

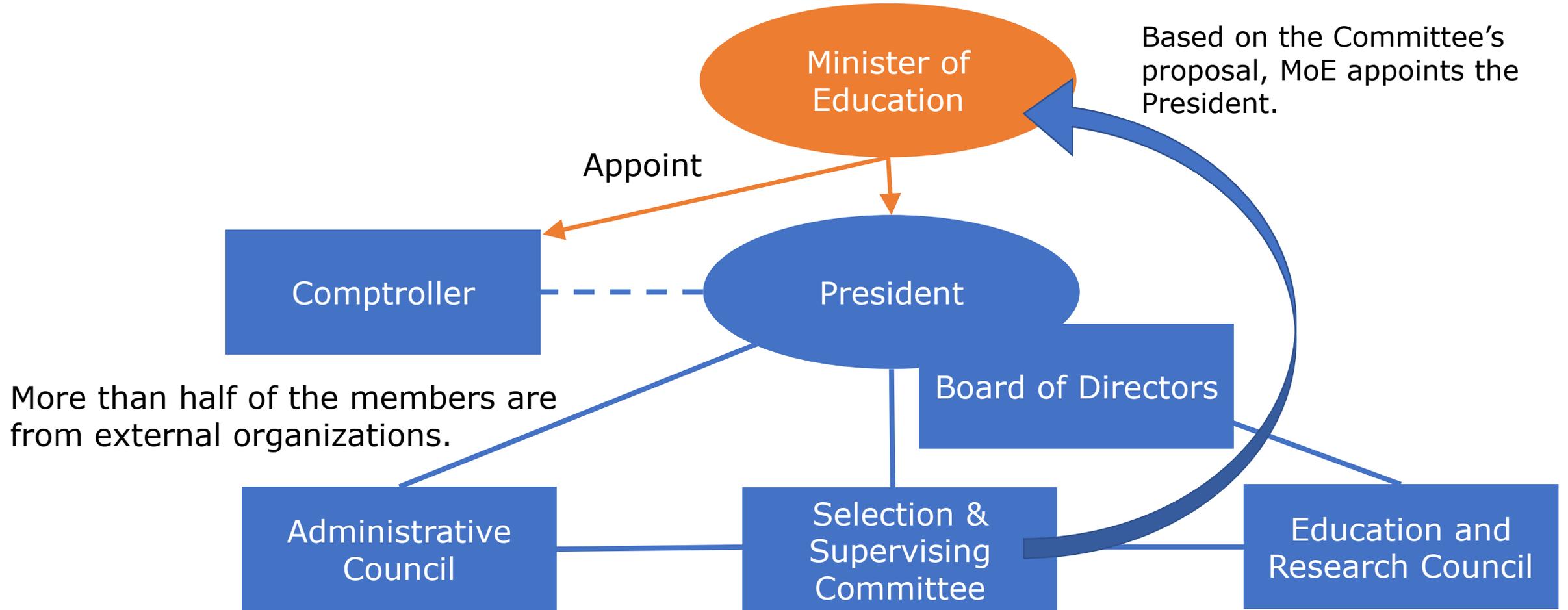
# Governance in world-class universities

The University of Tokyo

# “World-class University Project”?

- Latest project launched by the Japanese government to nurture world-class universities
- The government fund (USD 75 billion) is expected to bring USD 3 billion investment profit at best: the profit will be divided by the selected universities.
- The idea is to introduce “autonomous and responsible governance” including new positions or structures such as provost, CFO, and a governing board responsible for long-term direction of the university management.
- Background: Past problems related to Japanese universities’ governance structures

# Governance at UTokyo



\*UTokyo has two councils and the President is required to consult them about important matters.

