the University, with special reference to the effectiveness of the work of the University in relation to its objects including that of providing at appropriate levels education and training responsible to the well-being and needs of the communities of The Bahamas archipelago; and arising from such review, to take any action within its competence, including reporting and making recommendations to the UGC. The time period between such reviews should not exceed 5 years.
- (xvi) Whether or not consequent upon the periodic review of the academic organization and development of the University, to recommend to the UGC the establishment or discontinuance of any School, institution or body for the University, and the creation, suspension or abolition of any faculty post, cognizant of the role of specialized groups including unions and collective bargaining units.
- (xvii) From time to time, to review and make recommendations on the roles and duties of all faculty cognizant of the role of specialized groups including unions and collective bargaining units.
- (xviii) To make recommendations to the UGC on any matter pertinent to the University and its affairs.
- (xix) To recommend to the UGC appropriate provision for the personal development and well-being of the students.
- (xx) To take such steps as it thinks appropriate to advise and assist the Students Association and other organizations of the students.
- (xxi) To regulate the discipline of the students of the University in accordance with Ordinances to be made by the UGC after consultation with the Senate.
- (xxii) Subject to an appeal to the UGC, to expel any student guilty of grave misconduct after giving him an opportunity to appear personally and to be heard by a committee of the Senate to be established under the Ordinances made under paragraph (1)(xxi) of this Statute.
- (xxiii) To propose to the UGC new Statutes or Ordinances which it shall be the duty of the UGC to consider.
- (xxiv) To express an opinion on any matter pertinent to the University and its affairs.
- (xxv) To appoint members of the Senate to be members of the UGC [if it is deemed desirable to have specific Senate representation on the UGC].*

(xxvi) Generally to exercise all such powers, duties and functions as are or may be conferred on the Senate by the Charter and these Statutes, including the power to make Regulations in the exercise of the powers, duties and functions herein before expressly set out in this Statute and of all other powers, duties and functions of the Senate.

MEMBERSHIP AND PROCEDURES OF THE UBS

- The number of members of the University of The Bahamas Senate shall not exceed 40.
- There shall be *ex officio*, appointed and elected members.
- Apportionment of Representation: Each School shall have faculty representation proportionate to the number of its full-time faculty members. Faculty representatives shall constitute at least fifty-five percent (55%) of the total membership of the Senate
- *Ex officio* members shall constitute twenty-seven and one-half percent (27.5%). They shall serve by virtue of their position in the University and shall include the Vice-Chancellor, selected Pro-Vice Chancellor, Deans of the Faculties, the Executive Director of CHMI, the University Librarian, and the Registrar
- Student members, staff members and appointed members shall each account for five percent (5%) and the alumni shall account for two and one half percent (2.5%) of the total membership of the Senate.
- Appointed members include: Two [2] persons from institutions and bodies affiliated to or otherwise associated or cooperating with the University as shall from time to time be determined and recommended by the Senate, and appointed by the University Governing Council. It is recommended that one of these individuals be a senior technical officer of the Ministry of Education.
- Elected members include:
 - (a) Full-time Faculty from the Schools of Business - 2, Communications and Creative Arts - 2, Education - 2, English Studies - 2, Nursing and Allied Health Professions - 1, Science and Technology - 4, Social Sciences -2, and the Law Programme - 1; and 2 representatives of the Northern Bahamas Campus (from any School).
 - (b) Part-time faculty - 2 (one to be drawn from a Family Island Centre).
 - (c) UTEB representatives – 2.
 - (d) Staff - 2 (one to come from outside of New Providence).
 - (e) Students - 2 (one undergraduate and one graduate).
 - (f) Alumni -1
- Selection, Election and Appointment of Members
 - 1 “*Ex officio*” members” shall serve by virtue of their position within the University.
 - 2 “Appointed members” shall be appointed in such manner and based on such criteria as
- Length of Term:
 1. The term of office of members of the Senate, other than *ex-officio* members, shall commence or shall be deemed to have commenced on the first day of July in the year in which they are appointed, elected.
 - a) *Ex-officio* members of the Senate shall hold office for so long as they continue to occupy the positions by virtue of which they became members.
 - b) Faculty members of the Senate appointed shall hold office for a term of three years.
 - c) Student members of the Senate elected hold office for a term of two years. Student members of the Senate elected under paragraph shall cease to be a member if he ceases to be a student otherwise than by becoming eligible for the grant of a Degree, Certificate or other distinction or award of the University.
 2. When members cease to be

A member of the UBS appointed or eligible elected ceases to hold office if he ceases to be eligible under the clause under which he was appointed or elected.

