CORPORATE GOVERNANCE (CG) IN HIGHER EDUCATION INSTITUTIONS: A SYSTEMATIC MAPPING OF NATIONAL SCIENTIFIC PRODUCTION

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ABSTRACT

The aim of this paper was to identify and discuss the profile of national scientific production and evolution of Corporate Governance (CG) in Higher Education Institutions (HEIs) in articles published in SPELL, Google Scholar, and national journals classified as *Qualis* A2 to B5 from 2005-2013. Additionally, the main themes and methodological approaches most commonly used in this production were delineated and characterized. For this, a bibliometric study with 51 articles was carried out using a quantitative approach. The results showed that descriptive, qualitative, and case studies were the most prevalent in articles and studies with two or three authors are the most common. Moreover, the two most prolific authors published 4 articles each and published research in the area increased from 2005 to 2009, despite varying numbers in 2010-2013, which may be due to emerging and diverse themes such as stakeholder perception, corporate social responsibility (CSR), ownership and control structure, CG in family HEIs, disclosure and accountability, CG versus performance, and IT governance.

Keywords: Corporate Governance; Higher Education Institution; Bibliometric Analysis.

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1 INTRODUCTION

One of the main results of globalization and transformation through which passed economies around the world in recent decades have been the growth of businesses and decreasing stock control, which has demanded increased attention to other actors affected by companies. As a result, it was necessary to develop a system that preserves rights, organizes relations, structures of power and values according to which societies and companies are managed, controlled, and administered, which is called Corporate Governance (CG), as defined by the Cadbury Committee (1992).

Thus, it is not surprising that various authors (WILLIAMSON, 1996; CLAESSENS and FAN, 1996; SHLEIFER and VISHNY, 1997; BABIC 2003; MONKS and MINOW 2004) and institutions (OCDE, 2004; BCGI, 2010) in recent years have analyzed and proposed solutions for the numerous issues related to corporate governance.

For the Organization for Economic Cooperation and Development (OECD, 2004), corporate governance involves a set of relationships between the management of a company, its board of directors, shareholders, and other partners. It also provides the framework by which the objectives of a company are established, the means to achieve such goals, and instruments for monitoring performance (OECD, 2004).

The conceptual and theoretical discussion about corporate governance began in the 1930s with publication of the classic text by Berle and Means (1932), which showed that American companies were established on a dispersed system of property that caused conflicts between management and shareholders because of managerial opportunism issues. However, according to authors such as Muritiba et. al. (2010) and Araújo, Mendes, and Lustosa (2012), only after 1980 did corporate governance become a significant factor for companies.

In academic terms, corporate governance only began to be studied and published with greater frequency in journals and international events after 1980, which shows that CG is still a recent field and particularly focused on for-profit companies and the industrial and service sectors. However, educational institutions also face important governance issues, and literature regarding this link between CG and Higher Education Institutions (HEIs) can already be found, which deserves to be mapped and analyzed to promote future studies.

Despite the existence of research on the relationship of CG and HEIs in national literature, there are no national studies in the fields of management, accounting, economics, and tourism that deal with this relationship from the bibliometric point of view, which justifies the interest in developing the present study and ratifies its originality and novelty.

In this manner, this research is designed to deepen knowledge on the subject by presenting an overview of national scientific production in the last 9 years of studies published in the Scientific Periodicals Electronic Library (SPELL) database, Google Scholar, and in national journals with *Qualis* classification between A2 and B5. The A1 journals of management, accounting, and tourism were not used as they exceeded the scope and outline of this study, which only focused on national scientific production.

Therefore, the present work aimed to trace the profile of national scientific production and evolution of CG in HEIs in articles and research published in SPELL, Google Scholar, and national journals in the fields of management, accounting, and tourism with *Qualis* classification between A2 and B5 in the period between 2005 and 2013. Additionally, the most discussed topics, main methodological approaches, leading authors, and research networks were outlined and characterized.

2 CORPORATE GOVERNANCE

2.1 The Evolution of Corporate Governance

The development of corporate governance (CG) has firm roots and strong reasons to spread. Multilateral organizations, such as the United Nations and the OECD, see good CG practices as the pillars of global economic architecture and one of the instruments of economic, social, and environmental development (ROSSETTI and ANDRADE, 2012).

In this same line of reasoning, Polo (2007) summarized the channels by which corporate governance affects economic growth and development: increased access to external financing by companies, lower capital cost associated with higher company value, better operational performance through improved allocation of resources and refined management, reduced risk of financial crises, and better stakeholder relationship.

In the past 30 years, several factors occurred simultaneously that triggered interest and development in CG: a wave of privatizations, pension fund reforms, the growth of private savings accounts, and deregulation and integration of capital markets. In addition, Polo (2007) highlighted that scandals and bankruptcies involving corporations in Europe and the United States may have been responsible factors for renewed interest in corporate governance.

Therefore, CG has developed mainly because of opportunism provided by the removal of passive property owners. According to Rossetti and Andrade (2012), among the known pioneering studies that have reported conflicts between owners and managers and the rise of technostructures in organizations as a new power factor, we can highlight Berle and Means (1932) and Galbraith (1967). Berle and Means (1932) examined the misalignment between passive property owners and not beneficial owners. Galbraith (1976) reported how managers, who controlled technostructures, became the most important factor in supporting the corporate world.

As suggested by Rossetti and Andrade (2012), CG emerged to address such conflicts and misalignments in companies. The actions of people who support good CG practices have resulted in creating legal mechanisms and protectionist regulatory frameworks of the rights and interests of shareholders, in addition to internal changes in organizations with emphasis on the establishment of effective boards and guardians.

For Shleifer and Vishny (1997), CG deals with the ways in which corporate financial service providers ensure the financial return of their investments. According to the Brazilian Corporate Governance Institute (BCGI, 2010), corporate governance represents the system by which companies are directed, monitored, and encouraged, including the relationships between shareholders/quotaholders, administrative boards, board of directors, fiscal councils, and independent audits. Good corporate governance practices aim to preserve and increase the value of companies, facilitate access to capital, and contribute to business continuity (BCGI, 2010).

Notably, there is no evidence that corporate governance produces major tangible results such as profits, capital appreciation, among others, although it is still essential for contemplating legal and ethical aspects.