# Selection & Supervising Committee

Number of members	16 (8 members each from Administrative Council and Education & Research Council)
Age	40s(1),50s(6),60s(6),70s(3)
External members	8 members (from Administrative Council)
Length of Term	Members from Administrative Council: 2 years Members from Education and Research Council: 3 years
How often the meeting is held	5~7times/year (2018-7times, 2019-6times, 2020-12times, 2021-6times, 2022-5times, ※2020 is the year for selecting the next President.)
Role	(1) Selection of the President (2) Proposal for dismissal of the President (3) Confirmation of the status of the President's execution of duties and interim evaluation (4) Deliberation on matters related to the term of the President (5) Deliberation on whether or not to establish a university general director

# Discussion Questions

Q1.

Does your university have a “Board of Governors/Trustees” or something equivalent to these? How is it structured?

Q2.

If possible, please share your opinion on whether or not there are any benefits or risks in having a “Board of Governors/Trustees.”

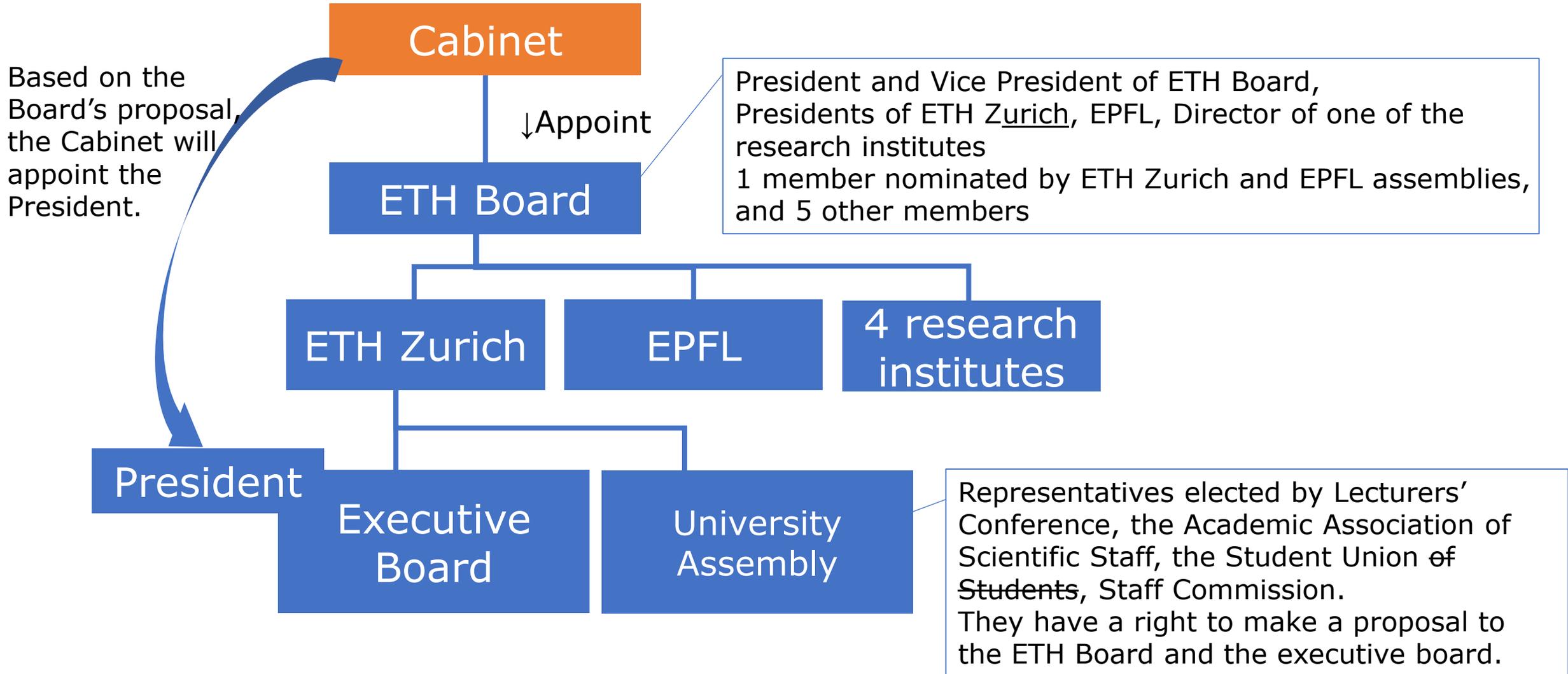
Q3.

