

University autonomy – key principles



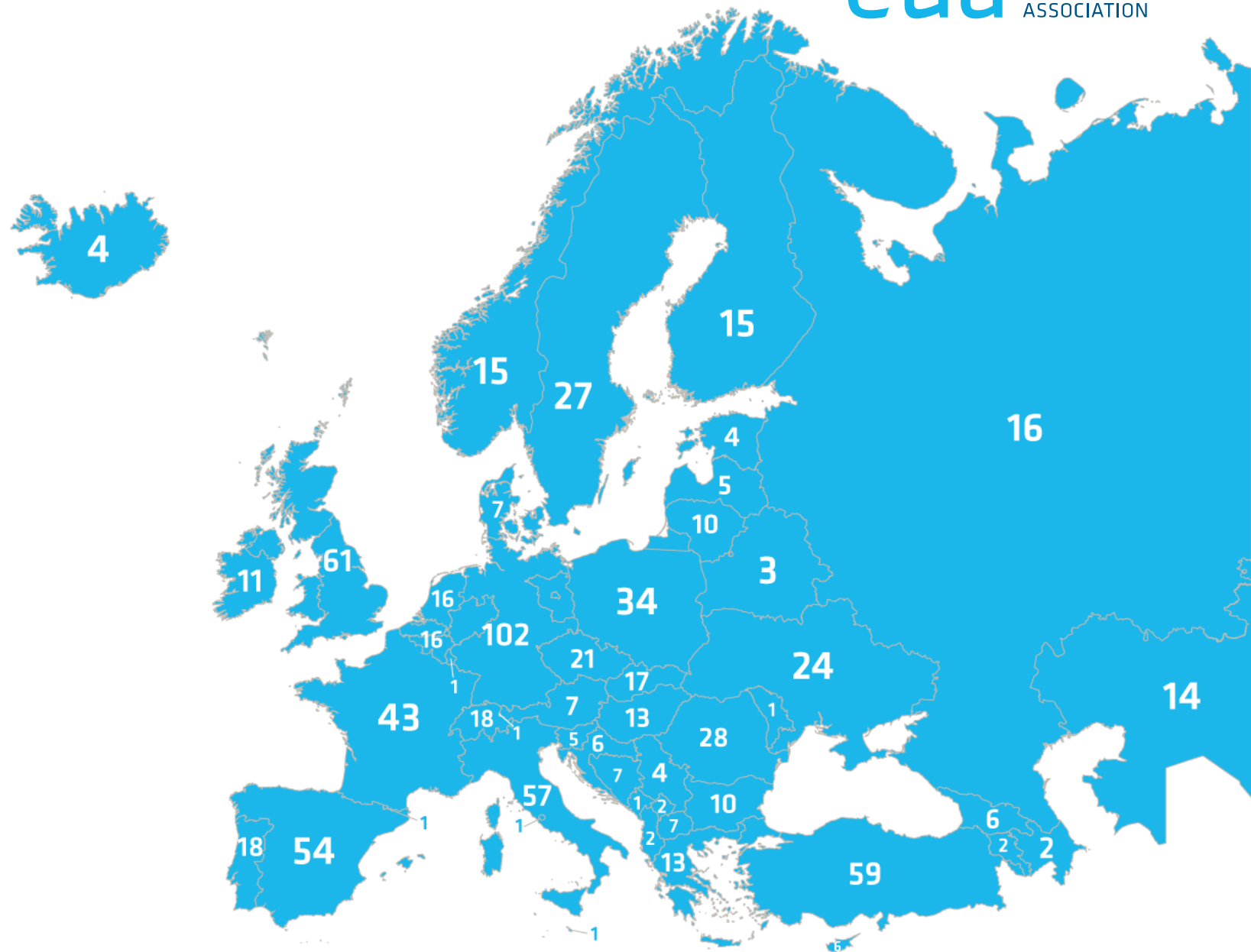
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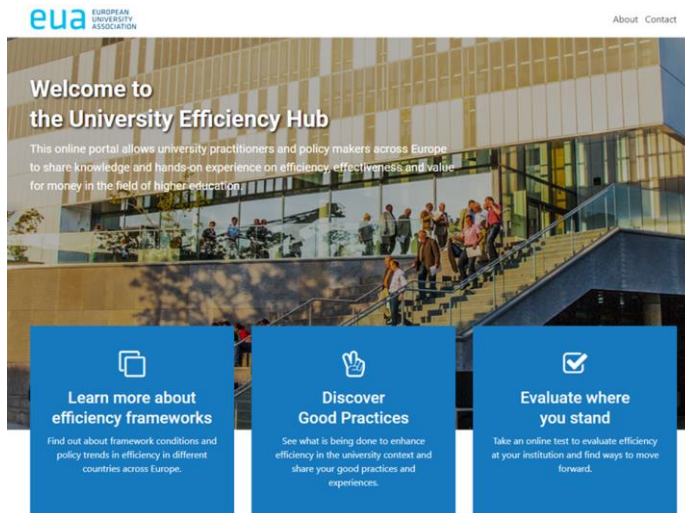
International online forum “Global in the Regional:
Kazakhstan in the Bologna Process and EU projects”

