

Comparative Analysis of Organisational Autonomy in Denmark, Lithuania, Romania, Scotland and Sweden

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Goal

To conduct a comparative study of organisational autonomy, its extent and regulation in universities in EU member countries, partners in the ***EUNIAM*** project.

Definition of Organisational Autonomy

In order to reliably compare higher education systems and the methods of expression and regulation of organisational autonomy, we need to provide a systemic definition of this notion.

Organisational autonomy is the ability of universities to decide on the organisational structure and institutional governance - in particular, the ability to establish structures and governing bodies, university leadership and reporting relationships (subordination).

Lisbon Declaration of the European University Association (2007)

INDICATORS

Governing bodies

- *Functions*
- *Structure*
- *Selection/appointment procedure*
- *Selection criteria*
- *Length of term in office*
- *Revocation / Dismissal*

Executive leadership

Management of academic activity (teaching, research, and knowledge transfer)

University freedom to decide on internal structure

- Normative provisions for the internal structure
- Need of approval by an external authority
- Academic subdivisions

Student representation in governing bodies and university management

University's freedom to establish legal entities: non-profit and commercial

SYSTEMS OF GOVERNANCE

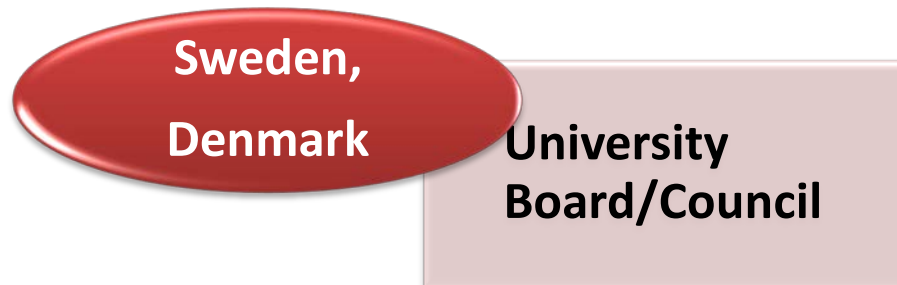
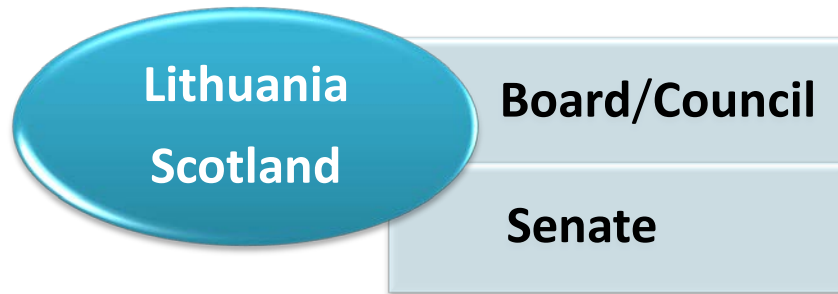
Dual governance structure

- **Lithuania**
- **Scotland**

Unitary governance structure

- **Sweden**
- **Denmark**
- **Romania**

STRUCTURE OF GOVERNANCE SYSTEMS



RESPONSIBILITIES of GOVERNING BODIES

University Board/Council (Governing Council) is responsible for long-term strategic decisions related to the development of the university, such as:

- Approval of the Statute of the University,
- Approval of Strategic Plans,
- The internal allocation of the budget,
- Designation / appointment of the rector and vice-rectors,
- Approval of the annual report of the rector,
- Managing relationships with the public and the founders of the institution, etc.

