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– Convocation Address

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Reforming Internal Governance of Universities

Upinder Dhar*

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. Governance in higher education refers to the process and the structure by which decisions are formulated and implemented as a result of the interaction of all those involved (Capano and Regini, 2014). 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.

Features of Governance

Governing structures for higher education are different throughout the world. 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. High ranking universities have been linked to three connected factors: concentration of talent, abundant funding and appropriate governance (Salmi, 2009).

There is a world of difference between governance and management. Governance involves the responsibility of approving the mission and goals of the institution; the oversight of its resources; the approval of the policies and procedures; the appointment and review of the work of head of the institution; and an informed understanding of its programs and activities. Management, in contrast, involves the responsibility for the effective operation of the institution and the achievement of its goals within the policies and procedures approved

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