3. Reappointment and re-election

Any member appointed or elected is eligible for reappointment or re-election so long as he does not serve continuously for more than six years, but on the expiration of one year after having served continuously for six years, he again becomes eligible for appointment or election.

4. Vacation of office (In the interest of the efficient and effective use of the powers of the Senate consistency in attendance and participation of members is key, therefore arrangements need to clear. What are the regulations regarding vacancy of office of Senate members when they cease to be members upon reappointment and re-election and vacancies?)

Where a vacancy occurs for any reason among the members of the UBS and the UBS determines that the vacancy should be filled, the vacancy shall be filled by a person appointed or elected by the authority that appointed or elected the member whose office became vacant, and the person so appointed or elected shall hold office for the remainder of the term of the member whose office became vacant.

- Duties of UBS Members:

1. In exercising the functions of a member of the Senate, a Senate member must - (a) act always in the best interests of the University as a whole; and (b) act honestly and for a proper purpose; and (c) exercise reasonable care and diligence in - (i) attending meetings;(ii) preparing themselves for meetings;(iii) participating in meetings; (iv)) representing the interest of the categories of persons they represent; (v) reporting to categories of persons they represent.

2. Also, a member of the Senate - (a) must avoid conflicts of interest; (b) must disclose to the Senate, in accordance with section 14 and the statutes, any conflict between the member's interests and the university's interests; and (c) must not improperly use the member's position, or information obtained because of the member's position, to - (i) gain an advantage for the member or someone else; or (ii) cause detriment to the University or someone else.

3. The duty under subsection (1) must be observed in priority to any duty a member may owe to those electing or appointing the member.

4. The Senate may, by resolution passed by 2/3 of the members of the Senate, remove a Senate member from office if the member fails to comply with a duty under subsection (1) or (2).

- Disclosure of Interests:

1. A member of the Senate who has an interest in a matter being considered or about to be considered by the Senate must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the Senate.

2. A disclosure under subsection (1) must be recorded in the minutes of the meeting of the Senate and the member must not, unless the Senate otherwise decides - (a) be present during any deliberation of the Senate in relation to that matter; or (b) take part in any decision of the Senate in relation to that matter.

3. For the purpose of making a decision under subsection (2), a member of the Senate who has an interest in the matter concerned must not - (a) be present during any deliberation of the Senate for the purpose of making the decision; or (b) take part in making the decision.

- Meetings of the UBS:

1. The UBS shall meet at least once every 3 months and at such other times as may be necessary or expedient for transaction of its business and such meetings shall be held at such places and times and on such days as the UBS may determine.

2. The Vice- Chancellor shall preside at all meetings of the UBS at which he/she is present and, in the case of his absence from any meeting, the Deputy Vice- Chancellor shall preside.

3. The Secretary-General shall serve as the Secretary to the Senate (UBS)

4. A quorum of the UBS shall be the minimum number constituting a majority of the total numbers of the UBS as long as a majority of the faculty is represented in said quorum.

- Voting:
 1. The decisions of the UBS shall be by a majority of votes, and in addition to an original vote the Chair or other person presiding at a meeting shall have a casting vote in any case in which the voting is equal.
 2. Minutes in proper form of each meeting of the UBS shall be kept by the Secretary of the UBS and copy of the minutes of every meeting shall be submitted to the University Archive as soon as possible thereafter.

- Committees of the UBS:

In consultation with and by resolution of the UGC, the UBS has the power to appoint Standing Committees and Special Committees and to delegate to any such Committee any of its powers.

 - 1 Standing Committees
 - a) There shall be a Senate Executive Committee
 - b) There shall be other Standing Committees as established from time to time:
 - i) the Academic Committee; ii) the Faculty Boards; iii) the Finance, Physical Resources and Property Committee; iv) the Student Affairs Committee and v) such other Committees as are designated as Standing Committees by resolution of the UBS.
 - c) The Terms of Reference for each Standing Committee shall be established by resolution of the UBS.
 2. Membership of Standing Committees
 - a) The membership for each Standing Committee shall be established by resolution of the UBS, in accordance with the Terms of Reference for each Committee. All Standing Committee Members shall hold such office at the pleasure of the UBS. The Chair shall be a member of all Standing Committees.
 - b) Vacancies occurring in the membership of a Standing Committee shall be filled by the UBS at its earliest convenience. Notwithstanding any vacancy on a Committee, the Committee may exercise all or any of its powers, as long as a quorum is maintained.
 3. Special Committees

In consultation with the UGC, Special Committees of Senate may be appointed from time to time as the UBS may determine. The membership of and Terms of Reference for each Special Committee shall be established by resolution of the UGC.