EUA has about
850 members
based in 48
countries

14 in Kazakhstan



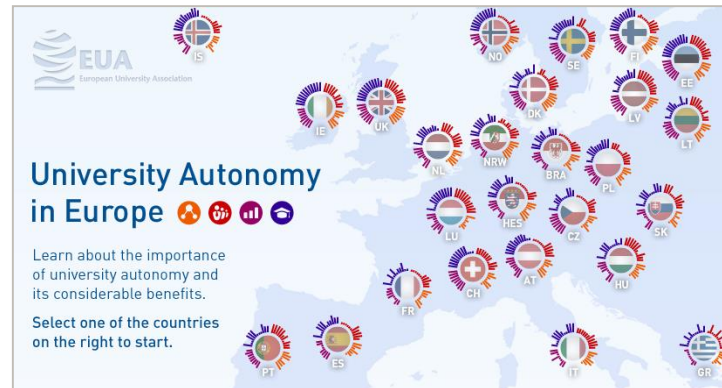
Funding, governance and public policy development: analytical tools



Ustream project | Universities for
Strategic,
Efficient &
Autonomous
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Efficient and effective funding systems: DEFINE and USTREAM

<http://bit.ly/ustream-project>



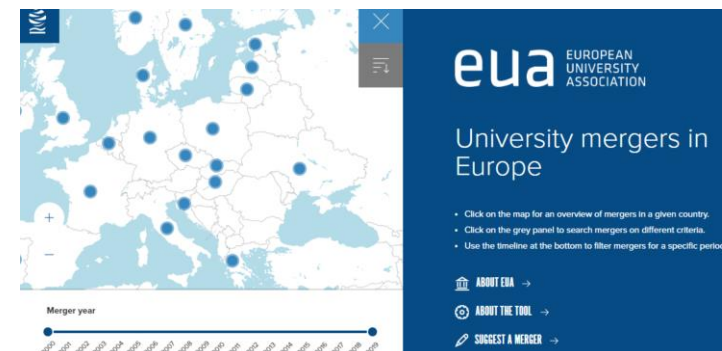
EUA university autonomy scorecard, comparing degree of autonomy in 29 systems

www.university-autonomy.eu



Annual monitoring of trends in public funding since 2008 in 30 systems

<http://bit.ly/public-funding-observatory>



Interactive map of university mergers in Europe, monitoring mergers and concentration processes www.university-mergers.eu

