



## **Governing bodies of higher education institutions: Roles and responsibilities**

### **Brief Summary of the Conclusions of the IMHE OECD Conference on the Governance of Universities and other Higher Education Institutions.**

#### 1. Governance

The more external pressure and competition an institution is subject to, the more capacity it will need to make proactive, strategic and sometimes tough decisions.

#### 2. Regulation

The more regulated an institution is, the less is the role and accountability of the Governing Board.

#### 3. Size of the Board

The bigger the Board, the smaller the group of real decision makers within it.

#### 4. Role of the Board

The better the role and responsibility of the Board are defined, and the line is drawn between [strategic] management and academic issues, the better will be the relations between the Board on the one hand and the academic staff and their committees on the other.

#### 5. Governance standards

The higher the standards of governance set by the Board - including quality of analysis, initiatives, decision making, implementation and audit – the better the whole institution will work and the less the Board will have to deal with crises within the organisation.

#### 6. Dialogue

The more dilemmas and paradoxes there are embedded in a decision, the more dialogue between internal and external members of the board is needed to reach the right decision and the right understanding of the decision