Are there any difficulties you have experienced with the board?



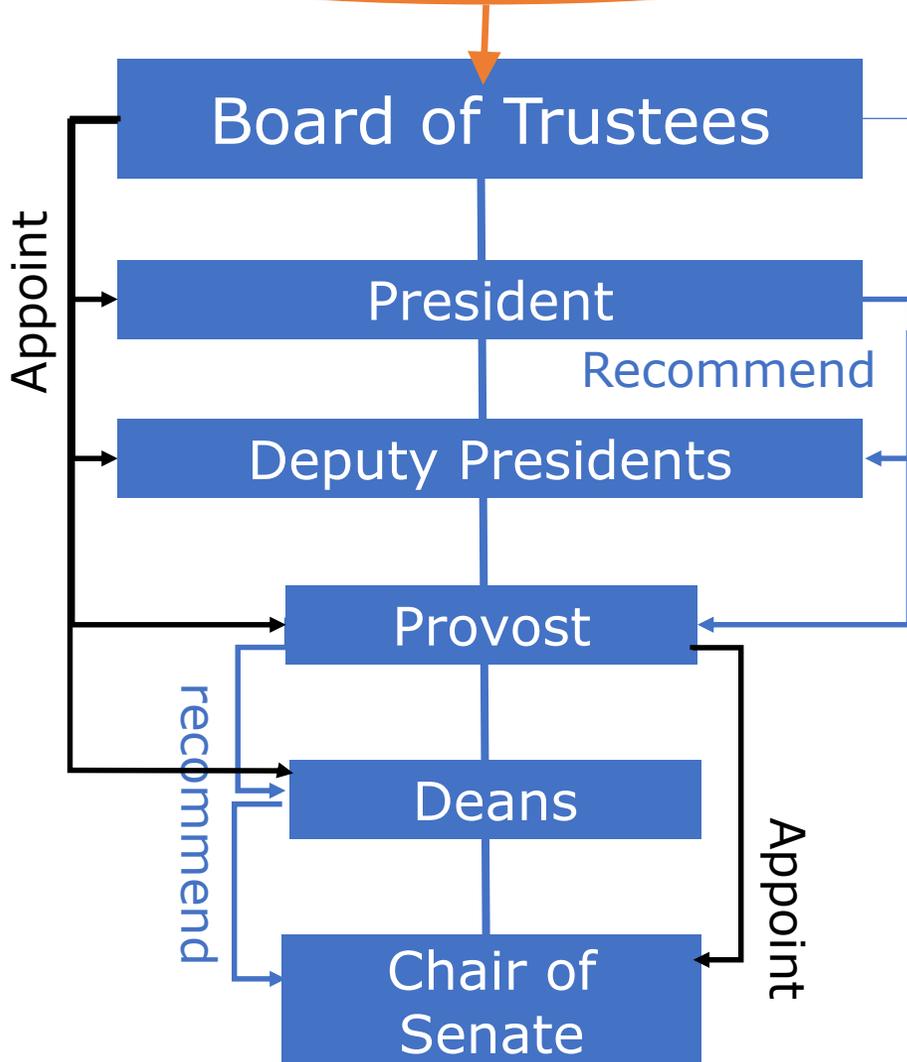
# ETH Zurich

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# National University of Singapore

