

University Governance, Management, Academics and Administration

Governance is related to processes and decisions that seek to define actions, grant power and verify performance of a University. "**Governance**" is the macro-level of policy decision making and **Board of Governors is the main governing body in many of the universities and sometimes board of trustees is the main governing body**. Governance is defined as "the process for distributing authority, power and influence for academic decisions among university constituencies" (Alfred, 1998). These constituencies include academic council, research council, committees, subcommittees, faculty, staff, students, administrators, board of management and finance committee.

There are various models of governance Unicameral Governance –governed by a single governing body responsible for both administrative and academic matters; Bicameral Governance - governed by two bodies- a governing board and board of management; Tri-cameral Governance– governed by three legislative bodies- a governing board, a board of management and an academic board. The ultimate responsibility for governance of the university rests in its governing boards. The boards should: establish effective ways to govern while respecting the culture of decision making in the university, approve a budget and establish guidelines for resource allocation using a process that reflects strategic priorities, ensure open communication with campus constituencies, manifest a commitment to accountability and transparency and exemplify the behaviour it expects of other participants in the governance process, governing board have the ultimate responsibility to appoint and assess the performance of the executives of the University, ensure academic integrity and student learning; and enhance the university's public image and standing.

Management or board of management coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. The management activities comprises planning, organizing, finding financial resources, staffing, leading or directing, coordinating and controlling an organization or initiative to accomplish a goal.

Managing universities is important to achieve the stated objectives. The well managed universities perform better (McCormack, Propper, and Smith 2013: Herding Cats? Management and University Performance).The board of management consisting of Vice Chancellor, Pro-Vice chancellors, Registrars, Deans and Directors of the University are responsible for effective university management.

Academic and Research Council plan, design, direct, define quality requirements and approve academic and research programmes. Faculties develop programmes, courses, modules and subjects to meet the programme and course aims and objectives, adhering to the quality assurance principles defined by academic and research councils and deliver courses and undertake research.

The Academic and Research Council are responsible for approving academic and research programmes of the University and some of the best practices of the council are:

1. Create programme regulations/course specifications/subject specifications
2. Adopt credit system in line with international practice
3. Define credit requirements for a programme/degree
4. Define programme/course outcomes
5. Adopt outcome based education
6. Develop curriculum to achieve outcomes
7. Specify subject dependent assessment methods and assess outcomes
8. Decide the scheme of programme delivery annual/semester/trimester/Modular based on programme type/course type
9. Involve teachers in curriculum development, delivery and assessment
10. Seek opinion of subject experts, practitioners, alumni on curriculum
11. Adopt well established review mechanisms-review teaching material, assessment material
12. Adopt technology enabled teaching and learning

13. Maintain effective staff/student ratio
14. Create subject assessment boards
15. Create programme assessment boards
16. Encourage staff student meetings
17. External examiners to be trained and used for review of academic programmes on a continuous basis
18. Develop measureable quality methods and processes

Administration of the University has multi-dimensional role and it encompasses almost each and every aspect of functioning of the University though it is distinct from faculty and academics. Administration should ensure total control by effective supervision in order to maintain smooth functioning of all the departments of the University.

Administration function is of two types. One is in-house and the other is external or outside. The in-house administration includes, Student Admissions, Finance & Accounts, banking and internal audit, sourcing of Human Resources and Development such as hiring, payroll management, appraisal and promotions. Maintaining the records of institution's fixed assets, inventory management, renewal of contract licenses- AMCs, research administration (including grants and contract administration) adherence to institutional compliances with central and state laws and with other regulating bodies. Further, internal administration also includes, marketing, advertising and house-keeping.

While the external administration includes physical maintenance of assets of the University, Security of the premises and lab equipment, supervision of constructions of university buildings, hostel management, play grounds and overall maintenance and upkeep of entire University Campus. These functions are only illustrative and not exhaustive. There are many more such admin function like scholarship administration etc.

The good governance gives right direction and guidance to the board of management, and this will help the management in taking informed decisions on various matters of University and get them executed through the administration for overall effective functioning of the University. We can conclude that by adopting best practices of good governance, strong management with principles and commitment, right academics and sound administration, can certainly help to steer the university to excellence and carve niche position for itself among Universities.

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