- Meetings of UBS Committees:
 1. Closed Meetings - Attendance at Committee meetings is limited to committee members and appropriate resource people.
 2. Notice of Meetings - Notice in writing of the time and place of meetings of a Committee shall be sent to each Committee Member at least three (3) days prior to the day appointed for the meeting. Notice may be sent by campus mail services, courier, e-mail, facsimile or pre-paid regular mail. The accidental failure to give notice of a Committee meeting to any Committee Member or any accidental irregularity in connection with the giving of notice of a Committee meeting shall not invalidate the proceedings at the relevant meeting.
 3. Place of Meetings - All Committee meetings shall normally be held on the University's main campus.
 4. Attendance - Committee Members may attend meetings in person or by telephone, electronic or other communication facilities, as permit all individuals participating in the meeting to communicate.
 5. Quorum - Subject to exceptions provided for in a resolution of the UBS or in a Committee's Terms of Reference, quorum for each Committee shall be two-fifths (2/5) of the membership of such Committee.
 6. Voting - a) All questions at a Committee meeting shall be decided by a majority of the votes of the Committee Members present. The Committee's Chair may vote on all motions and if regarding any motion there is a tie, that motion is deemed to be defeated. The Committee's Chair does not have a second or casting vote; (b) No Committee Member may use a proxy or be represented by a proxy-holder; (c) A resolution signed by all of the Committee Members is as valid and effective as if passed at a Committee meeting duly called, constituted and held for that purpose.

7. Record of the Proceedings - A record of the proceedings of each Committee meeting shall be kept and the minutes of every such meeting shall be submitted at the next meeting of that Committee. Minutes of each Committee's meetings shall be available for inspection by any individual who is a Committee Member of that Committee and appropriate resource persons, by appointment with the Secretary, at the Office of the Secretary during regular business hours.

- Reimbursement of Expenses:
Each UBS Member and UBS Committee Member may be reimbursed for all reasonable expenses (including reasonable travel expenses) incurred in connection with the performance of such Member's duties.

Annex VI Sub-Committee Reports

A Brief Examination of the Governance Structures in Several Key Universities in Asia

The researcher tried to get a clear understanding of the structures that govern these universities and how they function.

Veronica Ferguson January 2007

Summary of Findings

This brief review looks at the governance structures in several key universities in Asia., specifically China, Japan, Hong Kong, Indonesia, India, Bangladesh, Singapore and Pakistan. In all of these countries at least two national Universities were examined.

In most of the Universities investigated, a Bi- cameral system of governance existed; one for fiscal governance and the other for academic governance. Many of these Universities specifically, China, Hong Kong and Singapore, autonomy was sought after and these Universities grew and tried to meet the demands of the 21st century student, its faculty and the global mandates of today.

In some of the University structures, the President was either appointed by the Board of Trustees alone or by the Board in consultation with the Minister of Education. The President headed the corporation but answered to the Council or Board of Governors.

It is important to note that the President serves on almost all of the organs of governance to ensure the vision and mission of the University is carried out.

Those Universities having a senate, made them extremely large in number to ensure that a voice was represented from all factors, a large spectrum of society. The Senate in most cases promoted and regulated the academic affairs of the University as well as the welfare and discipline of the student. Despite the large numbers some senates met as many as five to six (5 – 6) times per year while others met once per year. However, it is interesting to note that to assist with the Senate's work, standing committees were formed and these standing committees met more often and did a lot of the ground work for the senate so that in many cases they had the facts to make decisions in a fair amount of time.

In an analysis of the Hong Kong Baptist University by its Review Committee in June 2006, it was suggested that to provide better assurance for the fulfillment of fiduciary duties (by the Council, Court etc) organs need to have an outlined code of practice for its members. It was apparent in several structures of governance that while Universities were asking for and working towards 'true autonomy' the local government Ministry still had major control and was very involved a the policy and decision making levels and in particular where financing is concerned. It was suggested that Universities become creative and raise funds through endowment options, corporate sponsors and properly established Alumni chapters.

In *Globalization and Educational Restructuring: University Merging and Changing Governance in China*, K.H. Mok (2005) makes a few very salient points in regards to restructuring and changing governance. He explains several models at work and suggests that 'market governance' will become popular where internal competition and efficiency drive will be the determining forces to higher education policy and development.

It is of special interest to note that, despite all of the restructuring the overall responsibility for providing education still lies with the Central Government in China. Singapore is still trying to break free and become fully autonomous but financing is still a major issue. As a complement to fundraising and academic freedom several articles strongly suggests having faculty engage in research, consulting and joint ventures with business or corporate bodies outside of the Universities. In Hong Kong Baptist University's review it was also advised to appoint an Internal Audit Office. The Council proposed to work with the Internal Audit Office to set up a risk management structure at the University.

