

# **School Governance Model**

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# Assumptions

- **There are different types of governance. One can look at it from different perspectives: public governance; corporate governance; school governance or governance of any organization or entity. In other words, for every organization is a corresponding type of governance.**
- **Governance is unique. It is dependent on the following:**
  - **ownership of the organization**
  - **size of the organization**
  - **the people leading the organization**
  - **the people working for the organization**
  - **availability of resources: manpower, financial, and other necessary resources akin to the type of organization.**

# Types of School Governance Models

## The Stakeholder Model

The owner/s themselves manage the school: whether it is owned by a private entity or by a religious organization.

## The Principal-agent Model

The school is being managed by individuals other than the owner/s themselves.

It originates from the 'professionalisation' of management and the possible consequent division between 'ownership' and 'operational control'. Potential conflicts of interest may arise from such arrangements.

## The Stewardship Model

It is actually a principal-agent model but it differs largely on the different sense of the 'manager in the mind'.

In the stewardship model, the manager is seen as:

- ready to act in & for the common good
- co-operative
- motivated to act wholeheartedly to meet the organisation's objectives.



**But whatever school governance model is applied,**

- **Good Governance essentially means delivery of desired positive results/outcomes.**
- **This is characterized by two important characteristics:**

**Effectiveness and Efficiency**

**Effectiveness is an over-used term but difficult to achieve. It is inspiring people to always give their best and to deliver what is expected of them.**



# Efficiency is two-pronged.

It is eliminating/  
reducing  
“wastes”  
while managing  
a school.

While at the  
same time,  
increasing  
productivity in  
people,  
facilities,  
finances, and  
processes.



# QPP Model



**Q for QUALITY**  
**P for PRODUCTIVITY**  
**P for PROMOTION**

# QUALITY of

## INTELLECTUAL CAPITAL ACTIVITIES

that concentrate on the institutional skills, academic preparations, and professional requirements of faculty and staff. It essentially emphasizes knowledge management of manpower resources.

## TECHNOLOGICAL / TECHNICAL ACTIVITIES

- that will require both
- technological & technical skills requirements of the faculty/staff,
  - adequacy of material & physical resources, including the requirements of information and communications systems, tools databases, and network required to support strategic activities.

## ORGANIZATIONAL ACTIVITIES

- that will create an
- environment of action, change, & cooperation
  - as characterized by respect, emotional intelligence, & empowerment, thereby aligned to the vision mission & strategic goals of the institution.



# PRODUCTIVITY in

## OPERATIONS MANAGEMENT PROCESSES

- that concentrate on
- manpower & physical resources utilization;
  - reduction of wastes, downtime, absences, complaints, & other forms of inefficiencies;
  - just-in-time delivery of service,

## RELATIONSHIP MANAGEMENT PROCESSES

- that will bring about
- survival & prosperity to the administration;
  - job satisfaction and self-worth to the faculty & staff;
  - quality education to the students
  - quality image to the community

## DIFFERENTIATION PROCESSES

- that will create a competitive advantage, if not a monopoly, to the institution through
- differentiated program offerings;
  - accomplished graduates who have created a name for themselves;
  - quality cross border projects.

# PRODUCTIVITY in

## REGULATORY PROCESSES

that require strict adherence to government policies.

## FINANCIAL MANAGEMENT PROCESSES

- that will deliberately
- study purchase of physical resources & facilities, including hiring of manpower resources.
  - improve cost structure
  - expand revenue opportunities
  - increase asset utilization

## COMMUNITY PROCESSES

that suggest corporate social responsibility projects at minimal expenses .

# PROMOTION through

## PRICE PROMOTION

that is adjusted to the target market. This may include affordability, modes of payments, and other price strategies.

## QUALITY PROMOTION

- that will require
- highly qualified faculty;
  - adequate and up-to-date resources, facilities, and equipment;
  - quality programs;
  - accredited programs, locally & if possible internationally.