Minister for Education

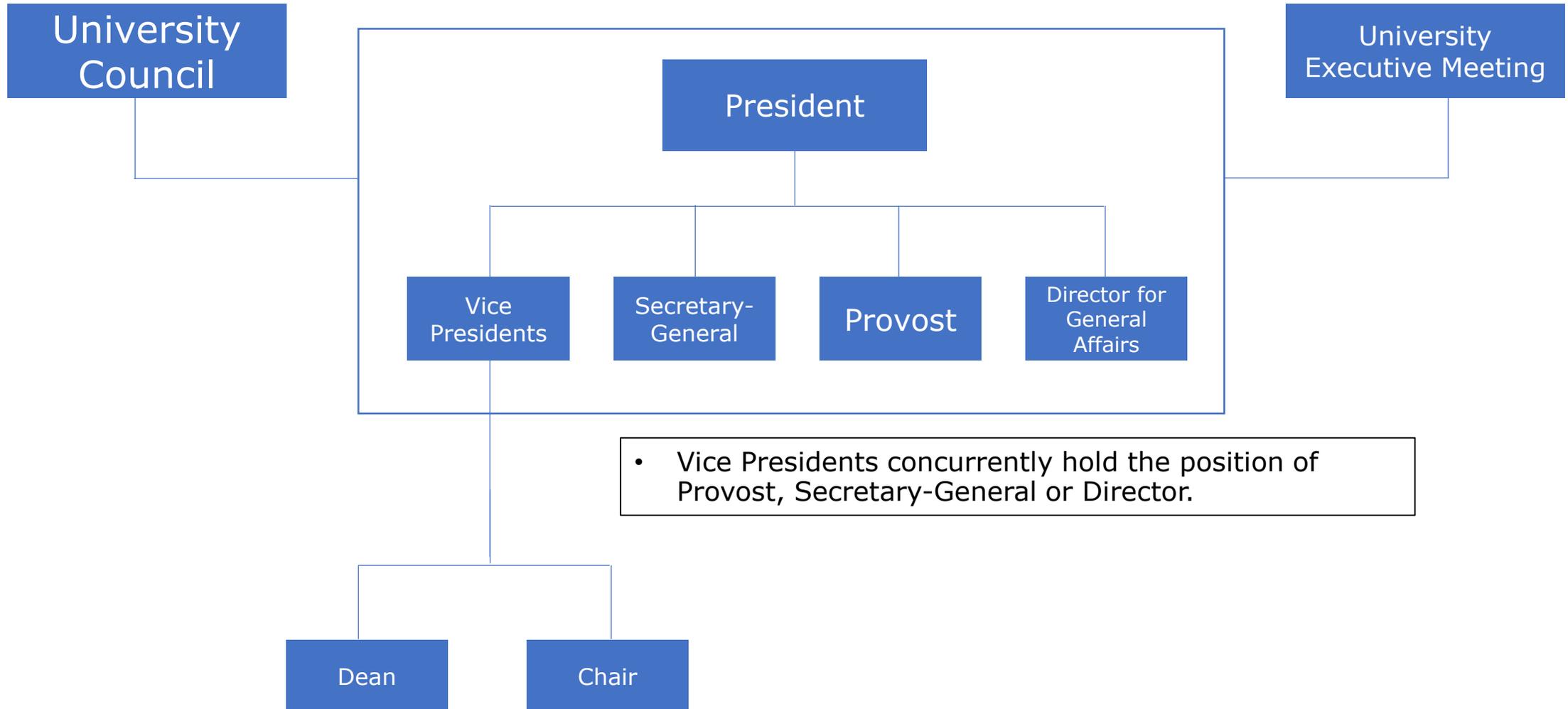


- NUS is established based on the NUS Act. The BoT members are appointed by the Minister for Education, following the recommendations of the BoT and Nominating Committee. 18 external members with diverse backgrounds - e.g. respected business/industry leaders, academics, entrepreneurs, and professionals from the public and private sectors. Internally, there are only two members: President and Provost.