In all of the Universities many of the organs were very connected and depended on each other to function efficiently. For example, the Council and the Court played different but complementary roles in governing the University and spearheading its development. The Council, known to be the executive and supreme governing body of the University made strategic plans and policy decisions of the University and the Court, the advisory body of the University represents an important and valuable support base to the Council. The Senate – the academic body of the University has its membership and procedures, powers and duties constructed by the Council. The Council also constructs the same for the Faculty /School Boards and its members.

In conclusion it is imperative that we define clearly what our needs are at this time and project where we would like to be in ten years. It is clear that our current governance structure at the College of the Bahamas/ the University of the Bahamas is not adequate to fit our growing needs. As I looked from University to University in Asia, I noted the following:

1. The change in governance structures appeared to be over a period of time and is still a work in progress subject to timed reviews and evaluations.
2. The University became the community's University as every member of the community became a stakeholder.
3. The Universities tended to function within the context of the society and designed their governing structures to accommodate such.
4. The roles and layers of the governance structures tended to be very clearly defined.
5. Organs in the structure tended to be related and depended on each other.
6. Financing was always a key component to the whole puzzle.

Our governance structure at the soon to be University of the Bahamas should be based on the needs of our environment, the society, the nation at large, the student, and the faculty. It should meet the current needs but accommodate room for expansion in a global economy. It should provide for accountability and flexibility within a context of academic and administrative bloom. Our governance structure should not aspire to idealism but a system designed for imperfect people with a common, shared and vital mission to move University education forward for the good of our future generation in our nation economy.

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Sub-Committee Reports – Asia Cont'd

The Japanese Reforms to National Universities -1994

Presented by Dr. Olivia Saunders

Japanese Context

- OECD country
- More than a decade of recession
- Declining population and university enrolment
- 89 national universities – ¾ funding from national government; controlled by education ministry; less than ¼ of all students; 60% of all graduate students
- 72 public universities – run by local and regional governments
- 596 private universities – 75% of students

National Universities-context

- Paralyzed by bureaucracy
- Tightly controlled by education ministry
- Unimaginative curricula
- Few opportunities for innovative research
- Poor student preparation for work
- Poor international reputation
- President elected by and reported to faculty council of professors and associate professors.
- Administrators seconded from ministry of education
- Faculty as civil servant i.e. permanent employment
- Faculty stability with respect to salaries, research funding, students

The Reforms Aimed at

- Rationalizing governance
- Entrepreneurship
- Incorporation/privatisation

Objectives of Incorporation

- A. Increased autonomy of university
- B. President centered management
- C. Participation of external experts
- D. Outside evaluation of stated and approved goals

Autonomy

- Lump-sum budget allocation rather than line-item, based on medium term plans of each university according to ministry's goals
- Tuition and fees as a source of revenue
- Prescribed ability to raise tuition and fees
- More flexibility in recruitment, conditions of service, and salary structures

President centered

President makes final decision

President is supported by:

- 1) Board of directors – highest before the president
- 2) Administrative council – administration of the university
- 3) Education and research council

External Experts

- At least one executive must be from outside the university
- At least half of administrative council from outside the university
- Represent the administrative council on presidential selection committee

Evaluation

- National University Evaluation Committee of the ministry of education comprising non-national university members to assess achievements
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- Also receives reports from the National Institution for Academic Degrees and University Evaluation re nature of education and research conducted.
- Faculty evaluation based on merit rather than age

Challenges

- Cultural inertia
- Koza system where dominant professors control research activities – iron hierarchy
- Evaluation of grants based on past successes
- No changes in funding mechanisms
- Pushes research too far towards profit-making
- Threatened academic freedom

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Annex VI

Sub-Committee Reports

REPORT OF THE SUB-COMMITTEE ON LATIN AMERICAN AND CARIBBEAN UNIVERSITY GOVERNANCE

Presented by: Dr. Rhonda Chipman-Johnson, Dr. Marlene Jackson and Mr. Marcellus Taylor

Initially, this seemed a large area to cover; however, it quickly became clear that a good portion of the region could be eliminated from our study. Most of the Latin American universities were set up under military dictatorships and both the administrative structure and the roles individuals play are reflected in that. Many are undergoing review at the moment but the situation, under which they were established, negates their usefulness in looking at the future University of The Bahamas given the totally different context under which they were set up.

The French Caribbean territories, too, have a unique situation in that they have been set up under the same system as those in France (see European sub-committee report) and reflect the greater involvement of government including full financing of all students (something that is under review at the moment).

This elimination of institutions in certain other countries and islands brought us to the English-speaking Caribbean. Specifically, we looked at the University of Belize, the University of Guyana, University of Technology – Jamaica, the University of Trinidad and Tobago, and the University of the West Indies. (Note that there are universities located on some of the smaller islands of the English-Speaking Caribbean. However, in every instance, these institutions are actually US-based and are more reflective of the North American model.)