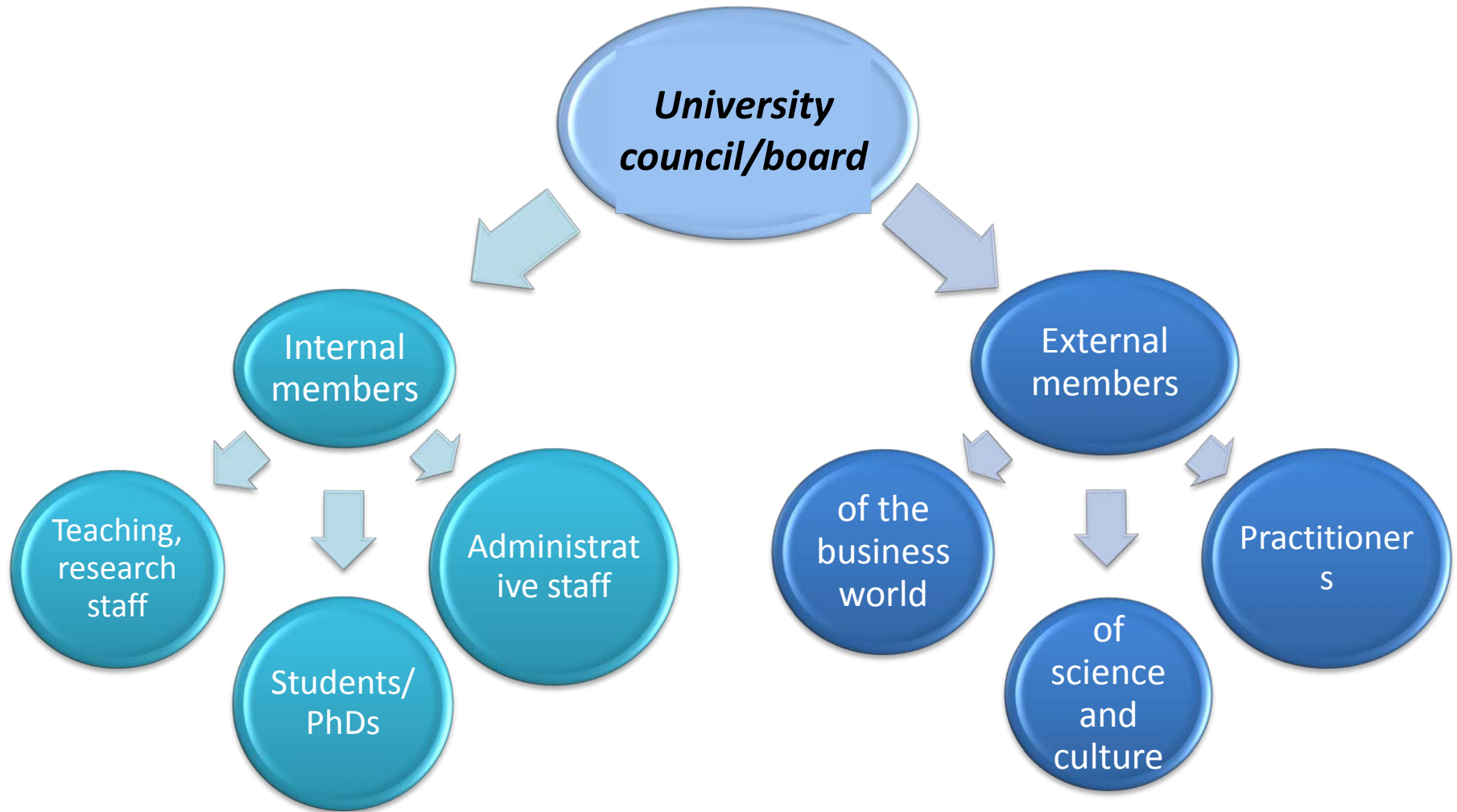
RESPONSIBILITIES of GOVERNING BODIES

In the dual structure (Lithuania and Scotland), the ***University Senate*** is responsible for academic affairs:

- ❖ approval of study and research and development programs;
- ❖ evaluation of research results and the quality of all research activities;
- ❖ approval of the internal quality assurance system;
- ❖ promoting teaching and research staff,
- ❖ conferring scientific degrees, etc.

In Romania, the ***University Senate*** merges the responsibilities of the two governing bodies in the dual system, being ***the governing body that makes strategic decisions on the development of the university,*** and also ***manages the academic affairs*** of the institutions.

