

Governance of Thmar University in Republic of Yemen: A Review

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Governance is a modern concept which attracted a lot of attention in the recent years through its use in achieving good quality and excellence in performance. The term governance means the reference point on the basis of which companies, units, or entities are governed. According to some researchers so far there has been no agreement on a single definition among economists, analysts and legal advisors.

If we go through the Arab literatures and other foreign literatures, we can see that the universities are an integrated mass and their governance require a balance in the different works within the universities, which is often missing in the university governance systems. This causes major disruptions and losses in the operational works of the universities and consequently resulting into lower outputs and lower participation in the governance of the Universities. The Governing Council of the universities consists of the boards of the universities, its trustees, the deans, the academic departments, the administrators, the teachers, the students and the members of the local community as well as the alumni. If we review the previous studies that looked at the governance of universities, we can see that it shows a shortage of the availability of the Arabic Studies As a research fellow we find the availability of only one subject of study. The foreign studies have brought forward and highlighted the needs, importance and the role of the application of governance in the universities.

Corcoran (2004) studied about the governance of the universities and the legal obligations of the University Council has concluded that the universities with proper governance lead to the distribution of the decision-making process within the university between the structures of the various governance (i.e. colleges, academic councils, the Board of Trustees) and administrative structures (i.e. departments, sections, Vice-Presidents and their assistants). In addition, in order to exercise decision-making authority properly, the distribution of all the responsibilities, accountability and transparency is required.

Geuna and Muscio, (2009) studied on gubernatorial knowledge transfer university titled, "cash for literature review", indicate that the universities that apply governance involved in knowledge transfer activities, has led to some significant changes in the governance of relations between the universities and other entities, and the knowledge transfer strategic issue became a source of funding for the university research as well as a policy tool of economic development. It is observed that the universities vary greatly in the extent of their abilities for the advancement and success in marketing the academic research. Geoana and miscue undergraduate knowledge transfer critically discussed the models, the recent developments in the literature, the intellectual property rights, and the methods of academic knowledge transfer, and carrying the institutional capacity.

Lindblad and Lindblad (2009) studied on the topic "The governance of higher education across the states," found that the extent of the application of governance in the universities led to the judgment on rankings of the universities.

Sweetness and Taha (2011) study was conducted in order to verify the reality of the application of corporate governance at the University of Jerusalem. Results have shown that governance at the University of Jerusalem did exist but it was not at the required level in accordance with the international standards of governance because they tend to deal in solving problems to the values and attitudes, more than the application of the corporate governance requirements and standards.

Artuang and Auwersh(2010) carried out a study in the University of Agriculture in Akordi which was aimed to assess the impact of groups on the management pattern related to Bhaquemeh universities from the viewpoint of the faculty members. The results as per the data analysis show that there is a positive relationship between the management practices followed by the Vice President of the pattern University with some of the effects of groups and the related problems of Bhaquemeh universities. The vice president of the university himself and some individuals in the group were responsible for practicing the style of management and being the cause of various problems that may spoil the university work, and that the principles of transparency, accountability and participation was actively visible in the quality of the output of the university.

Deboer, Huissman and Meister-Scheytt (2010), have done a study entitled: "Supervision in the modern government of Universities: Under the microscope," The study discusses the conditions of the field of governance in the universities of three countries namely, the Netherlands, Austria and the United Kingdom. They compared the constitutions of the supervisory boards of the three universities with respect to their proximity to the accountability, transparency and independence. The study found that in an attempt to bring reform in the higher education sector in Europe, the modern elements are the formation of new structures for the governance of universities. The supervisory boards are the most important part of the reform process; however, despite the importance of these boards, very few of its members know the real work. They noted that the potential areas for improvement and development are in the structure of the current councils. Their practice should not only be through the application of governance principles but should also include a nice way of activating the role of internal and external oversight there.

Lee and Land(2010) studied on topic "What can the Taiwanese universities learn from the American universities in the field of corporate governance?". With an objective to see the trends and issues of governance, the Taiwanese universities compared the governance matters with the Bhaquemeh universities in the United States, and looked at the applications that can be taken (Tstvidha) by the Taiwanese universities from the American universities. The study concluded that the governance in the Taiwanese universities is ready in the Democratic Alteras efficiency. It noted that most of the Taiwan based universities follow the model of the two chambers of governance as is common in America. However, the issues of governance in the university systems in Taiwan should be taken in a more responsible manner for the financial and administrative matters in the university, and the Council in the university should be more responsible for the academic matters of the educational situations and its status. To reach this end, the governance in the Taiwanese universities needs to bring more legislative changes and improve the means of communications.

Luescher-Mamashela (2010) studied on "democracy universities to Allaadaria universities: Change the legitimacy of university governance and the role of students in it." This study in universities that apply governance looked at its applications in view of the increase in the posts for student's administration. These applications have theoretically explored the subject by proposing an array of ideal types for governance by students. It has been shown through the case of the University in "Cape Town" which adopts the governance in students' leadership. The study concluded that after a period of transition to democracy, the university experienced an up gradation administratively and academically and it reflected positively and had an impact upon the relationship between the students and the university, especially after the application of the governance there. Many changes were observed at different levels, such as the emergence of the student activities of negative politics, the emergence of the political speeches by the students, students becoming more involved in activities in general, becoming more transparent, and their response to it with high accountability and good democratic spirit.