## SERVICE PROMOTION

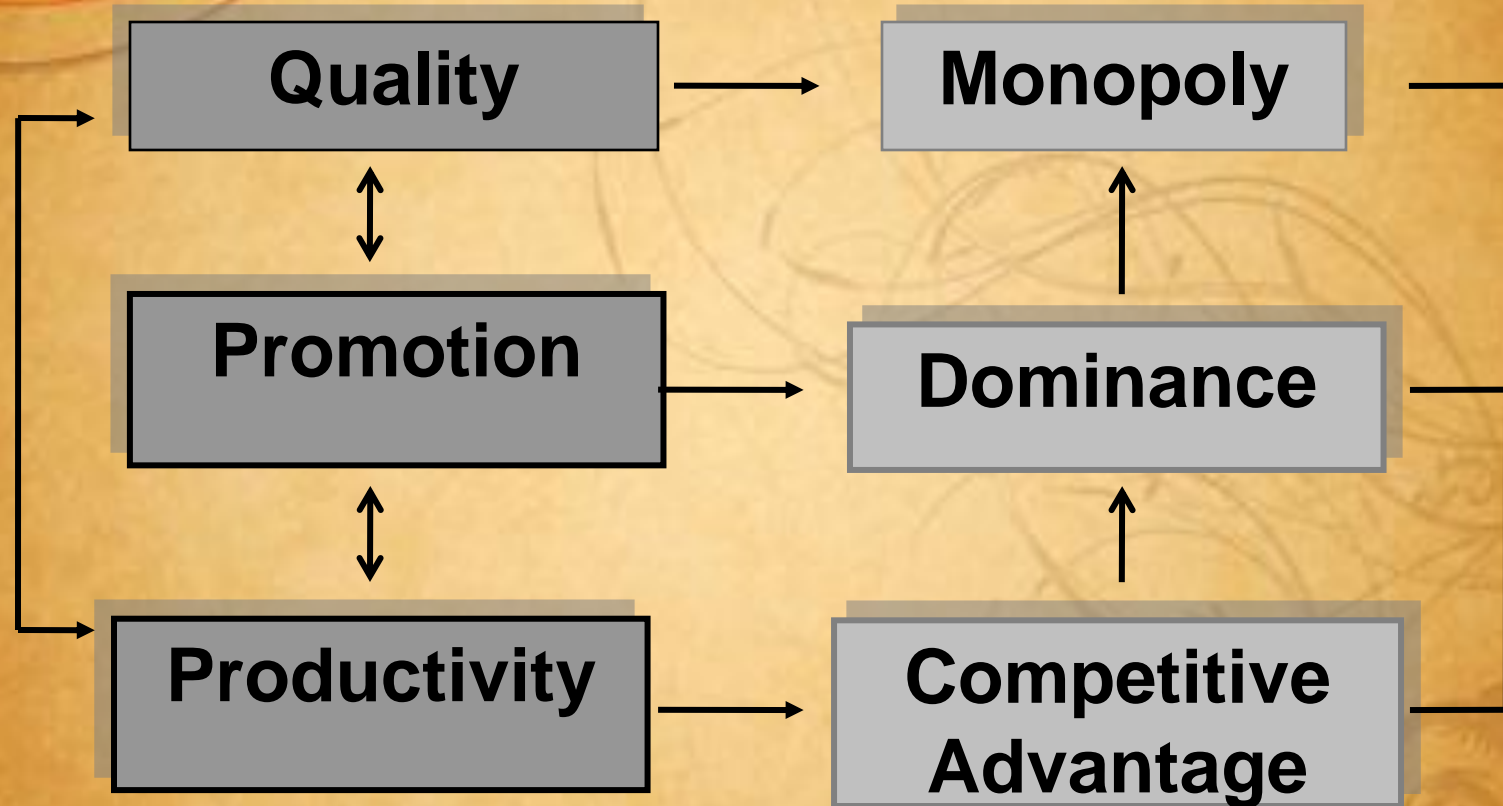
- that will include
- lead-time response;
  - holistic personal service;
  - efficiency of service using technology; in rendering service to the academic community.

## PARTNERING PROMOTION

- that will include
- dynamic student leaders/faculty;
  - business/industry partnerships;
  - local & international educational & community linkages.



# Comparative Advantage of the QPP Model



**And the path to achieving &  
optimizing  
good governance should include:**

- **Communication,**
- **Empowerment with trust**
- **Constant Monitoring,**
- **Approachability but firm, and**
- **Goodness of heart.**



**Thank you**