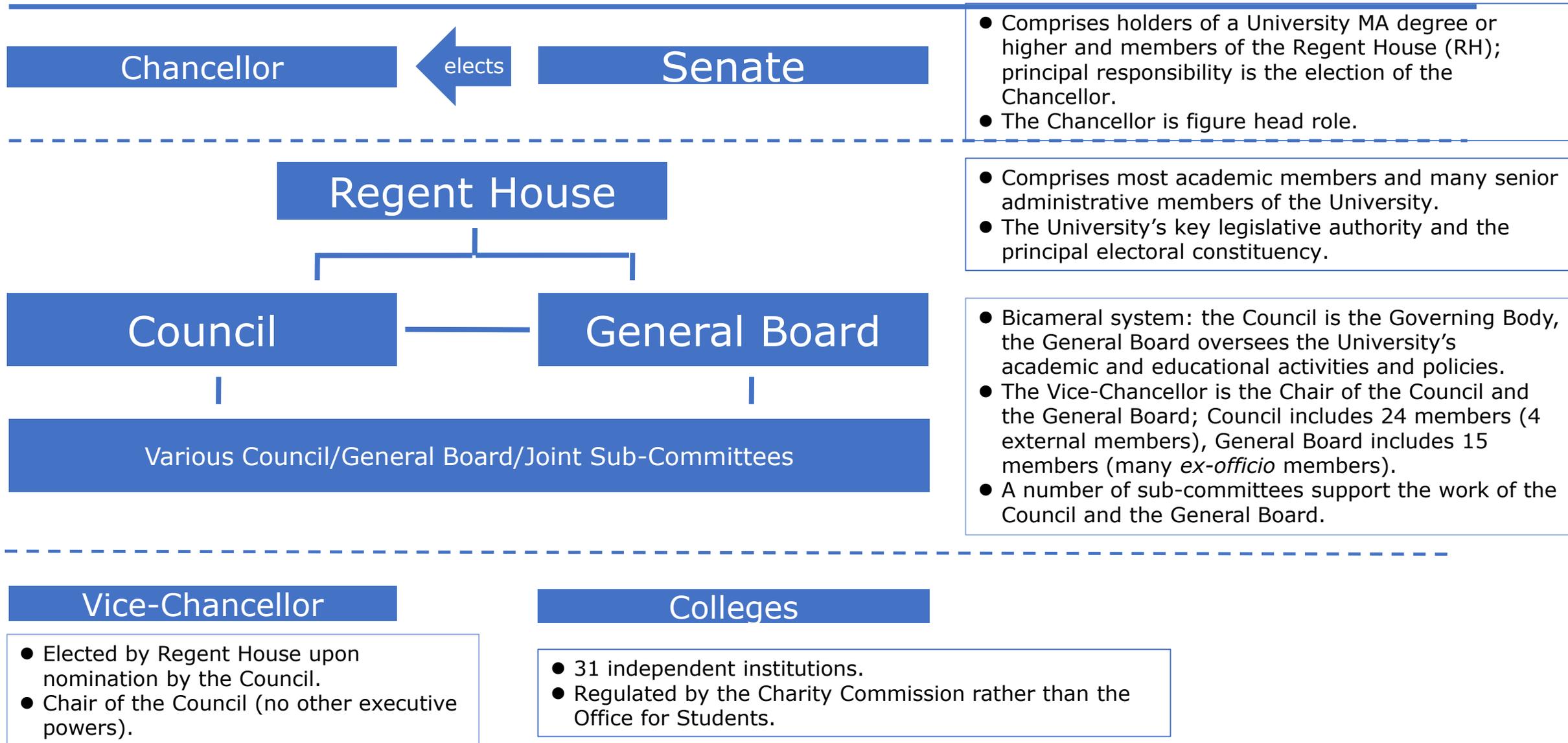
- Academic matters are managed in the Senate.
- Senate is comprised of university members. In addition to the President (Chair), Provost, Deputy Presidents, Senior Vice Provosts, Vice Provosts, Deans, Deputy Deans, Vice Deans, Heads of Academic Units, Directors of Research Institutes, and all tenured full professors and certain elected members, are members of the Senate.

