The value of identifying and living values for Life Long Learning

David J Lock

Secretary General

Magna Charta Observatory

EUCEN

Balancing social cohesion with economic necessities - promoting cultural diversity and sustainability in university lifelong learning

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Agenda

- Introduction
  – The Magna Charta Universitatum
  – The Magna Charta Observatory
- Why values are important for universities and Life Long Learning
  – Social cohesion, Cultural diversity and Sustainability
- Using values in practice
- Challenges of Values

The MCU
Fundamental principles

1. The university is an autonomous institution which produces, examines, appraises and hands down culture by research and teaching.
2. Its research and teaching must be morally and intellectually independent of all political authority and economic power.
3. Teaching and research must be inseparable if tuition is not to lag behind changing needs, the demands of society, and advances in scientific knowledge.

The MCU
Fundamental principles 2

3. Freedom in research and training is the fundamental principle of university life, and governments and universities must ensure respect for this fundamental requirement.
4. A university ….should attain universal knowledge; …..transcend geographical and political frontiers, affirms the vital need for different cultures to know and influence each other.
5. ⟶ Act with integrity

The Magna Charta Observatory

- Promotes the fulfilment and defence of institutional autonomy and academic freedom
- Global guardian of fundamental values
- 816 signatory universities from 86 countries
- Works by:

Gathering Information	Commissioning Research
Monitoring	Expressing Opinions
Preparing Publications	Making Presentations
Conferences and workshops	Partnering with Kindred Bodies
Website	Working with Signatories

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

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- 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;
  - inclusion
  - academic rigour and excellence.
  7

Living Values project: Purpose

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- 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
- Approach is also applicable when universities are developing or modifying LLL capacity and strategy

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Freedoms and responsibilities

- Autonomy and Academic Freedom imply duty on universities to use them responsibly
  - for 'society'
  - Across all university activities
  - Including Life Long Learning
  - Balancing social cohesion with economic necessities
  - Promoting cultural diversity

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" (throughout their lives?)

Impetus for considering values

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- Challenges or crisis – City Values and GCU and other cases
- Start- up – E.g. British University in Dubai case
- Re-orientation E.g. LLL (re) emphasis
- 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

Challenge of forming and living by values relating to LLL

- Caring for/responding to students with more diverse needs, circumstances and engagement
- Engaging hearts and minds of faculty and staff
- Defining and agreeing values relating to
- Social cohesion
- Promoting Cultural Diversity
- Sustainability

Value for internal leadership

- Alignment of university as a whole and departments –conventional and extra-mural (through discussion and consensus)
- Alignment of university and student organisation's activities (ditto)
- More effective delivery of the strategic plan

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?

Domains of each value: for example - autonomy

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

The value of values 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 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 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 4

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

Questions

More information available from

   www.magna-charta.org

Contact via

magnacharta@unibo.it