In a broader approach, Fontes Filho and Picolin (2008) clarified that good governance practices reduce the asymmetry of information between investors and managers or entrepreneurs, balance the rights between majority and minority shareholders, and thus strengthen the capital market as a business financing mechanism for companies. This strengthening extends the level of liquidity in the market, which reduces risk premiums and makes fund raising less expensive. This system of balance in relations and legal security plays an important role in promoting

the financial and economic development of their respective countries by facilitating the flow of resources to companies (FONTES FILHO and PICOLIN, 2008).

Moreover, Silveira (2010) reported that a governance system will only be efficient if it is able to combine internal mechanisms (such as actions by the administrative board; executive pay; equity concentration; and performance of institutional investors) and external mechanisms (such as the legal protection of investors; possibility of hostile takeovers; degree of competition in the market; supervision of market agents; capital structure) with the goal of ensuring decisions that promote the best long-term interest of shareholders.

2.2 Corporate Governance in Higher Education Institutions

Governance broadly deals with the acquisition and distribution of power in society, while corporate governance covers how organizations are managed in a general way (MATIAS-PEREIRA, 2010).

Therefore, CG is the form of administration and control of any institution, whether corporate or not, profit or charitable purposes, controlled by public or private capital, and whatever adopted form, be it corporate, associative, community, or cooperative (SANTOS, 2008).

According to BCGI (2010) and its code of good CG practices, the principles and practices of good CG apply to any type of organization, regardless of size, legal status or type of control. This code uses the word organization to make the document as comprehensive and adaptable as possible to other types of organizations, such as those of the tertiary sector, cooperatives, state agencies, foundations, government agencies, among others.

This way, the present study intends to broaden the knowledge in this area and extend the theory of CG outside of the private sector of open capital companies. To this end, it is assumed that any organization has a governance structure, a set of principles and procedures and controls that discipline the relationships between the various actors involved or that participate in their activity.

According to the theoretical matrix analyzed, there are, albeit in its infancy, studies involving CG and HEIs. Therefore, some studies on CG and HEIs are analyzed and their most relevant aspects discussed below.

The authors Duarte, Khalil, and Quelhas (2008) attempted to verify if educational institutions knew and practiced the governance-based management model by relating the best practices suggested by BCGI with the ones used by these institutions. Among the main conclusions are that the organizations studied have informal processes and practices of CG, that is, they are not aware that they apply these processes and consequently do not value the importance of this new management model.

Santos (2008) analyzed the relations between the structure of property and control and CG practices with performance in a HEI. The author concluded that there are relationships between corporate governance and financial performance in HEIs. On the other hand, it was not possible to clearly identify a direct relationship between CG and academic performance in the research institution.

Mainardes, Deschamps, and Tontini (2009) aimed to understand the perceptions of stakeholders (director, coordinators, professors, students, alumni, and employers) about the quality of a HEI, especially in management courses, by using the eight dimensions for quality by Shanahan and Gerber (2004) and eleven dimensions by the National Evaluation System of Higher Education (NESHE). The authors interviewed 33 stakeholders while following the phenomenological methodology and concluded that the quality dimensions proposed by Shanahan and Gerber (2004) and dimensions assessed by NESHE were present in the study.

Another interesting paper by Silva Júnior, Muniz, and Martins (2009) described and analyzed CG and its impact on the university management of a family HEI identified as *Universi-*

dade Familiar Carioca (UFC). The results indicated that the CG of UFC was characterized by the dissociation between maintainer and maintained, in a dynamic and complex political environment in university management in which multiple interests intertwine between different social actors (owners, managers, and family members). The separation of the roles of entrepreneur (performed by the owner family) and manager (performed by the managers of the maintainer and maintained) was identified, in addition to management professionalization.

Galvão, Correa, and Alves (2011) proposed the development of an alternative evaluation model of global performance for HEIs based on NESHE while considering other models of assessing organizational performance, such as the Management Excellence Model (MEM) of the National Quality Foundation (NQF), the Malcolm Baldrige National Quality Award (MBNQA), the European Foundation for Quality Management (EFQM), Sigma Sustainability and the Balanced Scorecard (BSC). After performing the study and comparing the evaluation models, the global performance evaluation model was elaborated, and the authors concluded that the evaluation system based on NESHE is not the only valid model and that the proposed system contributed to improving the management and organizational performance of HEIs by enriching their offered services, in addition to also contributing to the development and deepening of new studies and models.

Nogueira, Garcia, and Ramos (2012) investigated, together with a public HEI, in which aspects their management are close to CG components and its relations with the corporate social responsibility (CSR) of the institution. They concluded that the sample institution agrees with the reference used for CG and the principles and practices of this subject. In relation to CSR, the authors identified that the sample HEI did not present a formalized institutional policy aimed at the community.

These studies proved that CG and HEIs are an emerging theme and justifies greater research effort in Brazil. However, it is worth mentioning that this theme has been studied with increasing consistency in recent years, which is why it is necessary to map its growth and any eventual gaps to foster new scientific research on this subject.

3 METHODOLOGICAL PROCEDURES

This is a bibliometric analysis designed to identify and analyze the profile of national scientific production and evolution of the theme at hand by quantitative analysis using descriptive statistics. This is a descriptive research (GIL, 2002; CERVO and BERVIAN, 1996; LEITE, 2004), since it aims to transcribe, describe, interpret, and explain the results obtained in the bibliometric analysis of the scientific production profile and evolution of the theme in the Brazil.

According to Leite Filho (2006), bibliometric performance indicators are important for analyzing and evaluating academic research and guiding directions and strategies for future research. Planning bibliometric analysis, according to Cooper and Lindsay (1998), involves four important steps in addition to the research formulation phase: the choice of the literature analyzed, evaluation of the data collected, analysis and interpretation of the information, and presentation of results.

Thus, regarding the period of publication, the sample studies were delimited between 2005 and 2013, which corresponds to the last nine years. One of the databases used was the Scientific Periodicals Electronic Library (SPELL), which is a system of indexing, research, and makes scientific production available and linked to the National Association of Postgraduation and Research in Administration (NAPRA). SPELL was founded in 2012 and focuses on scientific production in the areas of management, accounting, economics, engineering, and tourism. During the study, the SPELL database had 10,932 published works, 1,634,675 downloads, and 4,315,080

accesses (SPELL, 2013). The following search filters were used: (i) keywords – governance and higher education institution, or corporate governance and postgraduate program, or governance and higher education; (ii) publication period – between January 2005 and November 2013; (iii) type of document – article; (iv) area of knowledge - management, accounting, and economics; and (v) language - Spanish, French, English, and Portuguese.