# Peking University

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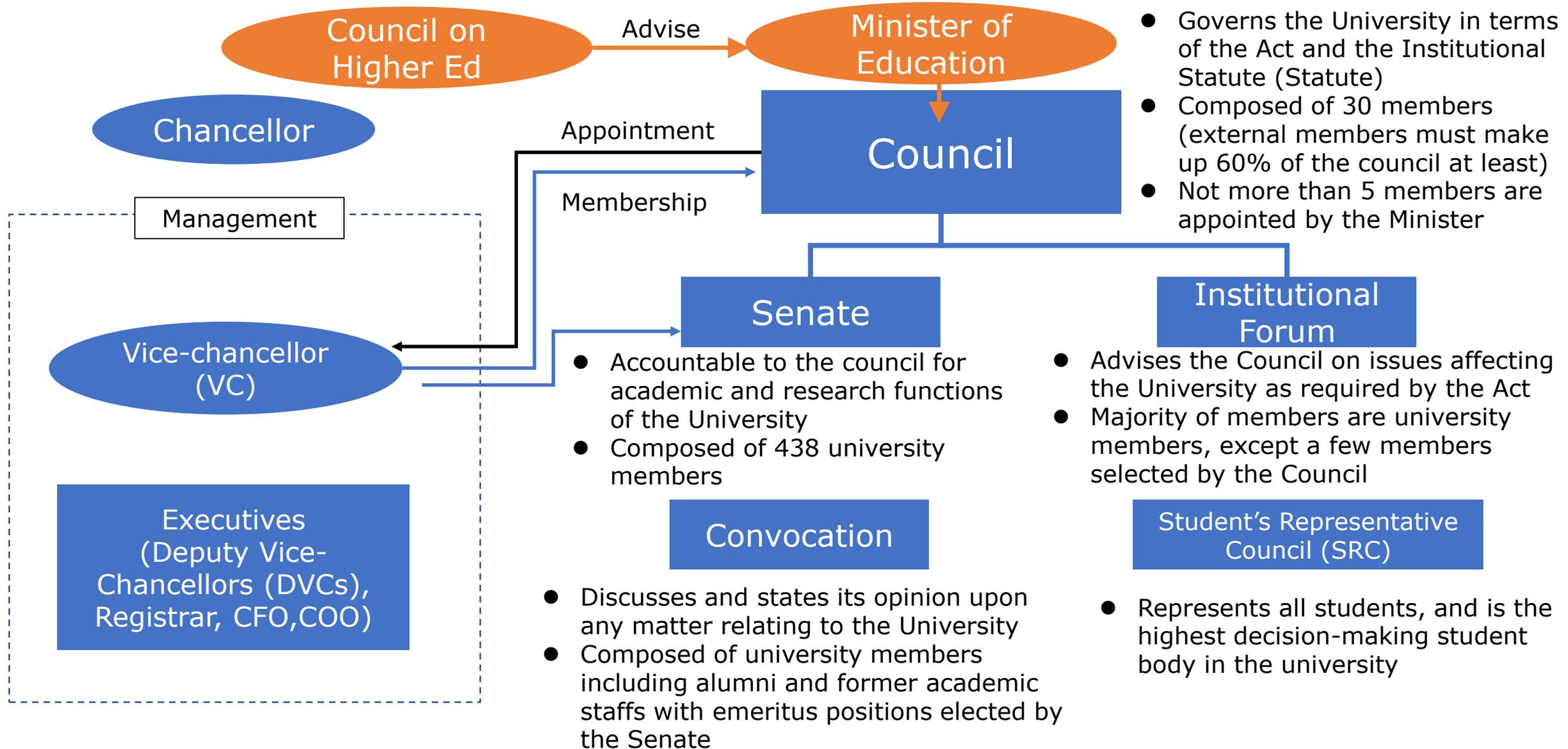


