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**REFORMING INTERNAL GOVERNANCE
OF UNIVERSITIES**
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- International rankings have added to the pressure on University governance, which identifies that who is responsible and accountable for setting the University's direction and for overseeing the operations.

- In other words, University governance is the way in which Universities are operated.
- Governing structures for higher education are different throughout the world.

- Further, academic governance is the framework of policies, structures, relationships, systems and processes that collectively provide leadership to and oversight of a higher education provider's academic activities, such as teaching, learning and scholarship, and research at an institutional level.

- In fact, institutional governance is a joint effort among several parties: faculty, academic staff, administrators, and the governing board.
- The relationship is based on collegiality and mutual respect.

- Good governance in education systems promotes effective delivery of education services.
- It promotes gender equality, sustains the environment, enables the students to exercise personal freedom, relationship of universities as institutions with academic world and provides tools to reduce poverty, deprivation, fear and violence.

- Governance is concerned with the determination of values inside universities, their systems of decision making and resource allocation, the patterns of authority and hierarchy, and the relationship world inside its boundaries and the external world of government, business and community.

- Some of the characteristics of good governance are: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.

- Education encourages transparency, good governance, stability and helps fight against graft and corruption.
- Education in developing countries, like India, is key to future economic growth and lasting democracy, leading to greater stability and improved standards of living.

- Transparency refers to decisions made and enforced openly in accordance with rules and regulations.
- In this regard, it is important that the information provided not only be sufficient but in the mean time easily understandable to those who will be affected by decisions.

- When admissions are not transparent, the governance of the institution becomes questionable.
- High-ranking universities have also been linked to: concentration of talent, abundant funding and appropriate governance.

- Autonomy that allows institutions to manage their resources capably and to quickly respond to the demands of a rapidly changing global market is essential, though not alone sufficient to establish and maintain world-class Universities.

- Other crucial governance features are needed, such as inspiring and persistent leaders, a strong strategic vision of institutional direction, a philosophy of success and excellence, and a culture of constant reflection, organizational learning and change.

- Good governance can never be achieved without accountability, because accountability ensures that all departments and sections are answerable to those who will be affected by decisions and actions.
- When results are not declared on time, the students are directly affected.

- When admission process is not completed in time, the students are affected.
- When classes are not held regularly, the students are affected.
- When faculty is not appointed as per need, the existing faculty is overloaded with work.

- Those faculty members who are overloaded are unable to pay attention to the overall development of the students.
- When evaluation scheme of the institution is not transparent, the performance of the student is affected.

- When evaluated answer books or assignments are not shown to the students as a part of continuous evaluation, the governance of the institution is questionable.

- When meetings of boards of studies are not held at regular intervals, the curricula and syllabi are not reviewed and revised as per need, when obsolete topics are not dropped from the syllabi – the governance of the institution becomes questionable.

- The governance of higher education institutions has become the focus for much study.

- The public has become more interested than ever in the responsiveness of higher education institutions to the needs of the economy, a fact that has much to do with the realization that higher education institutions have an important role in the economic development of a nation.

- There are many reasons for the increased attention paid to university governance, some generic to all higher education institutions and systems, others contingent on local political circumstances. They include:
 - the increasing size of universities and the expanding complexity of their missions; and

- a greater degree of accountability towards the stakeholders of Universities.
- A most important reason for putting governance arrangements of Universities under scrutiny is that it is in the interest of the long-term future of the University sector that Universities are not only operating effectively but are seen to be doing so.

- The key challenge is to devise governance structures which assure a well run and managed Universities while respecting the need for academic independence.

- The most pressing reform needed today in the higher education sector is to redesign the governance structure of institutions so that decision makers could think and act strategically.

- *Trusteeship* model explicitly recognises that non-financial goals are among the core objectives of the Universities, but it endeavours to provide an effective governance and management structure to achieve a multiple bottom line in complex institutions of learning, research and community service.

- We should provide students with the best available tools, skills, knowledge and the most enabling environment.
- We should allow the natural innovative tendencies of people to create the future, and concentrate our efforts on not getting in the way.

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THANK YOU