Mok, (2010) conducted in the universities in Singapore and Malaysia about the extent of the application of the governance system in those places has explained how the academics are evaluated after the application of the governance, and what are their impacts on the changes that have taken place in the campus life. It made a series of reports and analysis, which came as a result of visiting the campus and taking interviews during the period of 2007-2009. It showed that while the senior management of these universities were given some freedom to manage their affairs in the universities, most of the academics who were interviewed, did not feel anything great Pachtlaqat in the

reforms after the application of the governance in the universities. Most of the academics are still under pressure in most of the university departments and a sense of "rebellion" to "power" is there. Despite this situation, however, the Government of Singapore and Malaysia have adopted these ideas and practices of the liberal governance and funded the universities and the academics because they feel that the state is still not capable to control the universities and handle higher education.

The extracts from the study of gasman show us that the five lessons for the leaders of the campus are to be adoption of transparency, accountability, participation in all the matters of the University in respect of the end of service benefits, due process and respect for shared governance, and foster a culture of debate and dialogue between students and university leaders and administrators.

Wang, (2010) studied on the "Governance of Higher Education and the independence of the university in China," aimed to study the autonomy of the university system (independence) and the extent of the control of the government in the higher education by drawing a policy of decentralization of higher education. The study investigated the autonomy of the university through the study of the rules and the regulatory departments and the opinions of the respondents from the questionnaire and its relationship to the state, and looked at the government and the control of the Chinese Communist Party over the higher education mechanisms. The course of debate had turned to the identity of the university and its impact on the independence of the university. The study concluded that the applying the principles of governance (transparency, participation, and accountability) along with the co-existence of the dual control mechanisms of the neo-liberalism and practices showed creativity, innovation and the ability to upgrade them at the university level and the state level; and is reflected in the quality of the university outputs in a positive way.

Angle and Salmi, (2011) have conducted their study in Britain in nearly 111 universities and colleges, where all of them have the governance system and have found that Oxford (Oxford University) and the Cambridge (Cambridge University) are, for example, governed by the Legislative Council (the Governing Council) which consists of a large number of members of the University and associates graduates or workers or researchers enrolled within the university. They have a record number of about 3,000 members. In Britain or in the United States there is an election to select the members of the executive boards of the university including the Board of Trustees and President of the university dean's councils. The executive boards include the non-executive members from the professors of the university (elected) and have other members in the Board of Trustees (who are elected by the Board of Trustees) as well as students (who are elected by the student council). In some British universities there are the so-called courts over the University Council which discusses the annual report of the university and considers the various issues and makes the decision to appoint all of the university presidents, their deputies and members of the other councils. Usually the Court Council consists of 50 to 400 members in some universities. The study concluded the following:

- In order to achieve quality in work, the system of governance is one of the most important means to apply in work. It is further observed that the higher education is a suitable ground for the application of the principles of governance.

- Experience of the United Kingdom in the governance of the universities is one of the most important current experiments in this area of work. It is a good advertisement for applying the principles of university governance system, and it has contributed significantly to the achievements of the universities of the higher education institutions with advanced centers to achieve world rankings.

- The study identified the quality of higher education hubs, as well as the system of governance of institutions, its mechanisms and also showed us as to how to apply the higher education governance mechanisms in order to achieve quality.
- Concluded the study features of the UK experience in the university governance.

Mungiu-pippidi and Dusu, (2011) conducted an assessment of the governance in the Romanian state universities. The public universities (43) were assessed primarily on the basis of their methodology in terms of the administrative integrity, academic integrity, democratic governance, academic governance, and funding of one proper academic year. The evaluation and results have revealed the existence of the systematic problems in the organization of university life and performance of the work due to the failure to build a system of accountability and accounting of works at the university level after the decentralization of the university education in order to compete and improve the public image of the university, and to bring reforms in its practices.

Methodology: - Description of linking. Bunting community: - all those who were teaching in the colleges and universities and the Saudi civil faculty members. The sample consisted of faculty in a number of universities, colleges and the community members, and the number of people selected in Arabia within the sample was 300. The study tools: - preliminary data form, questionnaire and the reality of the application of good governance, a questionnaire on job satisfaction, and numbered organizational loyalty questionnaire.

The study found the following results: - 1) Saudi private universities practicing good governance were largely from the perspective of faculty members. 2) In the teaching work in the Saudi Arabia private universities the faculty members enjoy a high degree of job satisfaction. 3) The faculty members who are teaching in the Saudi Arabia private universities have a high degree of organizational loyalty. 4) There were significant differences statistically among the views of the respondents about the reality of the application of the governance in the Saudi Arabia's private universities, and they can be attributed to the two variables - Academic rank & Job Title. 5) There were statistically significant differences in the degree of job satisfaction of the faculty members which are attributable to the following variables - Specialization, Academic rank and the Job Title. 6) There were significant differences among the members of the faculty in the degree of their organizational loyalty. This can be attributed to the following variables – Specialization & Job Title. 7) There is a positive correlation in the statistically significant differences between the reality of the application of the wise governance in Saudi Arabia's private universities and between the job satisfaction and organizational loyalty of the members of the teaching staff.

From the above studies we have got lots of ideas related to good governance in different universities. The above discussion gives ideas related to universities governance and its impact. The review of related literature focussed on the different aspects of the universities as the universities with proper governance lead to the distribution of the decision-making process, the extent of the application of governance in the universities led to the judgment on rankings of the universities, positive relationship between the management practices with the related problems of the universities, a policy of decentralization of higher education, governance and its impacts on the university campus etc.

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