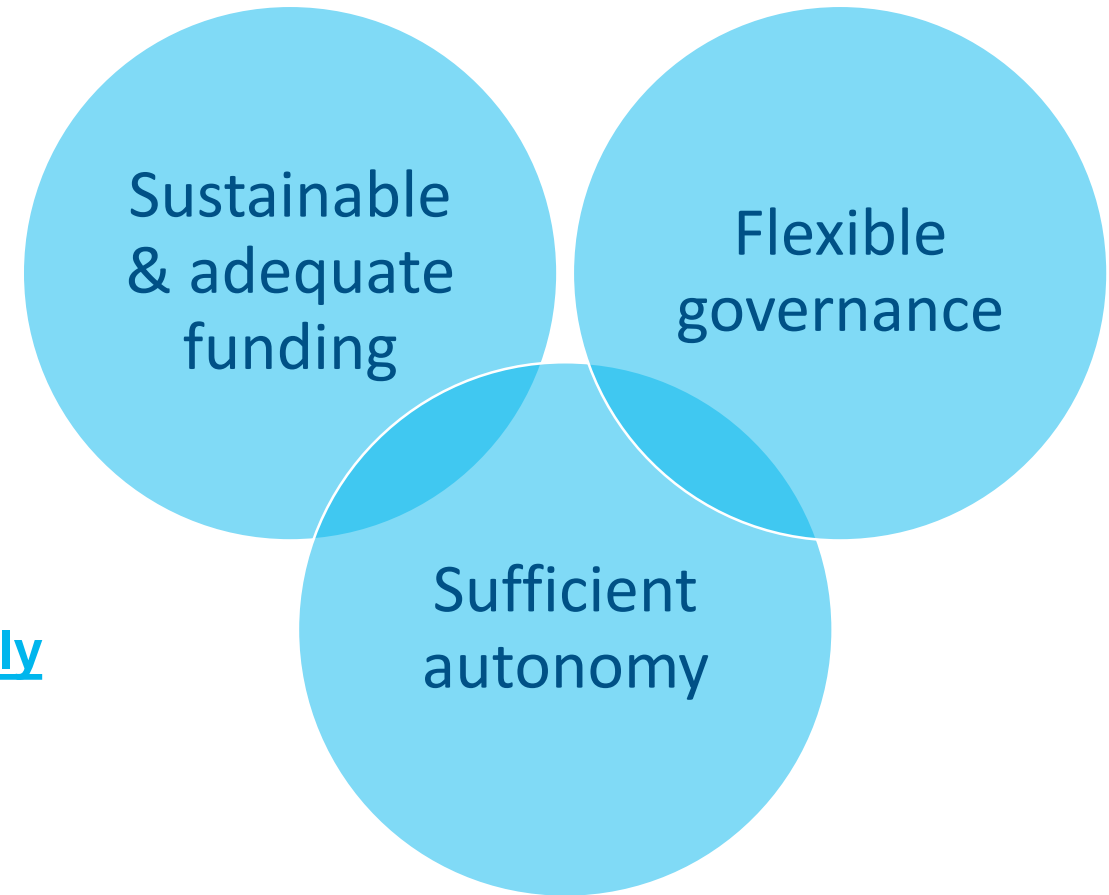
Evolving missions

University missions are changing due to:

- Societal change (crisis)
- Technological change (digital transformation)
- Global challenges (sustainability)

... and because universities want to be active in developing their society, locally, nationally, and globally

Enabling frameworks



The EUA autonomy scorecard tool

Autonomy dimensions

Organisational

- Rector selection procedure/criteria
- Rector term of office/dismissal
- Inclusion/ selection of external members for the governing bodies
- Academic structure decisions
- Creation of legal entities

Financial

- Length/type of public funding
- Keeping a surplus
- Borrowing
- Building ownership
- Tuition fees for national/EU students
- Tuition fees for non-EU students

Staffing

- Recruitment procedures
- Salaries
- Dismissals
- Promotions

Academic

- Setting total student numbers
- Selecting students
- Introducing/terminating study programmes
- Choosing language of instruction
- Selecting QA mechanisms/QA providers
- Study programme content design

Key enablers

- Strategic governance
- Strategic planning
- Leadership engagement
- Shared services
- Collaboration

- Facility use & space optimisation
- Strategic financial management & allocation to priorities
- Procurement
- Internal incentive schemes

- Career path models adapted to new ways of conducting research and L&T
- Incentives
- Skills development, staff training (diversity)

- Technology enhanced learning
- Design & introduction of programmes
- Admission policies

TRUNAK project

Key objectives



17 partners

www.trunak.eu

- Analysis of the state of the play and need of university autonomy in Kazakhstan
- To clearly define the roles of key stakeholders of academic governance
- To engage the stakeholders in a more in-depth debate on autonomy and provide institutional perspective on autonomy
- To contribute to a constructive discussion together with the Ministries, about the model of governance to apply in Kazakh universities
- To disseminate the results and achievements of the project and the experiences of other university sectors in Europe

Horizontal elements for the analysis (EUA)

- Complex, dense and detailed regulatory framework for Kazakh universities
- Difficult to obtain a clear overview of the different regimes applicable
- Different university statuses but common legal provisions in some cases, specific provisions in other cases
- Fragmented views & lack of awareness / understanding of where decision-making powers effectively lie in university governance
- No clear, direct relationship between status and degree of autonomy

