

ROLE AND RESPONSIBILITY OF BOARD OF GOVERNORS [BOG] IN ENSURING EDUCATIONAL QUALITY IN COLLEGES & UNIVERSITIES

By

B.M. NAIK

Retired principal, SGGS Engineering College, Nanded, Board member, Government college of engineering, Aurangabad.

ABSTRACT

The paper presents in brief the need and importance of effective, imaginative and responsible governing boards in colleges and universities, so as to ensure educational quality. BOG should engage fruitfully with the principal and activities in college/ university. UGC, AICTE have now prescribed creation of effective boards for both government and private colleges and out lined their functions, duties and responsibilities [NPIU 2012]. Quality of education in colleges is observed to be as good as the imagination and engagement of board. Discussions are made on the role and responsibility of boards for effective governance. Conclusions are drawn so as to make colleges and universities world class.

Keywords: Board of Governors, Effective Governance, Educational Quality.

INTRODUCTION

Why Indian universities and colleges do not figure in top one hundred? Why thousands of students every year go abroad? Students demand world class education. They are ready to pay for. But not many colleges are able to offer. During the year, 2011-12 as many as 1, 04,000 students went to USA. Many more have gone to UK, Germany, and Australia. They have been going from Gandhi-Nehru period. How long should they have to go? Is education in India not up to student's expectations? Why foreign universities are coming? Is it not because there is a huge unmet demand? Why coaching classes are booming? Why formal education is decaying? Why industrial goods from east-west countries are flooding? India is not short of either talent or resources. But poor governance and poor leadership is the root cause, so observed the National Knowledge Commission [NKC] 2007. Do institutions lack ambition and commitment to rank high in world list? Do they fall short of resources or visions? In the era of globalization, India needs world class professionals, to manage its professional affairs ably at national and international levels. Government is therefore planning to adopt globally proven policies and practices, systems & procedures. Periodic feedback from students & alumni to reform education is a regular practice in foreign. Why it is not yet in India? Higher education now is facing global

competition. Do we have world class leadership in education? Can we create? What are the internal and external threats? What is the governing boards doing? If BOGs do not act, India will lose in brain race. It will trail behind the developed world, like in the past. How can we take care?

It is on the background of these questions that BOG and trustees must respond and come in action, make introspection and find out what is critical to quality, which when done quality will improve. Universities and colleges abroad have installed Research Parks, Technology Incubators, and Patent & IPR centres. These are the units which facilitate engagement of industry with colleges. Have we done this? This is the role & responsibility of BOG to expand horizons from class room teaching to innovation, generation of new knowledge, new theories & new technologies. Knowledge is infinite. Students should learn to discover, innovate. Colleges have invested in buildings, equipment but not much in research. It is the lack of research which is holding back quality. Can installation of quality assurance cells provide an aid? Is it possible to create a culture of self discipline and self assessment? Do the institutions care to increase their influence and outreach beyond class room? What is the use of BOG if it does not ensure educational quality? If members of BOG come together with common commitment for change,

change to world class level is certainly possible. Creation of the future of children & grand children depends on how BOGs perform today. The article is an attempt of brain storming to diagnose the problems and possibly evolve solutions. BOG has to learn how to be effective, from its counterparts elsewhere in the world. Will the BOG play its legitimate role effectively? This decides the future of institutions.

In view of above Government with the assistance of world bank has started Technical Education Quality Improvement program [TEQIP] and 200 colleges country wide are being up graded to world class level by investing around 5000 crore rupees. Academic culture is being improved. So as to achieve the mission, TEQIP has made it obligatory to these colleges, both in government and private, to appoint BOGs. As a consequence, for the first time in India Government has relaxed its direct supervision on government colleges and is indirectly supervising them through BOGs consisting of able professionals. Education will become world class if and only if the boards perform effectively.

1. Need and Importance

1.1 Innovative, accountable & effective BOG is the need of the hour

Many Indian Universities and colleges have all the resources at hand. They spend money more than necessary, but in return they do not gain quality. Why? Studies show they do not have proper visions, missions & commitment to excel. Indian universities lack systems for quality assurance, quality policy, quality manual, quality planning & monitoring cells, and mechanism for periodic internal & external review. They lack methods and not the resources. They lack force in their action. The paper presents in brief, the need and importance of effective board of governors for ensuring educational quality, in both private and public sectors. Effective BOG with ambition to rank high in world list is found to navigate the college to prosperity. Working hard by principal alone is good but not enough.

Good board selects and appoints good principal and good faculty. Good board attracts world class professors and merit students from anywhere and everywhere, in the

world. BOG together with the principal sits in driver's seat. They both jointly with faculty & staff are responsible for educational quality. It is observed that quality of education is as good as the imagination, visions and commitment of the board for the cause of education. If the board is excellent the quality of education is most likely to be excellent and vice-versa. BOG needs however, to envision new goals from time to time to cope with emerging opportunities and challenges in globalized world.

