Living Values Project

A self-evaluation instrument for universities

Agenda

- Introduction and definitions
- Using values
- Challenges with values
- The Living Values Project
- Summary

Introduction and definitions

Why values are important for universities

- Faster pace of change, globalisation, more diverse expectations from wider range of stakeholder ⟹ greater uncertainty

- Values guide universities' development and enable creation of the future they want

- Based on international experience built up over centuries

- Magna Charta Universitatum

Values

- Autonomy
- Academic Freedom
- Equity
  - Equality of opportunity
  - Equal access
- Integrity
  - Wholeness
  - Openness
  - Transparency

- Others?
  - global citizenship;
  - national unity;
  - creativity;
  - making a difference;
  - confidence;
  - enterprise;
  - social responsibility;
  - academic rigour and excellence.

Values:
some definitions

'Principles or standards of behaviour; one's judgement of what is important in life'

'Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations'.

Synonyms

principles,

moral principles,

ethics,

moral code,

Moral compass

morals,

moral values,

standards,

moral standards,

code of behaviour,

rules of conduct,

standards of behaviour

Issue of language in the context of the culture of a society

Example: KUL Values

Rigour, curiosity, excellence and originality

Innovation, creativity and enterprise

Consideration, courtesy and collegiality

Breadth, diversity and individuality

From Kingston University, London

GCU Example

Values and Behaviours

- Mission
- Vision
- Values

Mission

'University for the Common Good'

Values

- Integrity
- Creativity
- Responsibility
- Confidence

Glasgow Caledonian University

Other Examples of Values

- Freedom of Speech
- Caring for students
- Caring for staff
- Research Excellence
- Achievement
- Global and cultural awareness
- Transparency
- Relevance
- Others?

Values opposing 'negative' practices/behaviours

- Opposed to corruption
- Opposed to plagiarism
- Opposed to fraud

Fundamental Values

'Fundamental values' are defined as those set out in the Magna Charta Universitatum (MCU)

The text, in 49 languages can be seen at

http://www.magna-charta.org/magna-charta-universitatum

Summary of MCU Values

- the university is an autonomous institution;

- the research and teaching must be morally and intellectually independent of all political authority and economic power;

- teaching and research must be inseparable; there must be openness with freedom for staff and students with concomitant responsibility to society.

'Fundamental and Institutional' values

- Fundamental Values = MCU
- Institutional Values = those articulated by institutions around the globe as part of an institution's strategic planning process, which guide the strategy and behaviour of an institution in achieving that strategy.
- Values are contextual
- Local differences to be understood in a global context

Context: What is higher education for?

Universities are among the longest established organisations world-wide 900 years +

- Teaching
- Skills development
- Socialisation
- Developing character
- Research
  - Pure (New knowledge)
  - Applied
- Cultural perpetuation
- Perpetuation of values

- Economic development
- Knowledge economy
- Knowledge transfer
- Innovation
- Making money
- Serving the Professions
- Reducing unemployment
- Other purposes?

"Education is not the learning of facts, but the training of the mind to think"

Impetus for considering values

- Challenges or crisis – City Values and GCU and other cases

- Start- up – British University in Dubai case

- Pro-activity and value-based leadership
  - Values articulated as part of a strategic plan
  - Keeping principles to the fore and …….
  - Putting them into practice and …….
  - Reviewing the extent to which we have been successful

Using Values
in practice

Values in Governance and Leadership

- Strategic plan – expression of leadership
  - Mission
  - Vision
  - Values
  - Operational plans
  - Budget - Etc.
- Governance and leadership process
  - Context for difficult decisions
  - More profound basis for challenge

Values re Stakeholders

- Stakeholders
  - External
  - Internal

- Values
  - Facilitate discussion
  - Deepen commitment
  - Build trust
  - Give confidence re accountability

Values in Governance

- Basis for deep discussion
- Facilitate autonomous operations
- Basis for behaviour
- Grounds for confidence and trust
- But need:
  - Clear communication
  - Consistent application
  - Buy-in from all actors