The University of Belize is undergoing some changes including a change in central campus. Central administration of the University is in the hands of the President, three Vice-Presidents, the Director of Development and the Director of Research. Under the University of Belize Act, 2000, the Board of Trustees is the highest authority at the University. Their powers are defined in the Act and are primarily policy-making in nature. The management of the University is in the hands of the President. The Act also gives the Minister of Education the authority to give directives to the Board of Trustees.⁴ The three Vice-Presidents are responsible for Academic, Finance and Student Affairs. Little additional information is available on the structure of the Board of Trustees, meetings etc.⁵

A UNESCO Report on Higher Education in Belize⁶ looks at the University of Belize and other post-secondary institutions within the country. In this report, it is noted that even though the titles vary, Board of Governors, Boards of Management, Board of Trustees, or Council, in all

⁴ http://www.ub.edu.bz/templeet.php/UB_root/President/structure.en.html

⁵ Aird, Eve. The Evolution of the Belizean University.
<http://www.cavehill.uwi.edu/bnccde/belize/conference/papers/Aird.html>

⁶ <http://www.iesalc.unesco.org.ve/programas/nacionales/belice/The%20Belize%20National%20Report%20on%20Higher%20Education.pdf>

cases the makeup of the group is 50% collegiate and 50% non-collegiate. One hundred percent of the members of Boards of Governors and Boards of Management are appointed while 33% of Boards of Governors and 67% of Boards of Trustees are self-perpetuating (i.e., the board members themselves choose individuals to fill vacant positions).

The University of Trinidad and Tobago is a new university established to meet the needs of the country's industrial sector. It is a Charitable Trust established in 2004 with a unicameral governing system with a Board of Directors (8 members originally – presently 14)⁷. This Board of Directors represent local industry including the energy sector, manufacturing, business and finance, law, and human resources. There is a President and two Vice-Presidents (Academic and Corporate Services).⁸

The University Guyana has a Council with the following powers:

- To make the appointments authorised by the Statutes with the consent of the academic Board to institute, confirm, abolish or hold in abeyance any Professorship, Associate professorship or other academic office in the university.
- To confer after report from the Academic Board the title of Emeritus professor or Honorary Professor, Honorary Associate Professor or Fellow
- To govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for that purpose and for that purpose to appoint bankers and any other officers or agents whom it may deem expedient to appoint;
- To invest any monies belonging to the University including any unapplied income, in such stocks, funds, fully paid shares or securities as the Council may from time to time think fit, whether authorized by the general law for the investment of trust monies or not, or in the purchase of property whether authorized by the general law for the investment of trust monies or not, or in the purchase of property whether movable or immovable, with the like power of varying such investments from time by time or re-investment or otherwise: Provided that the Council may in its discretion retain as long as it shall think fit any Investment given or bequeathed to the University although not falling within the description of investments authorised as aforesaid;
- To sell, buy, exchange, lease, grant or take on lease movable and immovable property on behalf of the University;
- To borrow money on behalf of the University, and for that purpose (if the Council thinks fit) to mortgage or charge all or part of the property of the University whether movable or immovable, unless the conditions of any will deed or gift or other similar instrument are thereby contravened, and to give such other security whether upon movable or immovable property or otherwise as the Council thinks fit;
- To receive from Academic Board estimates of expenditure required to carry out the work of the University and to seek to provide the requisite money in so far as the estimates are approved by the Council;
- To provide for the welfare of all persons in the employment of the University, and the spouses and dependents of such persons, including the payment of money, pensions or other payments, and to subscribe to benevolent and other funds for the benefit of such persons;
- To enter into, vary, carry out and terminate contracts on behalf of the University;
- To select a Seal, Arms and Mace for the University and to have the sole custody and use of the Seal;

⁷ <http://www.utt.edu.tt/utt/about/personnel/details.aspx?id=3358>

⁸ [http://www.succeed.ufl.edu/icee/Papers%5C224_ICEE%202004%20Paper%20with%20numbers_\(1\).pdf](http://www.succeed.ufl.edu/icee/Papers%5C224_ICEE%202004%20Paper%20with%20numbers_(1).pdf)

- To promote and to make provision for research within the University;
- To determine the terms and conditions of service upon which Examiners and Visiting assessors shall be appointed by the Academic Board;
- To take into consideration and, if the Council deems it proper to do so, give effect to reports from the Academic Board on those matters upon which the academic board is authorised or required by the Statutes to make report;
- To award Honorary Degrees on the proposal of the Academic Board;
- To dismiss any member of the staff other University pursuant to the procedure hereinafter prescribed.⁹