Structure of governing bodies



The majority of the University Council is formed by external members.

Structure of governing bodies

University council/board

Country	No. of members	Ex officio members	Procedure	Approval by external authority
Lithuania	9-11		Internal members - elected by the academic community. External members - nominated by the university.	Appointment of external members - Ministry of Education and Science
Scotland	max. 25	Rector	Internal members - elected by the academic community. External members – selected by the Council/Board.	
Sweden	max. 15	Rector	Internal members - elected by the academic community. External members – proposed by the university.	Appointment of external members - Government
Denmark	9-11		Internal members - elected by the academic community. External members – selected by committees including academic staff.	

Structure of governing bodies

University council/board

Country	Chairman of the Council/Board	Term in office	Revocation (terms, authority)
Lithuania	Elected by the board, from among external members	5 years, 2 terms max. Student – 1 year	Failure to fulfil duties properly. University – internal members MES - external members
Scotland	Elected from among board members	Varies: 3-4 years, maximum 9 years. Rector = rector's term in office Student – 1 year	Failure to fulfil duties, gross misconduct, violation university of policies and procedures. 2/3 of the Board.
Sweden	Appointed by the Government	3 years; Rector = rector's term in office, Student – 1 year	No normative provisions on the procedure for dismissal of members of the Board
Denmark	Elected by the board, from among external members	4 years, 2 terms max.	The Board does not comply with Minister's order to correct illegal activity; Board's actions endanger the future existence of the university. Ministry of Education

Structure of governing bodies

University Senate

Country	Teaching and research staff	Students	Default members	Other members	Chair
Lithuania (provided by law)	professors, heads of research departments $\geq 20\%$ Lecturers, lead researchers $\geq 20\%$	$\geq 20\%$	Rector, vice-rectors, deans, heads of admin. dep. $\leq 10\%$	Employees of other universities and research institutions	Rector cannot be elected as chair
Scotland	percentages vary, set by the universities		Rector, vice-rectors, deans, Student association presidents	Co-opted members ≤ 5 people	Rector is Senate Chair
Romania (provided by law)	75%	25%			

Members of the Senate are elected in all HE systems

Executive leadership - Rector

The rector is the main executive authority of the HEI and provides daily management of the university and the objectives set by the Board/University Senate.

The rector is responsible for:

- ✓ developing and implementing the strategic plan of the university,
- ✓ organizing the internal structure of the institution,
- ✓ developing the university budget and submitting it for approval by the governing body,
- ✓ financial activities of the university,
- ✓ proper management, use and disposition of funds and assets,
- ✓ hiring and promotion of academic staff (except in Romania).

In Scotland, Sweden and Denmark, the rector is also responsible for drafting proposals on the educational process, research activity, and academic priorities of the University.

Executive leadership - Rector

Country	Selection/appointment procedure	Selection criteria	Provision of selection criteria
Lithuania	Appointed by the board, based on the public contest	Candidates for the position of rector are university staff members that have academic degrees and are renowned researchers in one of the resarch areas of the university, and who are versed in field of HE; Additionally (exc. Romania), candidates must have experience in research management and/or higher education. <i>In Sweden candidates must be under the age of 65.</i>	Law of Higher Education and Science
Scotland	Appointed by board, <i>procedure developed by the same board</i>		Developed by the University Board
Sweden	Appointed by Government, <i>based on board's proposal and after consulting the university community</i> <i>Selection – open contest</i>		University statute
Denmark	Appointed by the board based on the public contest		The Danish Act on Universities
Romania	Appointed either 1) based on a public contest, or 2) by direct, secret, universal vote of the university community. <i>Confirmed by order of the ME</i>		National Education Act

Executive leadership - Rector

Country	Length of term in office	Normative act indicating term	Dismissal
Lithuania	5 years, up to 2 terms	Law of Higher Education and Science	University board
Scotland	Set by the university council		Not regulated
Sweden	6 years, up to 2 terms; second term - 3 years	Higher Education Ordinance	Decided by the Government
Denmark	Determined by the board		Decided by the university board
Romania	4 years, up to 2 terms	National Education Act	Senate or Ministry of Education

Management of academic affairs

Lithuania
Scotland
Romania

University Senate

Sweden

Management Team presided by the rector and assisted by a consultative body representing the university community

Denmark

Academic Councils (established by the rector) at all levels, made up of teaching and research staff, PhD and other students

University freedom to decide on the internal structure

Normative provisions of the internal structure

In Lithuania, Scotland, Sweden and Denmark, the internal structure of the HEI is not regulated under the law. Universities are free to decide on their structure organization.