BOG is the chief fund raiser, raising funds with imagination from national and international sources. So far, colleges have neglected alumni as a source of money and ideas. Involvement of alumni to ensure quality education is essential to make institutions world class. Board needs to engage appropriately with the principal, activities in college and alumni. BOGs are increasingly being appointed in more & more colleges private & public, which is good but it is better if board is consisting of visionary, imaginative, and responsible professionals. Nobel Laureates, Bhatnager award winning scientists, industrialists and Fellows from Indian Academy of engineers [INAE], distinguished professors if appointed on board, they will make a big difference. Great leaders matter. World experience tells us that BOG of an Institution serves the nation better in inculcating human and ethical values if it is protected by legislation from political and bureaucratic interference. Board chair should be as far as possible an eminent industrialist, educationist, committed to the cause of education. Successful boards have a culture of periodic scientific self evaluation of college and all authorities including board itself. The paper provides a base for brain storming. It is high time that BOGs are created and activated to become an effective force in enhancing quality of education to world class level.

1.2 Landscape of higher & technical education in the world is changing fast

Knowledge is becoming the driving force of world economy, obviously so knowledge institutions like colleges & universities are achieving significantly high importance [NKC, 2006]. Providing good governance to them for improving quality and relevance of education has become of paramount importance. Good governance &

distributed leadership is important for their own health & the health of Indian economy. It is the prime responsibility of the head of the institution, together with BOG. An institution in spite of all the resources at hand without good board may falter and lead to autocracy and disrepute.

Which government does not want to generate hi - tech employment, high pay international jobs, spur industrial growth, and make education globally competitive? Then it must install research /technology parks, incubators, Patent & IPR to facilitate commercial exploitation of sunrise technologies. Class room teaching is good but not enough. Industries, world over, are seen flocking round the advanced knowledge centres to obtain brand new ideas for global competitiveness. Institutes must have original knowledge springs like well water springs. They must have a mechanism to convert intellectual strength in to usable goods and services. Role of higher education has emerged central to industrial and economic development, in creating India's future. Industry is now research driven. Association with industry, venture capital firms, international agencies who succeeded in this cause is essential. Will BOG facilitate to build bridges?

Education does not grow where high end research is absent. The paper prescribes "dream big" for BOG of universities and colleges. They should aim high at technology generation, technology diffusion, which is achieving high significance in enabling a nation to win. The paper emphasizes adoption of new organizational inventions like Research Park-Technology Park, which when implemented will contribute to India's international competitiveness. The institutions should have now to look beyond the traditional lines of teaching and learning and adapt to corporate development, and help industry to win. They should have to restructure themselves to become fountain heads of new knowledge and new technology. They should deserve the status of "Light House" for industry. Synergy between industry and academics in this cause is vital. Parks play a middleman's role in this. They have enhanced the scholarship of universities/colleges elsewhere in the world. They jointly can give economic and political stability to India. Will industry- institute interaction become a national priority? The paper recommends

especially these roles for BOG for reforms in the light of experience elsewhere in the world.

"Board of Governors to an institution is like navigator to a ship sailing in sea, charting the course by long range planning, and using techniques of strategic planning, while the head of the institution is like a captain facing day to day operational problems. Both the BOG & the principal together are the key players to serve the educational interests of society. If navigation is proper the ship sails smoothly in intended direction. Good BOG ensures quality of education ensures economic security to India and avoids technological obsolescence".

2. Role and Responsibilities of Board

Boards of aided and government colleges and universities are appointed by following the prescribed procedures. They have wide powers within a budget approved by legislature. In private colleges & universities the boards are self appointed as per UGC/AICTE guidelines. In both cases board is the authority for all decisions, within the powers delegated to them, though in practice many responsibilities are delegated to others.

The members of the governing board represent the public interest in a broad sense and are responsible for the appointment of principal/director. Secondly, it is responsible for framing the institution's visions & missions, the oversight of its programs, its financial health and the good order of the campus. Successful boards create a collective ambition, collective passion, shared vision of growth and prosperity to bind all the people faculty, staff and students together. Each year it is the board which gives authority to the head of the institution to award degrees, subject to the recommendation of the faculty. It is the board that approves all new construction, new programs, and new ventures. The board approves appointments of all professors and staff. It is accountable for well being of the institution. Functions of BOG as outlined by UGC are given in Annexure-A

The principal/Director is the link between the board and the campus. The principal is responsible for all administrative arrangements for developing budget, admissions, examination, etc and overall effectiveness of the institution.