The members of this Council are made up of the following:

Pro-Chancellor of the University of Guyana	Vice-Chancellor of the University of Guyana
Nominee: Committee of Deans	Nominee: Academic Board
Nominee: Guild of Graduates	Nominee: Students' Society
Nominee: U.G.W.U.	Representative: Ministry of Education
Representative: Ministry of Finance	Nominee: Political Party in Office
Nominee: Minority Party	Nominee: Women's Interest
Nominee: Farmers' Interest	Nominee: Amerindians Interest
Nominee: Business Interest	Nominee: Guyana Trades Union Congress
Minister's Appointee: Field of Medicine	Minister's Appointee: Field of Medicine
Minister's Appointee: Field of Law	Nominee: Chancellor
Nominee: Chancellor ¹⁰	

At the University of Guyana the Vice-Chancellor is also the Principal of the University acting as both academic and administration head.

A bicameral system exists at the University of Technology, Jamaica. There is a University Council made of nominated representatives of government, public and private sectors and from the university itself. This body meets monthly and is primarily concerned with the financial health of the university with responsibility for estate and properties.¹¹ Subcommittees of the Council include audit, finance, governance, plant and property. The second organ of governance is the Academic Board which also meets monthly and is chaired by the president. It also includes vice-presidents, directors, deans, university librarian, a student representative and an elected academic representative from each faculty. Its powers over academic activities are subject to the powers of the president and council. It sets policy, standards, research and evaluation. There are subcommittees related to academic policy, publication, research, educational services and post-graduate studies. Finally, there are joint committees that look at discipline including appeals, honorary awards, planning and development, human resources management, etc.¹²

⁹ <http://www.uog.edu.gy/administration/council>

¹⁰ <http://www.uog.edu.gy/administration/council>

¹¹ http://www.utech.edu.jm/Admin/OVP_%20AdminRegistrar/governance.htm

¹² http://www.utech.edu.jm/Admin/OVP_%20AdminRegistrar/governance.htm

The following information on the University of the West Indies was acquired from the Report of the Chancellor's Task Force on the Governance of UWI. The university council is the only body that can make and amend Statutes, determine tuition and examination fees, and appoint a Chancellor, Vice-Chancellor and senior staff, amongst other things. According to the report there are 62 members including the Chancellor, Vice-Chancellor, the Campus Council chairs, Pro Vice-Chancellors, campus principals, registrar and representatives of the university academic community, alumni, governments of contributing countries, students, administration and staff. Additionally there are 10 persons from the lay public chosen by the Chancellor. This body meets once a year (the Task Force recommends that an Executive Committee of Council meet more regularly than this). In addition to the overall Council there are also Campus Councils to represent the needs of the different campuses of the University. The Senate is the third of the governing bodies but doesn't meet regularly and has delegated much of its authority to the Academic Board.

Universities in the Caribbean region are relatively young and experiencing considerable growing pains as reflected in changes occurring at the University of Belize and the report of the Task Force on UWI governance. What we can learn from them is that there needs to be clearly defined roles for each of the organs of governance and clearly defined numbers of meetings. There is little to be gained from a Council that meets yearly or a Senate that seldom meets.

Annex VI Sub-Committee Reports

A REVIEW OF GOVERNANCE IN EUROPEAN INSTITUTIONS

presented by the Ad Hoc Subcommittee on Europe
Mr. Colyn Major, Mr. Julian Francis, Mrs. Bridget Hogg

This subcommittee was charged with the responsibility of reviewing governance and related matters in the European context. The work excluded Scotland, Northern Ireland and England as these were covered by another group.

Background

The institutions studied ranged from state run public access institutions in Eastern Europe to privately owned and financed institutions in Western Europe, and a range of institutions along a continuum. Table 1 gives an overview of historical features of European institutions.

Table 1: Historical Features of European Institutions (pre- 1980)

Component	Status
Organization	Highly centralized control
Financial Accountability	Low level of accountability (internal .external)
Funding Sources	Combinations of private and state
Funding Levels	Decreasing state support
Access	Access ranged from elitist institutions in the west to state controlled / directed access in the east
Enrollment	Small to moderate
Risk Management	Not seen as a major administrative function
Research	Financial and policy support vary greatly
Stakeholders input	Limited consideration given to input from broader stakeholder groups
Quality Assurance	Older institutions had more established QA mechanisms, however newer ones, especially Eastern European ones, were lacking.

Current Trends in European Higher Education

Over the past several decades, many countries and their educational authorities have come to realise that educational reform is needed in order to meet the challenges of modern society. A number of trends have emerged as summarised below.

- ◆ Decentralisation of authority and delivery -Institutions need greater autonomy if they are to be able to readily respond to the needs of society.