Value for internal leadership

- Alignment of university as a whole and departments (through discussion and consensus)

- Alignment of university and student organisation's activities (ditto)

- More effective delivery of the strategic plan

Value for curriculum and teaching methodology

- Feeds into graduate attributes
- Informs teaching and learning methodology
- Links to community engagement
  - By university
  - By students
- Makes students more employable
- Increases engagement with employers and societal bodies

Value for effective engagement with staff

- Recruit staff aligned with values
- Deeper commitment –feel more 'a part of the university'
- Especially if
  - staff involved in formulating/refreshing values
  - Reward system recognises putting values into practice
  - Promotion depends on demonstration of values

Value for effective engagement with students

- Express uniqueness of university
- Recruit students aligned with values
- Deeper commitment – feel more 'a part of the university'
- Students are best ambassadors for the HEI
- Especially if
  - students involved in formulating values
  - Recognition given for putting values into practice

Challenges of Values

Challenges of values

- Achieving agreement on what they are to be
  - Balancing diversity of interests etc.
- Engaging staff and students with them
- Knowing the extent to which they have been implemented
  - Subjective
- Others?

Risks of Values

- Selecting inappropriate values
- Not having procedures in place to 'recognise' them in practice
- Setting high values and failing to live by them
  - attracting negative press
  - Possible reputational damage

The MCO
Living Values Project

Purpose

- To enable universities to review
  - their values and
  - the extent to which they are living them
- To evaluate where reforms are desirable
- To aid the implementation of reforms

MCO's Method

- To prepare a draft self-evaluation instrument
- To pilot it
  - Universities with different missions/locations
  - Supported by Ambassadors
  - Plenary meeting
- Revision of draft instrument
- Launch in Salamanca, September 2018

Process in universities

- Briefing with ambassadors
- Project planning
- Training of team
- Engagement with
  - Staff
  - Students
  - Stakeholders

- Via
  - Briefings
  - Questionnaires
  - Web-page
  - Open meetings
  - Committees
  - Focus groups etc.
- Report with recommendations
- Implementation of reforms

Diagnostic survey/questions

- Identification of key values
- For each
  - Whether the present situation is satisfactory
  - Any difficulties with the implementing the value, if so,
  - their origins/nature and source (external or internal)
  - The consequences of the difficulties
  - What action could or should be taken to remove or alleviate the difficulty

Reminder of Values

- Autonomy
- Academic Freedom
- Equity
  - Equality of opportunity
  - Equal access
- Integrity
  - Wholeness
  - Openness
  - Transparency

- Others?
  - global citizenship;
  - national unity;
  - creativity;
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  - academic rigour and excellence.

Domains of each value: for example - autonomy

- Academic domain
  - (student selection, curriculum, language oof instruction, partnerships etc.)
- Organisational domain
  - (legal status, organisation, governance etc.)
- Financial autonomy domain
- Physical resources domain
- Human resources domain

Summary:
the value of values
(or why is this project important)

The value of values (summary) 1

- Help to define DNA/uniqueness of the institution
- Guide development of the university
  - especially in uncertain times
- Enriches governance
- Aids leadership of university
  - Via strategic plan
  - Via communication
    - Internally
    - externally

The value of values (summary) 2

- Builds trust with stakeholders
  - Greater autonomy
  - Greater commitment
  - More resources and opportunities
- Helps select the right staff
- Builds trust with staff
- Motivates staff
- Builds deeper engagement with staff

The value of values (summary) 3

- Helps attract students who will fit well and perform well

- Engages students with the university

- Informs curriculum and teaching and learning

- Builds deeper links with society

- Enables students to become better ambassadors

The value of values (summary) 4

- Facilitates confidence in
  - Governors
  - Leaders
  - Staff
  - Students
- Facilitates more profound discussion
- Better enables universities to serve society.

Group discussions

1. What part *do* values play in the leadership of your universities?

2. How *might* values play a greater part in the leadership of your universities?

3. Are different values appropriate for public and private universities?