

GOVERNANCE AND MANAGEMENT IN HIGHER EDUCATION

Edited by Enakshi Sengupta,
Patrick Blessinger and Nasiruddin Nezaami

INNOVATIONS IN HIGHER
EDUCATION TEACHING AND LEARNING

VOLUME 43

GOVERNANCE AND
MANAGEMENT IN HIGHER
EDUCATION

INNOVATIONS IN HIGHER EDUCATION TEACHING AND LEARNING

Senior Series Editor: Patrick Blessinger, St John's
University and Higher Education Teaching and
Learning Association, USA

Associate Series Editor: Enakshi Sengupta, Higher
Education Teaching and Learning Association, USA

Published Volumes:

- Volume 26 International Perspectives on Improving Student Engagement: Advances in Library Practices in Higher Education – Edited by Enakshi Sengupta, Patrick Blessinger and Milton D. Cox
- Volume 27 Improving Classroom Engagement and International Development Programs: International Perspectives on Humanizing Higher Education – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla Makhanya
- Volume 28 Cultural Competence in Higher Education – Edited by Tiffany Puckett, and Nancy Lind
- Volume 29 Designing Effective Library Learning Spaces in Higher Education – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla S. Makhanya
- Volume 30 Developing and Supporting Multiculturalism and Leadership Development – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla S. Makhanya
- Volume 31 Faculty and Student Research in Practicing Academic Freedom – Edited by Enakshi Sengupta and Patrick Blessinger
- Volume 32 International Perspectives on Policies, Practices & Pedagogies for Promoting Social Responsibility in Higher Education – Edited by Enakshi Sengupta, Patrick Blessinger and Craig Mahoney
- Volume 33 International Perspectives on the Role of Technology in Humanizing Higher Education – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla S. Makhanya
- Volume 34 Humanizing Higher Education through Innovative Approaches for Teaching and Learning – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla S. Makhanya
- Volume 35 Humanizing Higher Education through Innovative Approaches for Teaching and Learning – Edited by Enakshi Sengupta, Patrick Blessinger and Mandla s. Makhanya
- Volume 36 Integrating Research-based Learning across the Curriculum – Edited by Enakshi Sengupta and Patrick Blessinger
- Volume 37 International Perspectives in Social Justice Programs at the Institutional and Community Level – Edited by Enakshi Sengupta and Patrick Blessinger
- Volume 38 The Role of External Examining in Higher Education: Challenges and Best Practices – Edited by Enakshi Sengupta, Patrick Blessinger, Andrew Ssemwanga, and Barbara Cozza
- Volume 39 International Perspectives on Supporting and Engaging Online Learners – Edited by Jaimie Hoffman and Patrick Blessinger
- Volume 40 International Perspectives in Online Instruction – Edited by Jaimie Hoffman and Patrick Blessinger
- Volume 41 New Student Literacies amid COVID-19: International Case Studies – Edited by Enakshi Sengupta and Patrick Blessinger
- Volume 42 Innovative Approaches in Pedagogy for Higher Education in Classrooms – Edited by Enakshi Sengupta and Patrick Blessinger

INNOVATIONS IN HIGHER EDUCATION TEACHING AND
LEARNING VOLUME 43

**GOVERNANCE AND MANAGEMENT
IN HIGHER EDUCATION**

EDITED BY

ENAKSHI SENGUPTA

American University of Afghanistan, Afghanistan

PATRICK BLESSINGER

St. John's University, USA

and

NASIRUDDIN NEZAAMI

American University of Afghanistan, Afghanistan

Created in partnership with the
International Higher Education Teaching and Learning Association



**Higher Education
Teaching & Learning**

<https://www.hetl.org/>



**emerald
PUBLISHING**

United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2022

Editorial Matter and Selection © 2022 Enakshi Sengupta, Patrick Blessinger and Nasiruddin Nezaami. Published under exclusive license.
Individual chapters © 2022 Emerald Publishing Limited.