By adopting these parameters, a total of 86 articles published in SPELL that addressed the theme CG or Higher Education were selected. Then, the titles, abstracts, keywords, methods, and conclusions were read to identify the studies that dealt with the relationship between CG and HEI. Afterwards, only 27 articles were left for analysis.

Google Scholar was the next selected database, which was released in November 2004 and made searching in Portuguese available on January 10, 2006. This search engine has an array of different subjects and sources in the same place and allows users to search for articles reviewed by experts (peer-reviewed), theses, books, abstracts, and articles from academic publishers, professional organizations, preprint libraries, universities, and other academic entities (GOOGLE SCHOLAR, 2013).

The following search filters were used in Google Scholar: (i) find articles with all the words – governance or corporate governance; (ii) with at least one of the words – higher education institution or higher education; (iii) where my words are found – in the title of the article; (iv) publication period – between 2005 and 2013; and (v) searching on the Web.

A total of 27 articles were found on Google Scholar that addressed the theme CG or HEIs. After selecting the papers, the titles, abstracts, keywords, methodologies, and conclusions were read to identify those that dealt with the relationships between CG and HEIs. Using these procedures, only 19 studies were left for analysis.

Due to the small number of studies found, a new search was performed in the database of 119 national journals in management, accounting, tourism, and classified as *Qualis* between A2 and B5. The search filters used were: (i) term search - governance, or corporate governance, or higher education, or higher education institution, or governance and higher education; (ii) date – from January 1, 2005 to November 8, 2013.

After selecting the articles and reading the titles, abstracts, keywords, methods, and conclusions to identify those that dealt with the relationship between CG and HEIs, 35 articles were found in the 119 journals.

A summary of the strategy to determine the search terms used to answer the research question is shown in Figure 1.
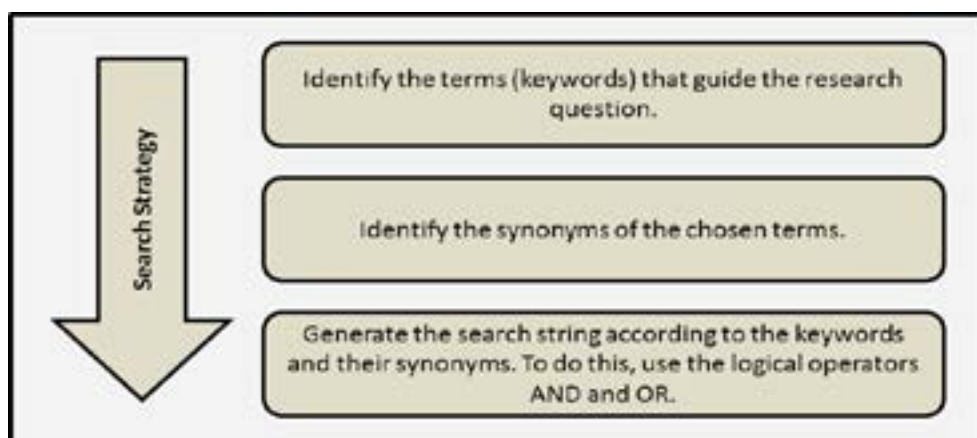

Figure 1 - Summary of the Search Strategy
Source: Elaborated by the authors

The keywords and their search strings (Figure 1) were used searching in SPELL, Google Scholar, and the main national journals of management, accounting, and tourism (Figure 2).

	Keywords	Search String
SPELL	Governance and higher education institutions, or corporate governance and postgraduate program, or governance and higher education.	("governance *and* higher education institution" OR "corporate governance *and* postgraduate program" OR "governance and higher education")
Google Scholar	Governance and higher education institution, or corporate governance and higher education.	("Governance *and* higher education institution" OR "corporate governance *and* higher education")
National journals	Governance, or corporate governance, or higher education, or higher education institution, or governance and higher education.	("governance" OR "corporate governance" OR "higher education" OR "institution of higher education" OR "governance *and* higher education")

Figure 2 - Summary of Keywords and Search String
Source: Elaborated by the authors

Some of the studies and articles identified were found in more than one of the search engines/databases. Thus, the final sample totaled just 51 articles, being 35 articles published in journals and 16 studies available on online electronic media such as those presented in colloquia, congresses, meetings, seminars, and symposia, in addition to dissertations and doctoral theses (Table 1).

Table 1: Total Articles and Studies in the Final Sample

Total articles and studies on CG and HEI identified in databases Total (a + b)	Quantity of duplicate articles and studies in databases		Sub-Total (a)	Articles and studies that make up the final sample		Sub-Total (b)
	Quant. Articles	Quant. Studies		Quant. Articles	Quant. Studies	
81	30	--	30	35	16	51
100%	37.04%	--	37.04%	43.21%	19.75%	62.96%

Source: Elaborated by the authors

The articles were read and organized in graphs and tables of descriptive statistics that helped analyze and compare the variables. Analysis of variance (ANOVA) was used to study the difference between the averages of two or more groups. The aspects addressed in this study were: (i) articles published; (ii) number of authors per article; (iii) year of publication; (iv) main authors; (v) main journals; (vi) main themes; (vii) types of research; (viii) research methods; (ix) methodological procedures; (x) data collection and analysis instruments.

4 RESULTS AND DISCUSSION

The number of authors who publish each article evidences networks and partnerships between authors. As more authors publish together, it is possible to observe that the area is investigated by research groups instead of individual authors, which indicates possible dissemination of the theme. According to Subramanyam (1983), collaboration between authors has been seen internationally as one of the indicators of research quality, especially in interdisciplinary subjects, as is the case of CG.

The data collected show that the works and articles published in the journals consulted vary from one to six authors (Figure 3). In this figure, it is possible to see that the articles involving two, three, and four authors equal 70.7% of the total sample reviewed and may propose the existence of groups of researchers or research networks on the subject. However, articles with only one author account for 21.6% of the total. This suggests that the researchers may be working under a type of isolated system of individuality, with few relations of exchange programs and sharing of experience and knowledge with each other. Analysis of descriptive statistics revealed that 3 is the most frequent number of authors in published articles, and that they were written, on average, by 2.59 authors. However, the standard deviation of 1.24 may indicate that there is considerable dispersion of the quantity of authors in relation to the average.
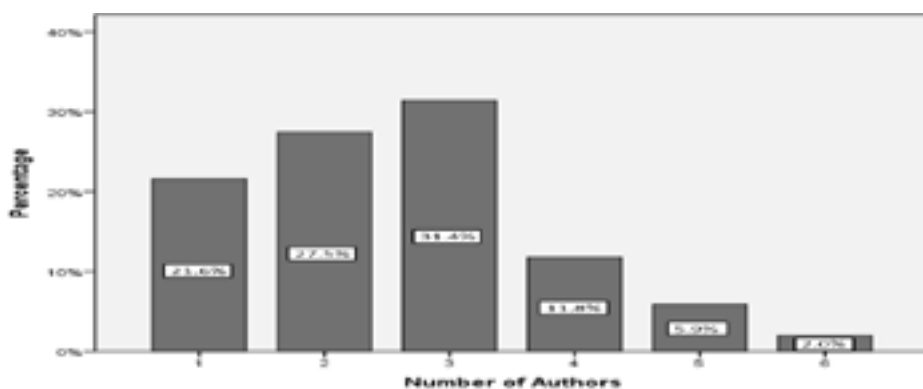