- ◆ Increased inclusiveness in governance – This involved recognition that a key role of the institution is to grow, lead and be informed by the community in which it exists. This requires input from those the institution seeks to serve, the stakeholders.
- ◆ Recognition of the need for financial accountability – As competition for funding becomes more intense, it is important that the university demonstrate that it is capable of properly managing its finances.
- ◆ Research – Increasingly, research is being seen not just as an academic pursuit, but also as an opportunity to raise funds for individuals, the institute and even the nation.
- ◆ Quality Control – Discussion has been high, with respect to quality control. It is recognised that the international reputation of an institution is affected by the effectiveness of its quality control mechanisms. This, in turn, has an impact on access to funding, particularly from Non Governmental Organizations and other international bodies.
- ◆ National and International Outreach – Recognising that society is becoming more global in outlook, institutions are increasingly seeking to interact and partner with others both regionally and internationally

In attempting to develop, institutions in Europe face considerable challenges. These include

- ◆ Changing relationships between government and institutions
- ◆ Historical resistance to the rigours of financial accountability
- ◆ Balancing the impact of external funding with possible limits to academic freedom
- ◆ Decreased state financial support
- ◆ Increased stakeholder demands for programmes to meet local/regional needs
- ◆ Increased enrollment, without resources for increased infrastructure
- ◆ Inadequate risk management strategies
- ◆ Varying quality assurance mechanisms
- ◆ Institutional resistance to change in spite of the stated goals

The challenge to improve higher education in the region has been taken up by the European University Association-EUA.¹³ This is the main voice of the Higher Education Community in Europe. The EUA's mission is to promote the development of a coherent system of European higher education and research.

EUA activities include participation in policy debates, quality improvement projects at national and regional levels, advocacy on behalf of members to promote European higher education at the globally and publication of analyses of trends in European higher education

The Regional University Network-RUN¹⁴ on Governance and Management of Higher Education in South East Europe also identified similar challenges to the progressive development of tertiary education in Europe, and has proposed a number of strategies.

These include-

- ◆ Financial Planning – Universities must develop longer term strategic planning with respect to resources, especially financial

13 <http://www.eua.be>

14 http://www.cepes.ro/hed/policy/see/vienna_03.htm

- ◆ Resource Management – This has implications for accountability. It also included better matching of enrollment, with physical, financial and human resource capacity.
- ◆ Inclusiveness – Universities need to stimulate greater inclusiveness so as to have the stakeholders work with them in achieving a shared vision
- ◆ Enhanced inter and intra departmental (or unit) multidirectional communication. This would keep stakeholders informed and provide for faster feedback and the exchange of knowledge and ideas.
- ◆ Quality Assurance Mechanisms – The international reputation of the institutes will be affected by the manner in which they protect the integrity of their programmes.

Governance Structures

Whilst there was a range of structures amongst the varying countries, there were some common aspects as follows.

- ◆ Each institution has one person who served as the public face .
- ◆ This person sits as a member of the top management body of the institution.
- ◆ Institutional planning and overall management was effected by Boards of Directors, General Assemblies etc.
- ◆ Governance of academic and nonacademic matters was coordinated by two interacting boards/councils etc. These were themselves governed by a body upon which the state had some measure of control or input.
- ◆ The academic affairs were run by bodies consisting largely of internal stakeholders in the form of Academic Boards, University Senates etc.
- ◆ Union representation was not specifically mentioned in any of the reviewed governance structures.
- ◆ The state played a key role in setting national education policies.
- ◆ The state provided significant funding.
- ◆ State funding is on the decline and institutions are hard pressed to meet developmental goals whilst serving the ever increasing demand for greater enrollment.
- ◆ The state supported activities of universities etc. through legislation.
- ◆ Financial and other resource accountability was informal and disorganized in a number of cases.
- ◆ There was a lack of long range (10 years +) planning.
- ◆ Attempts have been made to provide for greater inclusiveness with respect to the broader stakeholder groups participation on governing bodies.

Of particular note in the overall review was the provision of an Evaluation Commission at the University of Trento, Italy.¹⁵ This section of the governance structure is responsible for aspects of quality assurance.

THE ROAD AHEAD- Governance at the University in the Bahamas

As the College of The Bahamas seeks to reinvent itself, becoming a University in the process, it must be mindful of a number of factors. Some of these have been highlighted in this group's study of higher education governance in the European context.