# University of Cambridge

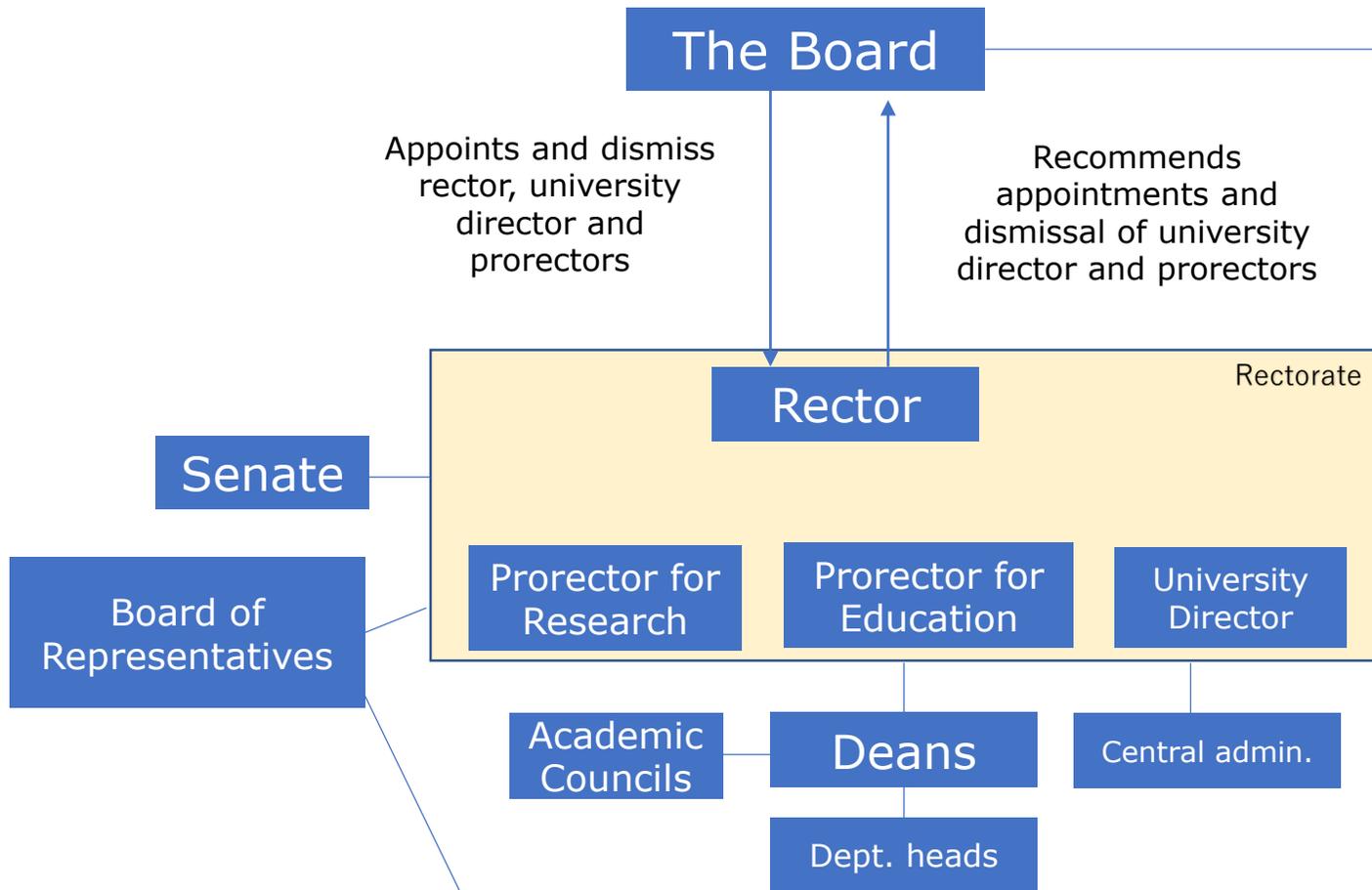


# University of Cape Town

- Established by the Minister in accordance with the Higher Education Act, 1997 (Act)