The internal structure of universities in Romania is regulated by the National Education Act. Organization and abolition of faculties within the university is (proposed and approved by the university senate) by a Government decision.

Academic subdivisions

Lithuania, Scotland, Sweden, Denmark, Romania

- Faculties
- Departments
- Doctoral schools
- Research labs/centres, etc.

Denmark

- schools and councils of academic affairs designed to manage one or more programs of study

Management of academic departments

	Faculty		Department/ School	
	Decision-making body	Executive leadership	Executive leadership	
Lithuania	Faculty board, Members – elected and ex officio	Dean nominated by rector and approved by Senate	Academic councils	Şef depart. propus de decan, desemnat de rector
Scotland	Academic Council includes elected members and ex officio	Dean appointed by Council	Departmental committee (all members of the dep.)	Şef departament numit de Consiliu
Sweden	Faculty board. Members – elected and ex officio. 2/3 academic staff, 1/3 students	Dean, elected according to internal regulations and appointed by rector	Depart. Council. Membership decided by rector	Şef departament desemnat de rector
Denmark	<i>Consulting body – Academic Council</i>	Dean appointed by rector based on public opinion	Depart. Council, established by department head	şef depart., angajat decan, în baza unui anunţul public
Romania	Faculty board, Members are elected, 75% academic staff, 25% students.	Dean is selected through open competition and validated by the Senate	Depart. Council, ales de cadre did. şi de cerc.elected by teaching & research staff.	Department head, elected by teaching & research staff. Titular

Student representation in governing and management structures

In all HE systems examined, with the exception of Denmark, students are represented in all decision-making, executive and consultative bodies.

Danish university students have a major contribution to the management of the educational process, as represented in academic councils at all levels and the boards of education, in which students constitute 50% of the members.

University freedom to form legal entities: not for profit and commercial

Universities in **Lithuania**, **Scotland**, **Denmark** and **Romania** have the right to form legal entities, both non-profit and commercial. But in Lithuania and Denmark there are some restrictions:

- Lithuanian universities can undertake only economic and commercial activities related to the objective of HEI;
- Danish universities can use income from the activities of commercial entities only for the purpose of carrying out research and consultancy.

Universities in **Sweden** have the right to form commercial and economic entities. However, they may be members of holding companies, which in turn can create companies of all types and perform different activities both for profit and not for profit.

Final conclusions

- ❖ Although universities in most of the reviewed systems have external legal acts that provide a framework for organizational autonomy, the number and level of detail of these regulations differ greatly.
- ❖ In most cases, the national legislation contains only guidelines on the establishment of governing bodies, their structure, the representative groups that form them and/or criteria and method of selection of members in these bodies.
- ❖ In most of these countries, universities are free to decide on administrative and academic structures, and, within the legal framework, the creation of legal entities. Through these entities, institutions are free to conduct additional activities, both commercial and not for profit.

Final conclusions

- ❖ *In most of these systems the institutions' governing bodies include external members who are selected by universities. In some systems, however, external members are appointed by an outside authority, based on recommendations provided by universities. The inclusion of external members is an important element increasing autonomous universities' accountability to stakeholders and society at large.*
- ❖ The executive chief of the university is always selected/elected by the institution and is accountable to the governing body of the university. In some of the systems, the executive chief is appointed/confirmed by an external authority.
- ❖ With respect to executive management, most countries considered switching to a “managerial” type of leadership, which appears to have contributed to greater autonomy in the management of universities and determination of their internal structure.

Thank you for your attention!