¹⁵ http://www.unitn.it/en/ateneo/organi_gov/collegio_revisori.htm

Local factors to consider

The Role of Government

- Policies
- Legislation
- Funding
- Academic Freedom

Roles of Stakeholders

- Funding
- Participants in decision making
- Leadership
- Teachers/learners

External environment importance

Institutional Instructional Goals -

- Education for employment & development to fill local needs
- Education to fit students for the global market
- Life long learning
- Cultural preservation

Research Purposes

- Research for pure knowledge
- Research to drive the institutional and national economy

Autonomy and Funding resolution challenges

Financial and programme accountability

Quality Assurance Mechanisms

GOVERNANCE AT THE COLLEGE OF THE BAHAMAS - Our group's input**Instruments of Authority - Government**

Legislation- To define the selection/election of the overall governing body of the institution

Public policy- To guide the inclusiveness factors.

Higher Education Acts- To formally establish the institution and its role in national education

HEAD and ASSISTANT HEADS OF THE INSTITUTE- These persons would be selected after a process of review by selection/search committee, with recommendations, in the case of the president and executive vice president to be forwarded to the Board of Directors for final approval.

President- This term is understood and recognised by the populace as indicating a leader, with real power and responsibilities.

- risk management
- liaison with government
- international outreach
- labour contracts
- preside over baccalaureate activities
- sit on all institution wide boards and committees
- present the annual report to the Board of Directors

Executive Vice President – Serves as second in command to the President, and is directly responsible for Academic Affairs.

Vice Presidents – Support the work of the Presidents office, in conjunction with the EVP. The VPs would be charged with responsibilities for specified portions of the EVP and Presidents overall portfolios.

Key areas would include – Facilities, Finance, Human Resources, Student Services, Planning, Admissions & Recruitment, etc.

Directors/Deans – head up individual units such as faculties and institutes. These persons would oversee the day to day running of faculties and institutes.

GOVERNING BODY

The Board of Directors- With a Chairman

This would consist of representatives from clearly identified stakeholders groups. The Board would be charged with directing and providing for

- Administrative Structure of the institution
- Overall running
- Development planning
- Policy decisions
- Financial oversight, including the final vetting of the annual institutional budget
- Stakeholders – Faculty, President, Executive Vice President, Alumni Staff, Student, Business community/Civil society, NGOs, Government,
- Physical plant development
- Final Decisions on Senior Administration staffing – President, Executive Vice Presidents
- Quality assurance Mechanisms
- Resource Management
- Integration of national needs with university output/maintain relevance of the institution to the community
- Fundraising

The Board would have the legal right to delegate its responsibilities to the President and other members of administration.

Chairman- lead the board of directors

This person would be the face and voice of the Board of Directors.

Academic Governing

University Senate – responsibility for decisions on development and administration of academic policies

Membership:

President, Executive Vice President, School Representatives, Deans, Student Representative, Presidents Emeriti, and External Stakeholders (may vary according to issues under consideration)

Functions:

- advise the Board with respect to policy development
- make proposals to the board with respect to academic policies of the university
- curriculum development
- academic staffing policies
- hiring decisions re; Dean and others....etc.
- tenure issues
- research promotion and management
- matriculation and graduation policy

A SAMPLE STRUCTURE- Academic Branch

BODY	HEAD	COMPOSITION	RESPONSIBILITIES
Board of Directors & associated Sub committees	Chairman	Stakeholder Representation faculty, staff, student, NGOs, Government, civil society, alumni, union	Overall Management Policy Approval , President and EV President selection, planning
University Senate & associated Sub committees	President	EVP, VPs, Deans, Alumnae, faculty ,staff student,	Development and administration of academic policies , to inform the Board of decisions
Academic Board	Executive Vice President	Deans, Chairs, Directors, Student Rep.	Course, programme development, academic policy recommendations to the senate
Academic Subcommittees	Vice Presidents/Deans	School reps, student, staff	Administer selected academic policies
Faculties/Institutes & associated Sub committees	Deans/Directors	Chairs, Faculty, Staff, COBUS Representation, Union Reps	Apply academic policies and regulations, deliver courses/programmes, conduct research to inform teaching make recommendations to the Academic Board
Schools & associated Departments	Chairpersons	Faculty, Staff, Students, Union Reps	Day-to-day running/delivery of academic programmes through teaching and research

THE WAY FORWARD

As we progress towards university status, there are 5 vital points to be addressed:

1. The governance structure must be clearly outlined with respect to levels of authority and responsibility.
2. The structure must take into account the long-range goals of the institution, as a national centre of academic, cultural and technological excellence.

3. The structure must provide for inclusion of stakeholders at decision-making levels, and yet it must also provide for a timely processing of university tasks.
4. A culture of accountability, with respect to resource management, risk management and quality assurance should be kept at the forefront when designing the instruments and mechanisms of governance.
5. The institution must strive to develop multiple approaches to funding.
6. The university structure must promote research and education as engines for individual and national development.

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