

## Published Papers

- Grimmett, P., Fleming, R., & Trotter, L. (2009). Legitimacy and identity in teacher education: A micro-political struggle constrained by macro-political pressures. *Asia-Pacific Journal of Teacher Education*, 37(1), 5-26.
- Trotter, L., & Cutt, J. (1996). Performance accountability in higher education and health: An international perspective. *International Journal of Public Administration*, (19)11-12, 1979-2006.
- Cutt, J., Trotter, L., & Lee, C. (1993). Performance measurement and accountability in Canadian universities: Making a start in the area of teaching. *Journal of Financial Management and Accountability*, (9)4, 255-266.

## Institutional Position Papers and Reports

- Trotter, L. (1998, May). *British Columbia Learner Transitions and Pathways Response to the National Transitions Project*. Authored BC Ministry of Education, Skills and Training response paper to the Council of Ministers of Education Canada (CMEC).
- Trotter, L., et al. (1996, October). A response to Ontario Ministry of Education and Training's discussion paper Future Goals for Ontario Colleges and Universities. Co-authored St. Clair College's response to the Ontario Post-Secondary panel.

## Conference Presentations

- Trotter, L. (2005, April). *Aviation Basic Maintenance Training in a Multi-jurisdictional World*. World Airline Training Symposium, Dallas, Texas.
- Trotter, L. (2004, May). *Harmonisation of International Training Standards*. World Airline Training Symposium, Phoenix, Arizona.
- Trotter, L. (1996, June). *National Technician Standards: Development of National Standards for Applied Science and Engineering Technicians and Technologists*. Paper and presentation to: Chemical Society of Canada annual conference. St. John's, Newfoundland.



SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD

## FACULTY OF EDUCATION

### ORAL EXAMINATION LANE TROTTER

FOR THE DEGREE OF

DOCTOR OF EDUCATION  
EdD

**Wednesday, December 16, 2009**  
**SFU Vancouver (Room 1525) at 10:00 AM**

### EXAMINING COMMITTEE

Chair:	Dr. Geoff Madoc-Jones
Senior Supervisor:	Dr. John LaBrie
Member:	Dr. James Cutt
Member:	Dr. Lee Southern
Internal/External:	Dr. Robin Brayne
External Examiner:	Dr. Myer Horowitz University of Victoria Faculty of Education

# Building boards: A qualitative analysis of the perceptions of the role of external governors on university governing boards

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## ABSTRACT

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Universities are acknowledged to play a critical role within their societies. With the fall of the Berlin Wall and the ascendancy of neoliberalism, the role that the university plays within society is undergoing a substantial change. The university is no longer perceived to be a bastion for the elite but is increasingly viewed as an instrument of social and economic development. In order to redefine the role of the university, the state has redefined the university as a corporation. Depending on jurisdiction, different macro-level legislative changes have been made to the governance structure of the university so that it supports the state's economic agenda. The imposition of legislative changes by the state, or the potential for legislative change, indicates that the nature of the binary relationship between the university and the state is not equal. Two key factors reveal the imbalance in power between the university and the state: the university is dependent on the state for funding, and the state has the ability to recast the role of the university through legislative actions. These two factors indicate that the university is not autonomous. But the question this raises is how much, if any, autonomy does the university actually have?

In most western jurisdictions, the public university has been restructured so that it now has a governing board composed of both internal and external Governors. The rationale for the governing board is to provide oversight of the actions of the university as a public corporation. Within Canada, the majority, usually by one, of the university governing board members are appointed by the state to ensure that the university is meeting its fiduciary obligations in the allocation of its annual operating grant. Since the university is a multi-million dollar operation which the governing board is charged with overseeing, the question that this raises is to whom do the Governors of the university think they are accountable to and represent? This question is critical to help understand the nature of the university and how it operates. Very little research has been done about the perception of individual governing

board members. Most research about university governance has focused on the role of the President with some very limited research done about how the board works as an entity but not about the perception of the individual governing board members.

The purpose of this dissertation is to examine the perception of individual governing board members to see if and how this affects the behaviour of the university. A qualitative research methodology was used that combined both a grounded theory and case study framework to examine the role of governing board members. This methodology provided a means of examining the perception of Government appointed external Governors and ask them whom do they think they represent?

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## Academic Record

1992 – M.P.A., University of Victoria

1989 – B.A. Political Science (with Distinction), University of Victoria

## Professional Experience

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|----------------|--|
| 2009 – Present | Senior Vice President Academic, Fanshawe College, London, Ontario  |
| 1998 – 2009    | Dean, School of Transportation, British Columbia Institute of Technology, Burnaby, British Columbia  |
| 1997 – 1998    | A/Director, Transitions and Career Programs Branch & Senior Advisor, British Columbia Ministry of Education, Skills and Training, Victoria, British Columbia |
| 1995 – 1997    | Dean, Academic Quality / Technical Program Development / Academic Policy, St. Clair College, Windsor, Ontario  |
| 1994 – 1996    | Chair, Committee on National Standards for Applied Science and Engineering Technicians, Ottawa, Ontario  |
| 1991 – 1995    | Coordinator, Technology Programs, Colleges and Technical Programs Branch, British Columbia Ministry of Advanced Education, Victoria, British Columbia        |