Figure 3 - Percentage of Authors per Article
Source: Survey data (2013)

To develop the study, publications were delimited between the years 2005 and 2013, the latter referring to the first ten months of the year. It was found that there was little occurrence of theme-related studies in 2005 and 2006, which may be due to the first initiatives that marked the introduction of good CG practices in Brazil. Distribution increased from 2007 to 2009, from 5.9% (2007), to 7.8% (2008), and then reaching 15.7% (2009). In 2010, there was a slight drop to 11.8%, later reaching the maximum observed level of 25.5% in 2012 (Figure 4). Since the survey was conducted until November 8, 2013, it is likely that the amount of studies that were still being produced in 2013 does not exceed the total number produced in 2012. The average production in the analyzed period was 5.7 articles and published works. However, the data are scattered by several values, showing that there is a high variation or dispersion of the quantity produced and published of articles around the mean, as can be proven with the identification of a standard deviation of 3.7.
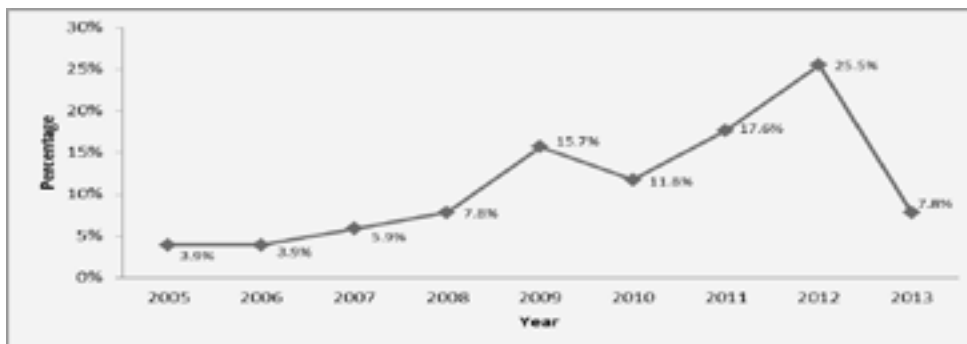
Figure 4 - Evolution of Articles by Year of Publication
Source: Survey data (2013)

Of the 131 authors, those with higher output in the analyzed period involving the relationship of CG in HEIs are, namely: Annor da Silva Júnior and Emerson Wagner Macharia, with 4 publications each; Maria José Carvalho de Souza Domingues and Reynaldo Maia Muniz, with 3 publications; and Antônio Carlos Giuliani, Edward Eugene Spers, Fabio Vinicius de Macedo Bergamo, Felipe Z, Matthew Canniatti Ponchio, and Priscilla de Oliveira Martins, with 2 each publications each. Nevertheless, it is noteworthy that the author Annor da Silva Júnior published 3 works with Reynaldo Maia Muniz, and the author Priscilla de Oliveira Martins was present in two of them. It should also be noted that of the 4 works of Emerson Wagner Mainardes, 3 were in partnership with Maria José Carvalho de Souza Domingues. The same strategy of partnership or networks of research took place between Antônio Carlos Giuliani, Fábio Vinicius de Macedo Bergamo, Felipe Zambaldi, and Mateus Canniatti Ponchio in the production of 2 articles (Figure 5). Other authors appeared in the production of only one article each in the analyzed period.
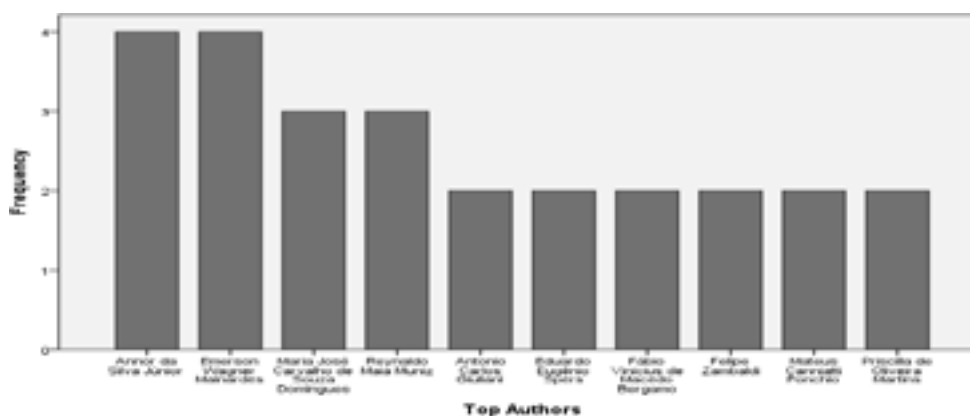

Figure 5 – Authors with the Most Production
Source: Survey data (2013)

The main issues of CG in HEIs discussed by these authors involve the structure of ownership and control, family business, impacts of CG on university management and for the main stakeholders of HEIs, stakeholder perception on HEI management quality and factors of student satisfaction.

The methodological approaches preferred by the authors were analyzed to have an idea of the predominance of certain types, methods, and research procedures. For this, the information provided by the authors about the type, method, and search procedures used were analyzed. This study does not judge any inconsistencies, since these are articles published in journals or events that have review procedures (MURITIBA et al. 2010).

