

MANAGEMENT OF HIGHER EDUCATION FACILITIES IN THE UK AND UKRAINE

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The topic of this article is to demonstrate the difference and common features of management of system of higher education in the United Kingdom and Ukraine. The subject on analysis includes University of Warwick located in the UK and National University of Food Technologies, Ukraine. The aim of the article is to investigate how higher education facilities are managed in the UK and Ukraine keeping and to underline key features of both approaches. Management of higher education facilities is studied as both “inner” and “outer” i.e. both self-governance and universities’ interaction with government. Most attention is drawn to “inner” management as it has more influence on day-to-day routine of education facilities.

Key words: *state-owned university, academic council, supervisory board, vice-chancellor, deputy to rector.*

Traditionally the approach to management of universities in Ukraine and the UK is completely different and thus interesting subject to study. The differences are brought both historically and due to rapid transformation of society and state of Ukraine during past decades. This article mainly dwells upon how universities are managed including organizational approaches and asset management.

As an example we consider University of Warwick (Coventry, United Kingdom) and National University of Food Technologies (Kiev, Ukraine). Both of them are quite young, of course within the scale of other universities lifetime in corresponding countries, both are mainly aimed at technology and business administration, both of them are managed in the way typical for the countries they are located in and thus they seem to be an adequate subject of comparative study. This comparison includes two main fields of organization and management: universities’ “outer” management meaning how they collaborate with governments of their countries and “inner” management, i.e. how the university behaves as independent organisation. In this article we consider peculiarities of both academic and administrative management of higher education facilities.

Based in Kyiv National University of Food Technologies is state-owned and funded education and research facility. This situation is quite typical for higher education facility in Ukraine (as well as for other countries of the former Soviet Union and Russian Empire) where top universities are both state-owned and state-funded. The government, namely the Ministry of Education, also develops and provides standards for higher education all universities must obey to have desired accreditation level and keep their educational licenses. Talking about organizational structure of National University of Food Technologies (NUFT here and below) it is necessary to mention it is significantly different from the one of the University of Warwick. The main similarity is that both academic and administrative leader of the NUFT is its Rector (position in its status and duties close to Vice-Chancellor in Warwick). NUFT has no supervisory board (Steering Committee in Warwick) which is again typical for the majority of universities. On the contrary, vast majority of universities in the UK, continental Europe and the US have their own supervisory boards [4].

The rector of NUFT is chief administrative and academic manager of the university responsible for both long-term strategy and day-to-day maintenance. His direct subordinates are five deputies to rector (traditionally called prorectors in post-Soviet countries and in Brasil) each responsible for some particular area of university life. In NUFT there is the chief deputy to rector and four deputies to rector for the following areas:

- for education and pedagogy

- for science
- for social routine and maintenance
- for R&D

According to the university charter Academic Council is supreme governmental body of the university. Its members are assigned by rector. Academic Council determines long-term development strategy and its members are university staff. In some way it performs as Steering Committee of Warwick. The clue difference here is that members of Steering committee of University of Warwick is located in rural area near Coventry in West Midlands, UK. This higher education facility is governed by three formal bodies: the Court, Council and the Senate[1]. All those bodies perform as Academic Council of NUFT. Unlike Ukraine the bodies are independent from government and are self-managed.

In addition to these, a Steering Committee provide strategic leadership in meetings of the formal bodies. Faculties are overseen by Faculty Boards which report to the Senate. The Principal Officers of the university have responsibility for day-to-day operations of the University. [2]

The Vice-Chancellor and President is the Chief Executive Officer of the University and thus chief academic and administrative officer, and has responsibility for the development and implementation of institutional strategy and delivery. They are supported by the Provost who leads on academic strategy and delivery, the Registrar who leads on administrative and commercial strategy and delivery, and the Group Finance Director who leads on financial strategy. Those three are similar to deputies to rector of NUFT.

However, as with all such structures, the informal lines of decision making and the sharing of responsibility for planning and strategy flatten the hierarchy. Institutional level decisions are initially made by a group comprising senior academics and the President of the Students' Union, supported by senior administrators, who form the Senate Steering Committee which operates much along the lines of a weekly cabinet for the University.

The Chancellor is the ceremonial Head of the University, whose official duties are to confer degrees on behalf of the University. This position has no immediately corresponding position in NUFT. Beyond the formal and representational duties, the Chancellor plays a key role in the University's life by promoting the work and ambitions of the University in the UK and overseas. The Chancellor also plays an important role in the development and fundraising activities of the University. Here we see the reflection of political system on the UK where the sovereign is the ceremonial Head of the State while "in-field" management is delegated to PM.

The Vice-Chancellor and President is the chief academic and administrative officer of the University. The Statutes prescribe that this person has 'a general responsibility to the Council and the Senate for monitoring and promoting the efficiency and good order of the University'. The Vice-Chancellor and President is the 'designated officer', as specified in the HEFCE Financial Memorandum, responsible for ensuring that the University complies with the terms and conditions specified by the Funding Council for the use of Funding Council funds and may be called, with the Chief Executive of the Funding Council who is the accounting officer for the institutions funded by the Council, to give evidence before the Public Accounts Committee. The Vice-Chancellor and President is a member of all University committees and chairs the Senate and a number of committees of the Council and the Senate.

Provost

The Provost is appointed on a full-time basis for a fixed period by the Council after consultation with the Senate. Subject to the direction of the Vice-Chancellor and President, the Provost leads on academic strategy (here it is similar to the duties of deputy to rector for education and pedagogy) and delivery and performs such duties as the Vice-Chancellor and President may delegate to them in the light of University priorities.

Registrar

The Registrar, subject to the direction of the Vice-Chancellor and President, has responsibility under University Statutes for the administrative delivery of the University. The

Registrar is supported by the following Senior Officers:

- Director, People Group
- Academic Registrar (Director, Education Group)
- Director, Engagement Group
- Librarian (Director, Knowledge Group)

Group Finance Director

The Group Finance Director is responsible for financial strategy and overseeing all financial arrangements of the University.

Pro-Vice-Chancellors

The Pro-Vice-Chancellors are appointed on a part-time basis for fixed periods by the Council. The Pro-Vice-Chancellors perform such duties as the Vice-Chancellor and Provost may delegate to them in the light of University priorities. This position is similar to chief deputy to rector of NUFT).

Chairs of Faculty Boards

The Chairs of the Faculty Boards support senior managers of the University. They are part-time elected positions and the appointment is made annually for a period of up to three years. The exception to this is the Board of the Faculty of Medicine where the Dean of the Warwick Medical School is an ex officio member and Chair of the Faculty Board. They each chair their respective Faculty Boards and are the representatives of the Faculties on various University committees:

Chair of the Board of the Faculty of Arts

Chair of the Board of the Faculty of Medicine

Chair of the Board of the Faculty of Science

Chair of the Board of the Faculty of Social Sciences[2]

To sum up it must be mentioned that universities of the UK and Ukraine have similar organisational structure when it comes to academic side but as for “outer” management they seem to behave in completely different way. Universities of the UK are more independent from government and their assets are not the property of the government. Both Ukrainian and British universities are state-funded but the ones in the UK vastly use fund-raising. Both NUFT and Warwick Universities are managed by CEO (rector and Vice-Chancellor respectively). Both universities have representative managing body including university staff (Academic Council and Senate Steering Committee respectively). So talking about “inner” management both universities are not that different as for “outer” management. The most significant difference as for the topic of the article is the presence of Council in the University of Warwick whose members can be out of University’s staff and even not employed in education but can contribute with their professional expertise to the work of the University. NUFT’s Academic Council includes only the members of University’s staff.

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