Findings from the analysis



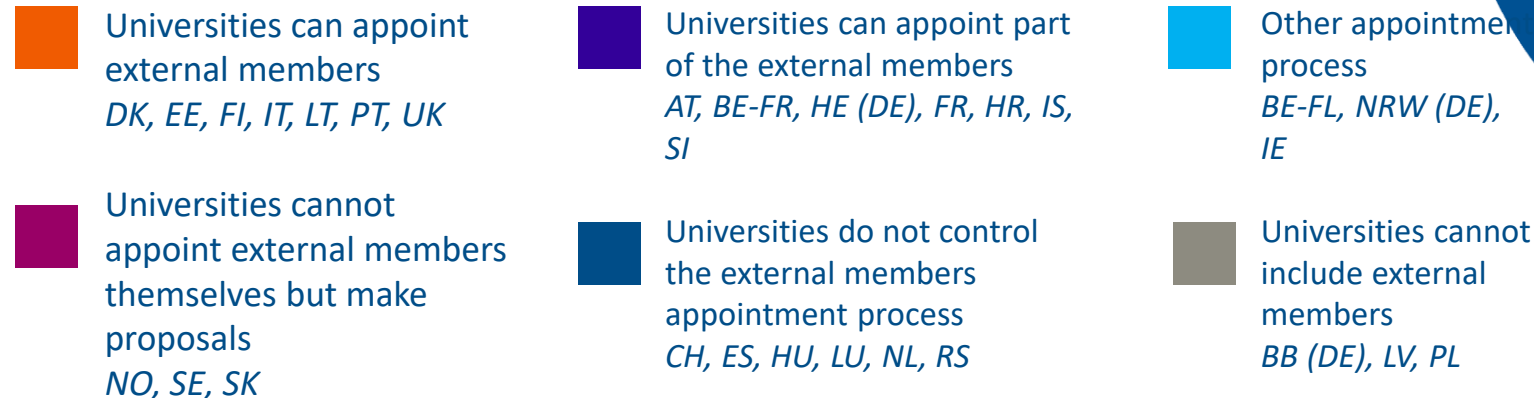
- A higher education system in expansion, with 1/4 state-sponsored students
- Insufficient and highly polarised funding
- Limited research capacity & research funding in universities
- Over-regulation and multiplicity of statuses with little impact
- Limited transferability of regulatory framework and practices of Nazarbayev University
- Top-down approach and lack of trust
- Implementation gap: in some areas, universities do not / cannot make use of autonomy
- Potential in Joint stock company status: but system of “sole shareholder” does not improve autonomy – in principle the status opens the possibility of new practices