Descriptive searches are predominant in studies of CG in HEIs in the journals and other sources analyzed (Figure 6). The data collected show that 43.1% of articles and published works were descriptive, followed by exploratory studies (41.2%), and exploratory-descriptive studies (15.7%), concentrating, as well, the types of research on CG in HEIs.
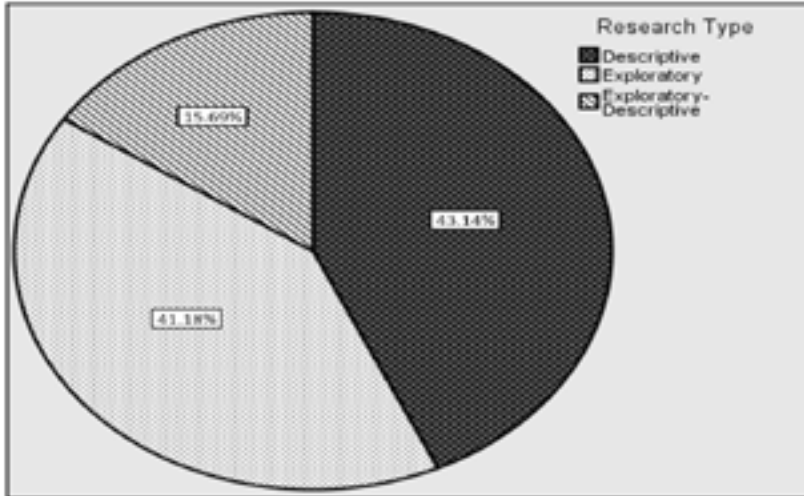

Figure 6 – Research type
Source: Survey data (2013)

Analysis of variance (ANOVA) is a statistical technique that allows comparison between the difference of means of three or more groups (FIELD, 2009; MALHOTRA, 2012). This method was used to identify any differences in the number of authors in relation to the research type. The 21 exploratory works have an average of 2.19 authors, the 22 descriptive papers have an average of 3 authors, and the 8 exploratory-descriptive papers have an average of 2.5 authors (Table 2). Although the averages of the number of authors of these research types are slightly different, the confidence intervals present great overlap. Thus, any difference between the media can be attributed to sampling error.

Table 2: ANOVA of the Number of Authors in Relation to the Research Type

	Number of Valid Cases	Mean	95% Confidence Interval for Mean	
			Lower Bound	Upper Bound
Exploratory	21	2.19	1.59	2.79
Descriptive	22	3.00	2.53	3.47
Exploratory-Descriptive	8	2.50	1.50	3.50
Total	**51**	**2.59**	**2.24**	**2.94**

ANOVA

	Sum of Squares	df*	Mean Square	F	*Sig.*
Between Groups	7.115	2	3.557	2.466	0.096
Within Groups	69.238	48	1.442		
Total	**76.353**	**50**			

***df** = degree free*

Multiple Comparisons

Dependent Variable: Number of Authors

Test Tukey HSD

(I) Research Type	(J) Research Type	Mean Difference (I-J)	*Sig.*
Exploratory	Descriptive	-0.810	0.080
	Exploratory-Descriptive	-0.310	0.810
Descriptive	Exploratory	0.810	0.080
	Exploratory-Descriptive	0.500	0.575
Exploratory-Descriptive	Exploratory	0.310	0.810
	Descriptive	-0.500	0.575

Source: Survey data (2013)

This table shows that the sum of squares for testing between groups is 7.1 and for testing within the groups is 69.24. In this way, analysis shows that F (2.48) = 2.47, p > 0.05. This analysis of variance of the number of authors in relation to the research type showed that any difference between conditions is likely to have occurred due to sampling error, considering that the null hypothesis is true. It also shows that there is no statistically significant difference between the averages of the exploratory research groups and the descriptive research groups in relation to the number of authors. Likewise, there are no statistically significant differences between the averages of the exploratory research groups and those of the exploratory research-descriptive, as well as between the descriptive and exploratory research-descriptive.

For the research method category, Creswell's classification (2007, p.35) was used as a subcategory, which indicates that the research techniques can be qualitative, quantitative and mixed or hybrid methods (qualitative and quantitative).

The predominance of qualitative studies, which account for 58.8% of the total studies and published articles, is presented in Figure 7. The quantitative studies represent 37.3% of the papers published and 3.9% represent research developed by researchers using the hybrid method or mixed, i.e. are quali-quantitative.
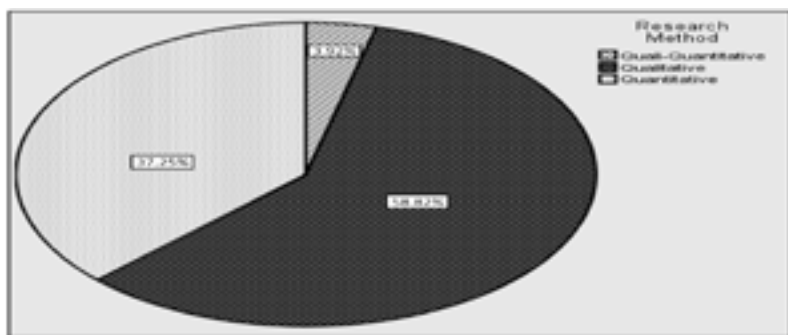
Figure 7 – Research Method
Source: Survey data (2013)

The evolution in the number of articles and works of qualitative nature can be considered a positive factor (ARAGÓN et al., 2010) nowadays. The predominance of qualitative studies may be due to most of the studies and articles surveyed in the period in question employ the case study method (Figure 8). This statement is also corroborated by authors such as Walter et al. (2008), who reported that almost 52% of case studies employed techniques of qualitative analysis.

By relating the research type with the method used by the authors, cross tab analysis showed (Table 3) that of the 43.1% of the descriptive articles and papers published, most of them (31.4%) used quantitative research. Furthermore, all 41.2% of exploratory studies used the qualitative method, and 15.7% of exploratory-descriptive studies, 5.9% used the qualitative method and 5.9% used the quantitative method, followed by 3.9% using the hybrid method.

