



**OECD**

**GUIDE FOR MEMBERS**

**OF THE IMHE GOVERNING BOARD**

# Institutional Management in Higher Education

Programme on Institutional Management in Higher Education



# Welcome!

**T**he OECD is pleased to welcome you as a member of the IMHE Governing Board. Your essential role is to ensure the relevance and vitality of IMHE and its work. Governing Board members' input can directly influence the direction of the OECD's work on higher education, as well as the quality and interest of IMHE reports.

This brochure provides an overview of your role. More detailed information regarding the role of an IMHE Governing Board member is available in supplementary documentation.

If you would like more information, please do not hesitate to contact us at: [IMHE@oecd.org](mailto:IMHE@oecd.org).

## About IMHE

The Programme on Institutional Management in Higher Education (IMHE) is based in the OECD's Directorate for Education. Founded in 1969, the Programme now has more than 250 members from over 50 countries. IMHE is a permanent forum for education professionals to exchange experiences and benefit from shared reflection, thought and analysis. The main focus of IMHE's work is the governance and management of higher education systems and institutions in a changing policy environment. Ongoing activities include: higher education in regional and city development; the quality of teaching and the assessment of learning outcomes; and the management of internationalisation.

[www.oecd.org/edu/imhe](http://www.oecd.org/edu/imhe)

## Legal and structural issues

Governing Board members are nominated for a fixed three-year term. They can only be re-elected once (although this does not apply in a country in which there is only one member institution).

Participants in each member country will, together, elect one or two representatives to the Governing Board subject to a procedure approved by the Governing Board. Participants from non-member economies may participate in the Governing Board, either as full participants or observers, as decided by the Governing Board. For more detailed information, please contact the Secretariat.

Currently, the Governing Board has one chair and 5 vice-chairs. The chair and vice-chairs constitute the Bureau. The Bureau assists the Governing Board in preparing meetings, providing guidance to the Secretariat as required on issues arising between meetings and the planning of the Programme of Work.

A more detailed explanation of the Bureau's role can be found in EDU/IMHE/GB(2008)5, which you can obtain from the Secretariat.

The Governing Board's decisions should reflect the Organisation's overall strategy. The activities and other recommendations should be in line with the priorities of the Education Policy Committee.

## Your role is to:

- develop and approve the IMHE Programme of Work and its budget;
- prioritise IMHE activities and outputs;
- formulate recommendations for activities that have major policy implications;
- evaluate the outcomes of IMHE work;
- monitor the quality and timeliness of output results, activities and projects;
- disseminate the results of IMHE work to IMHE members in both your own country and internationally;
- determine annual member fees;
- provide guidance on candidates for Programme membership.

# What it means to be involved

- Governing Board members need to be familiar with standard OECD meeting protocol, as well as the context within which Governing Board meetings take place. This includes the OECD's medium-term strategy and budget process, the IMHE Mandate and its Programme of Work. The Secretariat will ensure that relevant documents are brought to your attention.
- Members should attend the Governing Board meetings regularly and keep new delegates informed, if necessary.
- It is essential that Governing Board members remain informed, up-to-date and prepared prior to Governing Board meetings.
- Governing Board members should keep in mind, when stating a preference on priorities, that they represent a collective of organisations and institutions and not an individual viewpoint.
- Members should be familiar with the position adopted by their country delegates at the Education Policy Committee subsidiary bodies and related committees. They should remain in contact with their country's Permanent Delegation to the OECD. The principle of "one country one voice" is fundamental to the success of the OECD's work.

## ***Encourage balanced and responsible strategic thinking***

- > Governing Board members should think collectively and frankly, on successes and failures, and their underlying costs, drawing on the experience of member countries;
- > Members should make balanced comments and provide constructive guidance.

### *Inform and be informed*

- > Governing Board members should keep abreast of IMHE activities (activities reports, newsletters, website, documentation).
- > They are expected to participate in IMHE events whenever possible.
- > Governing Board members should be in regular contact with IMHE members in their respective country, so as to remain keenly aware of their needs, and should keep the Secretariat informed.
- > A report of meetings attended by Governing Board members should be provided to member institutions in their respective countries.
- > Governing Board members must give priority to recruiting new member organisations from their country.

## How a meeting works

Governing Board agenda items are fairly broad. These items originate with the Governing Board and/or the Secretariat and, at times, can be an OECD requirement. The Governing Board Chair must approve the agenda before it is circulated to other Governing Board members. Given time constraints, activities are selected by their progress, their potential impact and the interest shown by the Governing Board. Items are presented for decision and approval, whilst others are simply for information, not requiring approval.

Outside of the scheduled meeting, the Board can be consulted via written procedure. Under this procedure, Governing Board members have 3-6 weeks to provide comments. If no comments are received, the point will be considered agreed.

## ***Documentation***

The agenda is distributed approximately six weeks prior to the meeting. The Secretariat aims to make documents available as early as possible and no later than 7 days prior to the meeting in the two official OECD languages (English and French), according to the Rules of Procedure of the Organisation [C(2007)14/FINAL]. They are distributed via email and, for those who have access, via the OLIS system. Each document has an official reference number.

## ***Location***

Governing Board meetings are generally held at OECD headquarters in Paris ([www.oecd.org/conferencecentre](http://www.oecd.org/conferencecentre)). They can, however, be held elsewhere under certain conditions. If you would like the meeting to be held in your country, please contact [leslie.diamond@oecd.org](mailto:leslie.diamond@oecd.org).



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Find more information at

[www.oecd.org/edu/imhe/join](http://www.oecd.org/edu/imhe/join)

or contact

[imhe@oecd.org](mailto:imhe@oecd.org)

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