Developments

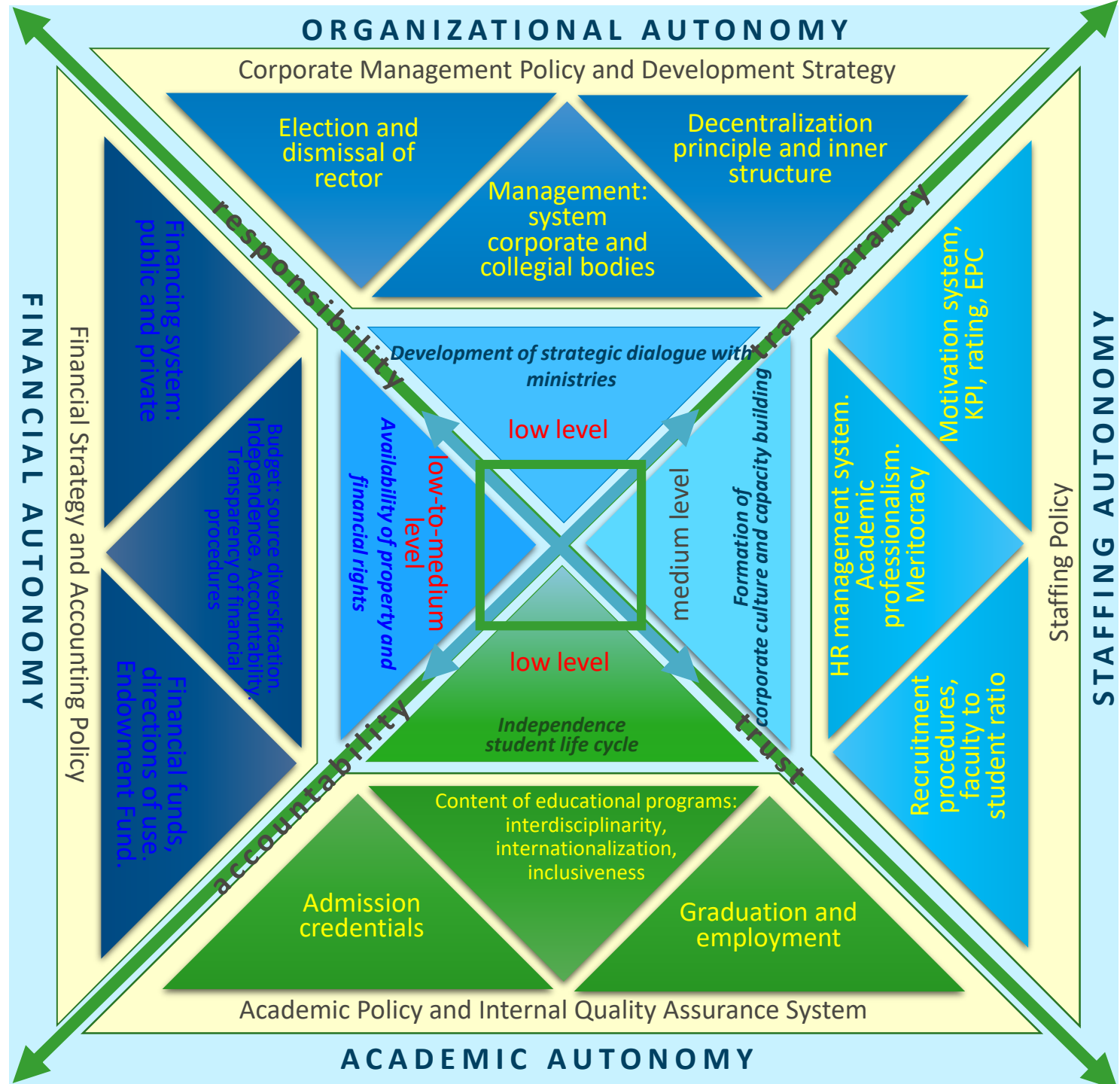
- 2018 law progressively implemented in regulatory acts
- Elements proceeding from TRUNAK recommendations have been taken up in some areas, notably in academic autonomy (for instance curriculum design)
- However, granting autonomy means empowering and supporting universities to take ownership – not regulation at a lower level (by-laws)
- Changing state universities towards joint-stock company status is a welcome development (EUA analysis showed JSC had some interesting features that could serve as a model)
- However the regulation around the composition of governing bodies does not bring Kazakh universities closer to European standards
- Selection of rectors is also not in line with European trends

Selection of external members in governing bodies:

Variety of models



Autonomy model developed by Kazakh TRUNAK partners



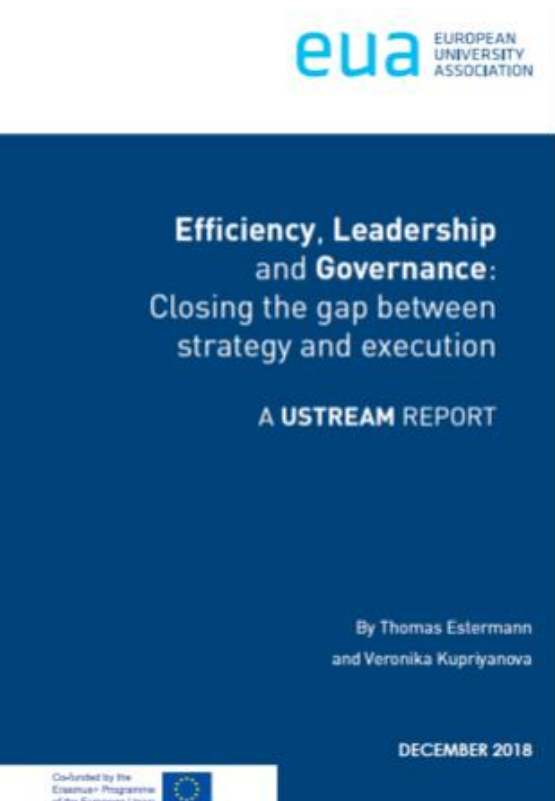
PROMOTING A STRATEGIC DIALOGUE



- Establish climate of trust & regular dialogue between public authorities and sector representatives to ensure that decisions are fit for purpose and adequately implemented
- Develop a coherent policy and be transparent in order to avoid insecurity among stakeholders
- Streamline & simplify rules and regulations
- Establish an implementation plan with a clear timeline, steps to take and priorities

Building up the capacities of universities

- Need to develop a strategic approach towards university management
- Need to develop managerial skills at the level of university leadership
- Need to establish/strengthen the intermediate level of management, overcoming excessive segmentation of university structure
- Need to provide career paths for the young generation (academics and administrators)