Table 3: Cross Tab Analysis Between Research Type and Method

		Research Method			Total (%)
		Qualitative (%)	Quantitative (%)	Quali-Quantita-tive (%)	
Research Type	Exploratory	41.2	--	--	**41.2**
	Descriptive	11.7	31.4	--	**43.1**
	Exploratory-Descriptive	5.9	5.9	3.9	**15.7**
Total (%)		**58.8**	**37.3**	**3.9**	**100**

Source: Survey data (2013)

The study also sought to identify the research procedures most used by authors. Practical case studies were the predominant ones, with 37.3% of papers and articles published, followed by 29.4% of multicases. A high frequency of bibliographic studies was also observed at 21.6%, followed by 9.8% that performed surveys, and 2% that performed action research (Figure 8).
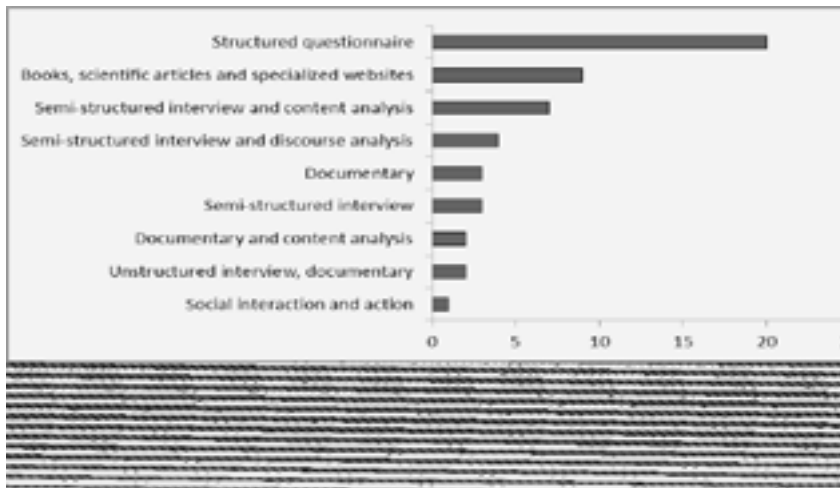
Figure 8 - Methodological Procedure
Source: Survey data (2013)

Aragão et al. (2010) stated that, in the last few years, case studies have been a widely used approach in social studies, especially by researchers who carry out qualitative investigations, thus continuing to be a significant research method for this theme (SERRA et al., 2008).

Regarding data collection instruments used in the works and articles surveyed, structured questionnaires had predominance and were present in 20 (39.2%) of 51 works, both in those that used case studies as those who adopted multicases and survey studies as methodological procedure. Searches in books, scientific articles, and specialized sites appeared in 9 (17.6%) studies, which are purely bibliographic. The semi-structured interview, if independently considered, appears in 14 (27.4%) papers. If considered together with content analysis, this method appears in 7 (13.7%) papers, and discourse analysis appears in 4 (7.8%) papers. As a technique of data analysis, content and speech analysis considered separately appear in 13 (25.5%) papers, which, therefore, reaffirms the use of qualitative approaches by the authors (Figure 7).
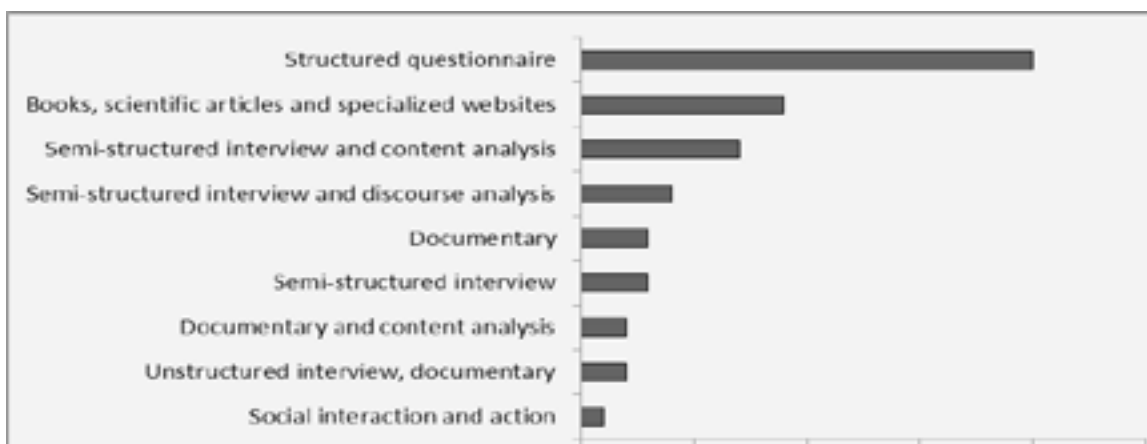

Figure 9 - Instruments of Data Collection and Analysis
Source: Survey data (2013)

The results of Figures 7, 8, and 9 also suggest further ratification or search for signs of the presence of governance practices in HEIs and not a search for improvements of the models themselves. This is perhaps because good CG practices are an emerging theme, which began in 1999 with the publication of the first BCGI code of good CG practice and are still evolving in the national academic literature.

Details of the 43 journals and events that published the theme of CG in HEIs are shown in Figure 10, with predominance of the Management Journal of the Federal University of Santa Maria and International Colloquia on University Management in South America, with 3 published articles (5.9%) and 3 (5.9%) studies, respectively, of the 51 works catalogued. Moreover, in the order of publication volume, appear the Journal of Management and Planning, the Electronic Journal of Administrative Science (EJAS), the Master's in Accounting Journal of UERJ (online), and the journal Alcance (online), all with 2 (3.9%) articles each, totaling 8 (15.7%) articles, concentrating in these six journals and events 27.5% of all production on CG and HEI in the analyzed period.