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80043-729-6 (Print)
ISBN: 978-1-80043-728-9 (Online)
ISBN: 978-1-80043-730-2 (Epub)

ISSN: 2055-3641 (Series)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

CONTENTS

Series Editors' Introduction

vii

PART I GOVERNANCE AND DAILY PRACTICES

Chapter 1 Introduction to Governance and Management in Higher Education <i>Enakshi Sengupta, Patrick Blessinger and Nasiruddin Nezaami</i>	3
Chapter 2 The Role of Enterprise-wide Risk Assessment in Developing Resilient Higher Education Institutions <i>Christopher Bamber</i>	13
Chapter 3 Building Trust and Collaborative Participation in The Strategic Plan: Exploring the Interplay of Governance and Daily Practices at Williams College <i>Damien Boutillon</i>	35
Chapter 4 Improving Operational – Developmental Connections: Creating Positive “Butterfly Effects” in Universities <i>Russell Foote and Eglantina Hysa</i>	57
Chapter 5 Higher Education Professional Services Staff as Regulatory Policy Actors: An English Case Study <i>Françoise McKay</i>	71
Chapter 6 Academic Municipalities: Understanding University Governance as Urban Politics <i>Ryan Litsey and Jon McNaughtan</i>	89
Chapter 7 Processes for Managing Risk in Higher Education <i>Rebecca Page-Tickell and Graeme Sloan</i>	105

**PART II
STRATEGIC PLANS AND POLICIES**

Chapter 8 Governance of Universities as Public Higher Education Institutions: A South African Context <i>Adèle L. Moodly and F. Owen Skae</i>	125
Chapter 9 What is the Mission of this University? The Question of Isomorphism and Quality Practices in the Era of Institutional Rankings <i>Nomanesi Madikizela-Madiya</i>	143
Chapter 10 Higher Education Institutions: Creating and Implementing Regional Innovative Knowledge Communities – A Comparative Study of Finland and Australia <i>Sharon Lierse, Ilkka Väänänen, Kati Peltonen, Kirsi Kiiskinen, Chloe Ward and Bruce Wilson</i>	157
Chapter 11 Beyond the Champion – Governance and Management of Strategic Innovation in Higher Education Teaching and Learning <i>Anahita Baregheh, Thomas Carey and Gina O’Connor</i>	175
<i>About the Authors</i>	205
<i>Name Index</i>	213
<i>Subject Index</i>	221

SERIES EDITORS' INTRODUCTION

INNOVATIONS IN HIGHER EDUCATION TEACHING AND LEARNING

The purpose of this series is to publish current research and scholarship on innovative teaching and learning practices in higher education. The series is developed around the premise that teaching and learning is more effective when instructors and students are actively and meaningfully engaged in the teaching-learning process.

The main objectives of this series are to:

- 1) present how innovative teaching and learning practices are being used in higher education institutions around the world across a wide variety of disciplines and countries,
- 2) present the latest models, theories, concepts, paradigms, and frameworks that educators should consider when adopting, implementing, assessing, and evaluating innovative teaching and learning practices, and
- 3) consider the implications of theory and practice on policy, strategy, and leadership.

This series will appeal to anyone in higher education who is involved in the teaching and learning process from any discipline, institutional type, or nationality. The volumes in this series will focus on a variety of authentic case studies and other empirical research that illustrates how educators from around the world are using innovative approaches to create more effective and meaningful learning environments.

Innovation teaching and learning is any approach, strategy, method, practice or means that has been shown to improve, enhance, or transform the teaching-learning environment. Innovation involves doing things differently or in a novel way in order to improve outcomes. In short, innovation is positive change. With respect to teaching and learning, innovation is the implementation of new or improved educational practices that result in improved educational and learning outcomes. This innovation can be any positive change related to teaching, curriculum, assessment, technology, or other tools, programs, policies, or processes that leads to improved educational and learning outcomes. Innovation can occur in institutional development, program development, professional development, or learning development.

The volumes in this series will not only highlight the benefits and theoretical frameworks of such innovations through authentic case studies and other empirical research but also look at the challenges and contexts associated with implementing

and assessing innovative teaching and learning practices. The volumes represent all disciplines from a wide range of national, cultural and organizational contexts. The volumes in this series will explore a wide variety of teaching and learning topics such as active learning, integrative learning, transformative learning, inquiry-based learning, problem-based learning, meaningful learning, blended learning, creative learning, experiential learning, lifelong and lifewide learning, global learning, learning assessment and analytics, student research, faculty and student learning communities, as well as other topics.

This series brings together distinguished scholars and educational practitioners from around the world to disseminate the latest knowledge on innovative teaching and learning scholarship and practices. The authors offer a range of disciplinary perspectives from different cultural contexts. This series provides a unique and valuable resource for instructors, administrators, and anyone interested in improving and transforming teaching and learning.

Patrick Blessinger
*Founder, Executive Director, and Chief Research Scientist,
International HETL Association*

Enakshi Sengupta
*Director – Centre for Teaching Learning & Associate Professor
Business – American University of Afghanistan*