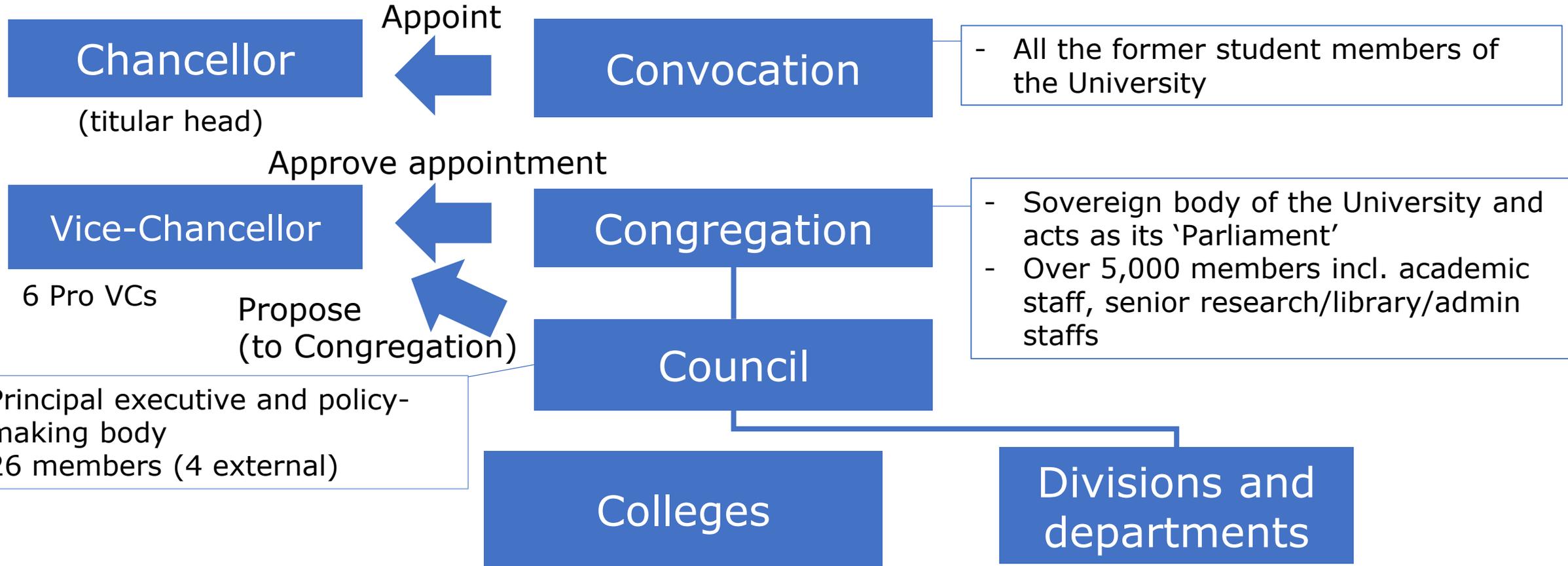
# University of Copenhagen



- The Board is the highest authority of the University and is responsible for the overall and strategic management of the University.
- Comprises of: 6 external members and 5 internal members (2 elected academic staff, 1 elected technical and administrative staff, 2 elected students). The external board members are appointed on the basis of their competences

- The Board of Representatives acts as the Rector's strategic sounding board by inspiring and strengthening the university's work through identification and acknowledgement of (topical) issues.

# University of Oxford



# Yale University

- The final authority in the “government, care and management” of the University 【*Yale’s Charter*】

Board of Trustees  
(Yale Corporation)

## 19 members

- President (Ex Officio)
- Governor (Ex Officio)
- Lieutenant Governor (Ex Officio)
- 10 appointed successor trustees
  - Original Trustees elect their own successors
- 6 elected alumni fellows,
  - elected by the alumni

Appointment

## Officers of University

Provost

- direct educational policies and activities throughout the University
- prepare the operating and capital budgets of the University and present such budgets to the President.
- Ex officio a member of every faculty and governing board, and of all committees or other bodies concerned with educational policy or with appointments or promotions in the teaching staff.

Vice  
President

Nomination

President

- Ex officio a member of every faculty and governing board, and of every committee of the faculty, administration, and Corporation

Schools

- A Dean is appointed for a term of not more than five years by the Corporation upon recommendation of the President after consultation with the Board of Permanent Officers or other Governing Board of the school.
- All Deans, committee chairs, and other educational officials, other than the President, shall report to the Provost.