According to Bradford (TESTA, 1998; FERREIRA, 2010), an essential core of journals forms the basis of literature for all disciplines, and therefore, most important studies are published in few journals, being therefore considered high-impact journals. However, this did not happen in the context of this study, since the 51 works and articles were found in 43 journals and events, which is an indication that the concentration does not seem to be the norm about the research theme. The lack of concentration of articles and studies in certain scientific journals may be due to CG in HEIs being a relatively new theme that has begun to arouse interest in researchers as of 2007 (Figure 4).
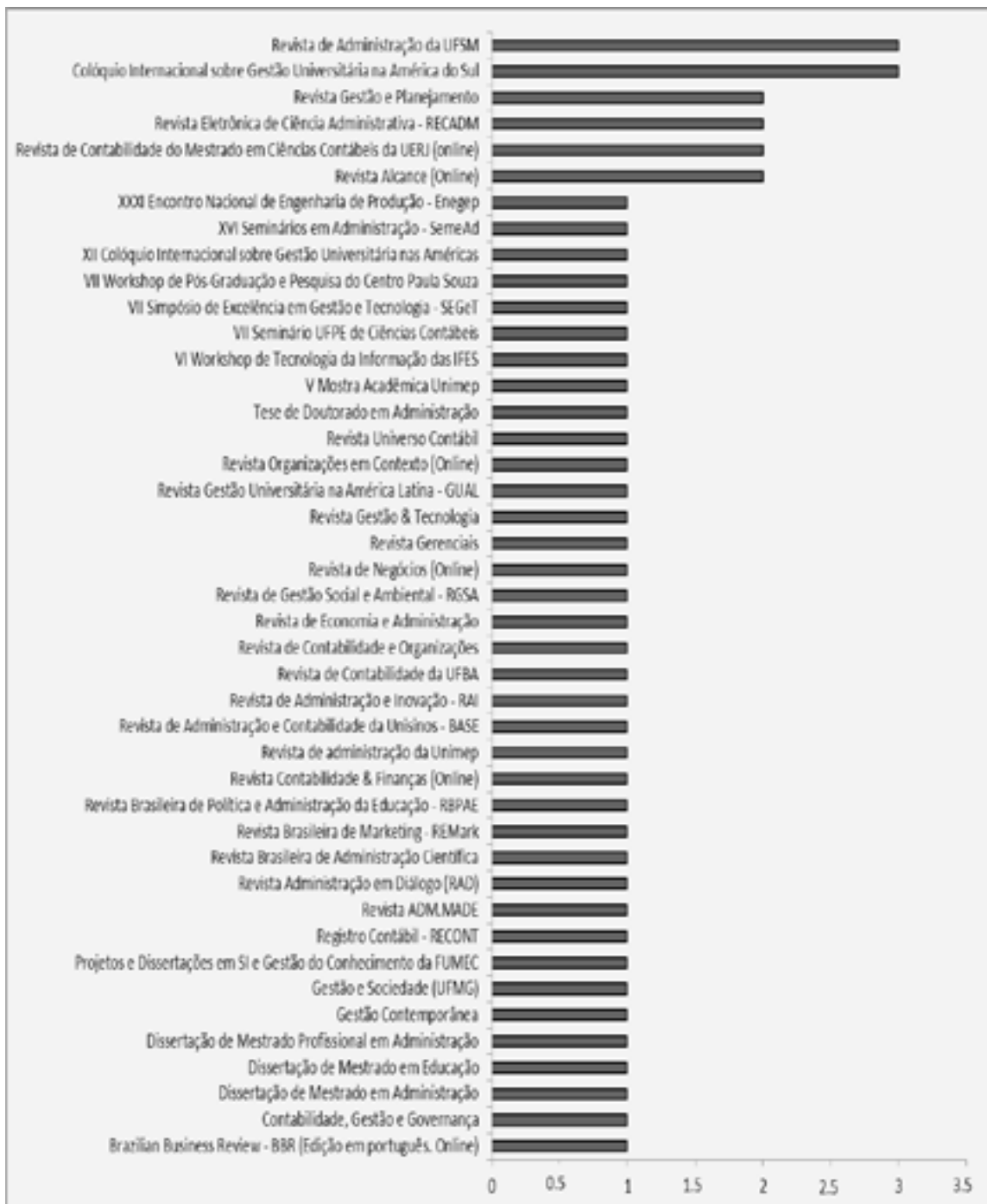
Figure 10 – Number of Articles by Journal
Source: Survey data (2013)

One of the questions of the study relates to the main themes under discussion in articles and studies on CG in HEIs in the period analyzed. Thus, the articles and works were classified into 19 topics (Figure 11). In this stage, classification of the articles and studies was based on reading the titles, abstracts, keywords, theoretical reference, conclusions, and, whenever necessary, the articles were read in full and critical analysis performed for each of them.
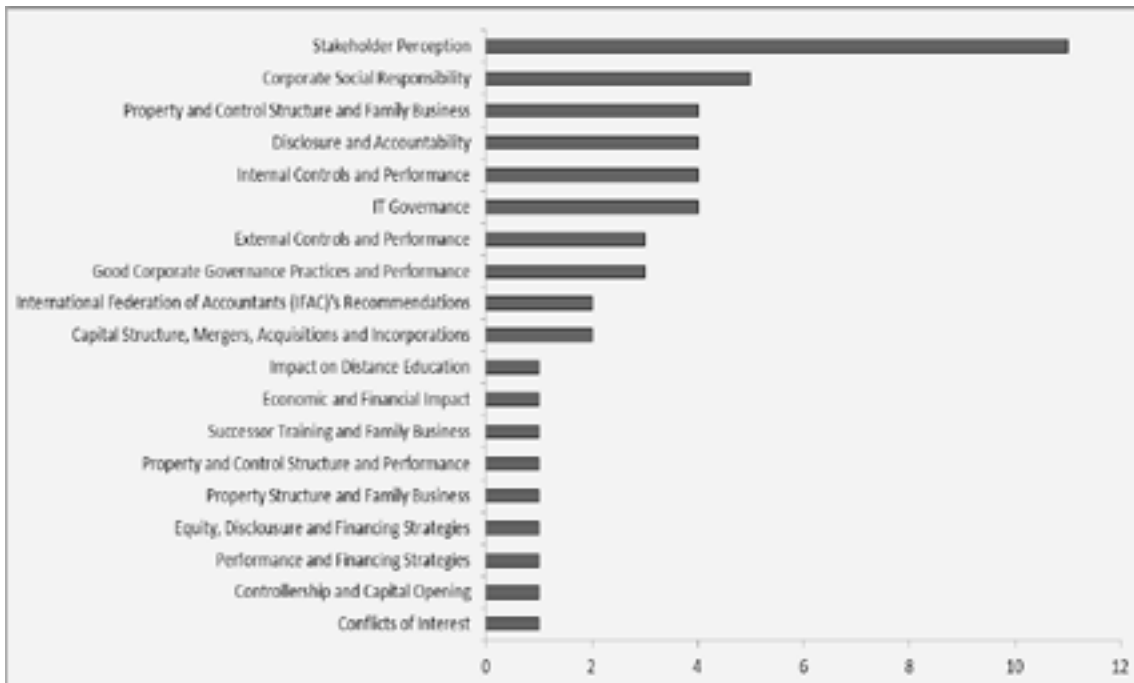
Figure 11 - Number of Articles by Base Themes
Source: Survey data (2013)

Governance studies related to stakeholder perception about the quality of a HEI, the factors of satisfaction, and elements influencing choosing a HEI are the ones that were most prominent, with 11 studies and articles, which represents 21.6% of the total of studies and articles analyzed.

The second theme with the highest incidence was related to corporate social responsibility (CSR) of HEIs, such as the concern with the inclusion of the subject in the curriculum, awareness of internal and external agents, university extension, and practices adopted for environmental management, with 5 articles in journals and events, thus appearing in 9.8% of the published studies.