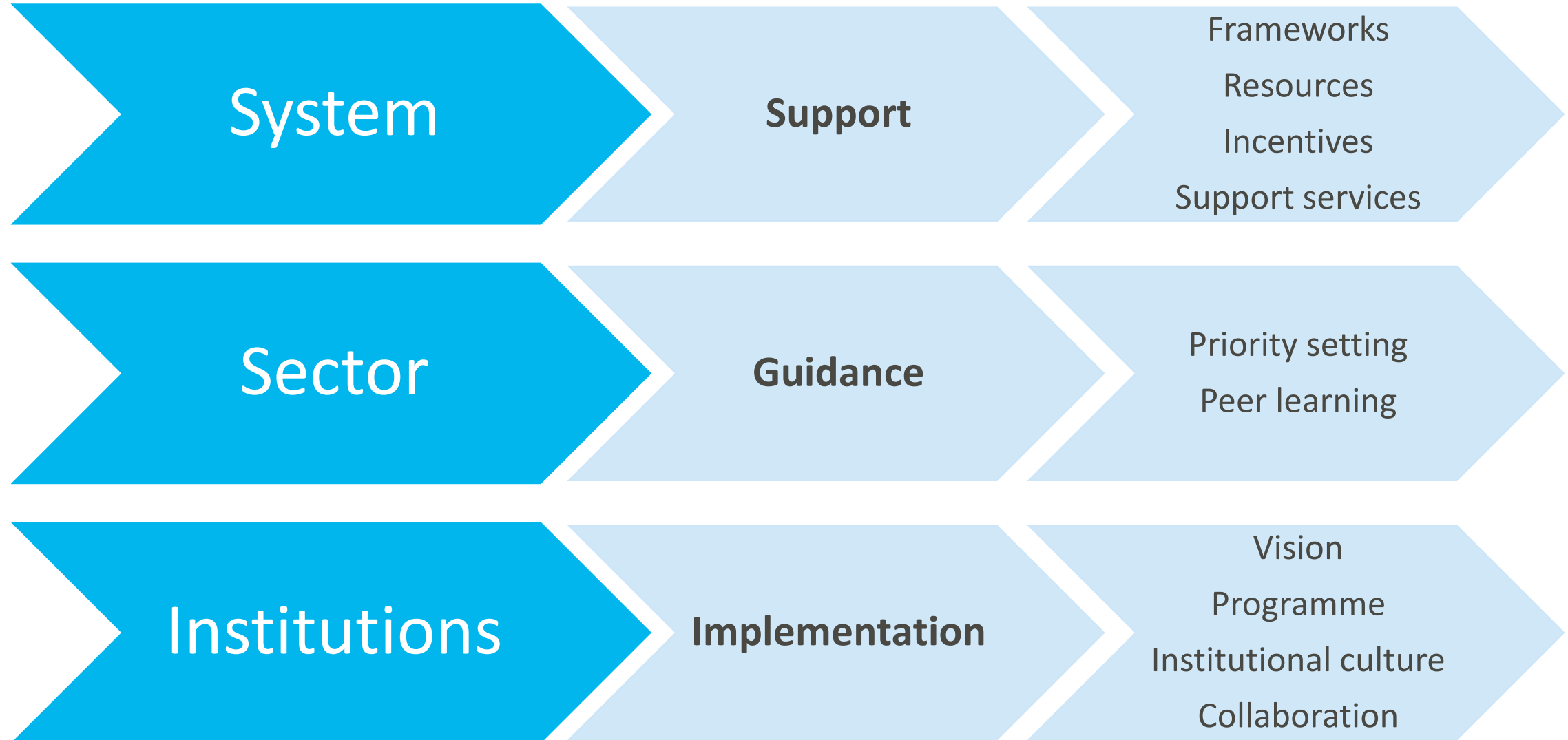
Support is needed to attain these goals

Fostering financial sustainability

The funding model should:

- Establish an appropriate balance between public & private funding, by increasing public funding to ensure a certain degree of sustainability of university operations
- Be based on clear, transparent, predictable and stable allocation mechanisms
- Be related to costs – pre-condition: knowledge of costs (ability to generate data)
- Provide incentives to attract complementary funding from business/society (e.g. tax exemptions)
- Be based on appropriate accountability mechanisms

Success will come through collective ownership



THANK YOU!

Full report and further information
available on the TRUNAK project website

www.trunak.eu

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Partners



Karaganda State Medical
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Astana Medical
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HTA Camp