The themes structure of ownership and control and family business, disclosure and accountability, internal controls and performance, and IT governance appear in 4 studies each, representing together 31.4% of total studies and articles analyzed. The 4 articles classified in categories related to the governance structure of ownership and control and family business showed that, in HEIs, the dissociation between the ownership structure (sustaining entity, ie, shareholders or founding partners) and control structure (sustained entity, ie, the directors, administrative staff, and faculty) is a legal imperative. This dissociation reveals the first reflections of management problems, since the interests of the structures of ownership and control may become divergent, leading to a breach of trust and cooperation. In this context of divergence, the stakeholder model and CG political model are more appealing, with the possibility of establishing very productive articulations and relations capable of enhancing institutional performance.

The concept of transparency (disclosure) goes beyond making information imposed by legislation or regulations available. Disclosure results in an environment of trust, both internally and in the relations of the company with third parties, in addition to financial reports, information on management action, and creating and maintaining value in the organization (BCGI, 2010). Moreover, accountability is a term limited to financial, accounting, and legal aspects that managers must observe to properly manage their organization. This term defines all how agents respond to the main one (GUIMARÃES, 2008).

The four articles classified in the disclosure and accountability category showed that transparency in educational management mitigated conflicts between managers and educators and can be considered a proxi for good CG practices and positive business performance. In addition, it was possible to observe that accountability is not entirely practiced, as it provides reduced accounting information to stakeholders with incomplete financial or managerial statements in this regard. Another result shown by the studies was that a small number of HEIs made their financial information available. Thus, it is suggested that they also account for their financial performance and results, management strategies, and business acumen for which this information can be viewed by civil society in a transparent manner.

The articles and studies (4 in total) that dealt with internal controls *versus* performance demonstrated a positive relationship by showing, for example, that a quality management system allows the HEI to manage social expenditures more efficiently, guide students to better employment opportunities, and develop education compatible with an increasingly competitive and demanding society.

Furthermore, IT governance seeks to share IT decisions with other directors of the organization, as well as establish the norms, organization, and processes that guide the use of information technology (FERNANDES and ABREU, 2008). Thus, IT governance is used to describe how people involved in the governance of an organization should consider IT in their monitoring, control, and supervision.

The studies and articles (4 in total) classified in the IT governance theme evidenced knowledge about the main concepts of IT governance, showing that the theme is known in general. However, the way in which it is obtained and applied varies greatly, because overall this knowledge about IT governance was sometimes obtained by the university itself, and other times in their own work environment.

5 FINAL CONSIDERATIONS

The present study aimed to identify and discuss the profile of the national scientific production and evolution of CG in HEIs in articles published in Scientific Publication Electronic Library (SPELL), Google Scholar, and national journals of management, accounting, and tourism classified as *Qualis* between A2 and B5, in the period between 2005 and October 2013. Additionally, this study sought to delineate and characterize the subjects discussed, methodological approaches that predominate in this production, and main authors of the area.

The results showed that, although the articles published in the analyzed journals vary from one to six authors, those with two, three or four authors occur more frequently (70.7% of the total) and may indicate the existence of groups of researchers or research networks on the subject. This research found significant growth of production in the 2007-2009 period (over 29%) and relevant average production, although with much dispersion in the quantity of produced articles around the mean ($\sigma = 3.7$) and erratic in the 2010-2013 period, peaking in 2012, and significantly dropping production in 2013 by falling to

2008 levels. Since the survey was conducted until November 8 2013, it is very likely that the number of studies that were produced until the end of the year did not reverse these findings.

Fifty-one studies and articles were written by 131 authors. The most prolific authors involving the relationship of CG in HEIs in the analyzed period are Annor da Silva Júnior and Emerson Wagner Mainardes, with 4 publications each in events and B1 and B2 journals. Maria José Carvalho de Souza Domingues and Reynaldo Maia Muniz were next with 3 publications in B1 and B2 journals, and finally Antonio Carlos Giuliani, Eduardo Eugênio Spers, Fábio Vinicius de Macedo Bergamo, Felipe Zambaldi, Mateus Canniatti Ponchio, and Priscilla de Oliveira Martins, with 2 publications each in events and A2, B1, and B2 journals.

Regarding the most common methodological approaches, descriptive research was predominant in studies of CG in HEIs. In comparison, ANOVA revealed differences in the number of authors in relation to the research type. It was possible to identify that there is significant statistical difference between the averages of the exploratory research groups, descriptive research groups, and exploratory-descriptive research groups, as well as between descriptive and exploratory-descriptive research groups in relation to the number of authors. The qualitative approach is the most common as far as research methods are concerned, which seeks case studies (simple and multiple), bibliographic studies, and content and discourse analysis, for example, confirmation of results, although some of the studies investigated used quantitative or hybrid approaches (qualitative-quantitative) to optimize their analyses.

Fifty-one articles and studies in the sample are scattered in 43 channels, being only about 27.5% of them concentrated in six journals and events, 5.9% (03) in the Management Journal of the Federal University of Santa Maria, 5.9% (03) in International Colloquia on University Management in South America, 3.92% (02) in the Management and Planning Journal, 3.92% (02) in the Electronic Journal of Administrative Science (EJAS), 3.92% (02) in the Master's in Accounting Journal of UERJ, and 3.92% (02) in the journal Alcance. Therefore, most of the important studies are published in various journals and events not considering, however, the presence of Bradford's law in this theme, that is, there is still an essential nucleus of journals that forms the basis of the literature of CG in HEIs.

Regarding the main issues discussed in the articles, there is a predominance of studies on governance in HEIs from the perception of stakeholders, corporate social responsibility (CSR), structures of ownership and control and family business, disclosure and accountability, internal controls and performance and IT governance. Additionally, there were also studies classified in more than one theme, addressing at the same time, for example, internal controls and performance and external controls and performance, property and control structures and family businesses and formation of successors and family businesses, disclosure and accountability and equity, and disclosure and financing strategies. Many of the themes were only covered once, among them interface CG *versus* the impact on Distance Learning, succession in family HEIs, ownership and control structures *versus* performance, conflicts of interest, which can be considered interesting thematic gaps for future research.

As a limitation of the study, it is worth noting that the results are restricted to the publications found on SPELL, Google Scholar, and the main national journals of management, accounting, and tourism with *Qualis* between A2 and B5, failing to consider the areas of engineering, economics, and education, which may add additional information to what was found.

A database search for Master's and Doctoral theses on the *CAPES* journal portal is suggested for future studies involving this subject in Brazil. Another opportunity is to extend the search to other countries, with the inclusion of articles submitted and published in major international journals and congresses, both for national and foreign authors.

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