Board & principal both delegate substantial responsibility to the faculty. Vigorous governance by faculty lies at the heart. The faculty, in one sense are the institution. They determine who should be admitted, what should be taught and who should graduate. Faculty governance and responsibility remains at the core. The three, namely BOG, principal and faculty ought to clarify each other's roles, develop trust & confidence and exercise able leadership. Differences in opinion some times are however, inevitable. Leadership at each level plays a vital role to bridge.

2.1 Effective governance of the board

Governing boards must delegate some appropriate and well defined authority to other responsible groups with the understanding that decisions made by them may sometimes be subject to board review and that board may not delegate its ultimate authority to subordinates. The responsibility of the board is to govern and not to manage. There needs to be an absolute clarity and the distinction between the governing function of the governing board and executive responsibility of the principal and the executive team led by him or her. Governing function is described by the saying, "Noses in- Fingers out". [Rhodes 2001] This is the tested advice to board members. Whenever and wherever there is foul smell in an institution board is expected to go to its roots, diagnose the cause and evolve solution to stop further rot. It may take help of internal or external agency to evaluate and correct. Good BOG should not tolerate the rot for a long time. Good BOG finds solution for every problem.

The most important single responsibility of the board is the selection, appointment, periodic performance review and continuing support to principal and faculty. The most effective boards are those that have developed a board code of conduct and self assessment practice of their own performance.

The institution is expected to provide salary, professional support, facilities, equipment and protection to academic freedom to professoriate, while the reciprocal obligations of the faculty member are not explicitly spelt out. To make faculty governance effective in the college "Socratic oath" is given in annexure B, a practice from Cornell University. It is found to ensure creation of self driven, self monitored, self

actuating faculty for the cause of education & research.

Effective governance requires creating collective ambition, shared goals, dreams corresponding to counterpart institutions abroad, and that is the responsibility of the principal. Without strong and dedicated leadership of principal no system of campus governance can be effective. *He should have the characteristics, given in annexure C.* He must bear in mind that tomorrow's leaders, who are movers and shakers of the world, sit today in his classrooms and he should dedicate his efforts in that direction.

Principal and board should not make small little plans. They should dream big, think great and make an attempt to be world class. They must articulate institute's vision time and again to faculty, staff and students. There can be no great creation without a great dream. The vision drives the goals and creates a collective ambition, which is a great power. Principal should every time tone the debates and discussions with the dreams cherished by college. Principal has to create trust & confidence, encourage initiative, build teams, partnerships, rewarding achievements, and celebrate successes in campus. Good principal and a good professor are never "off duty". We know Newton invented the law of gravity while relaxing under a tree. Archimedes invented the principle while taking bath. Professor/principal's mind is always at work. Principal is a good leader if he succeeds in creating good leaders in his college at various levels. He need not try to be a good manager but try to be a good leader. He needs to prepare good agenda & notes for board meetings and drive them to conclusion. Family of the principal/professor in his busy schedule is most likely to be neglected. It deserves special support from board.

2.2 How visionary, responsible and imaginative BOG decides educational quality

The chair of BOG is responsible for the leadership of that body and has the ultimate responsibility for its effectiveness. The principal as chief executive is responsible for strategic direction and is accountable to BOG for effective management of the institution.

In autonomy principal is required to manage the college by following democratic methods. He should consciously

avoid becoming autocratic

Indian education is responding positively for global winds of change. Much foreign collaboration is being made both in private and public sectors. Students have craze for foreign degree.

The governing body acts as a custodian of the values, purpose and mission of the institution. Principal is the executive head who formulates them after wide circulation and consultation. He presents them to BOG in meeting for approval. BOG is unambiguously and collectively responsible for overseeing the institution's overall activities, determining its future directions, and fosters an environment in which the institution's mission can be achieved. [AGB, 2011]

The most cherished values are integrity, impartiality, excellence, transparency, civility and self actuating. These are the essential requirements for the effective pursuit of knowledge. Without respect for these values there can be no college/ university worthy of name. In fact those countries and institutions where these values have been neglected or suppressed, universities have become places of turmoil, with no worthwhile quality education.

2.3 Appointing responsible visionary BOG is the lesson we ought to learn from USA

Many US universities & colleges have appointed Nobel Laureates on board, and mainly so they rank high in world list. MIT Boston has six Nobel laureates on board. Indian professors in USA have contributed to raise the performance of US universities to world number one. Brilliant dedicated professors here in India however falter, because they have to work under poor governance. [World Bank]

Good governance will come to colleges if there are good BOGs. Absence of effective BOGs has led to mediocrity.

Absence of board or mediocre board is very costly, costlier than the cost involved in appointing a good BOG member even from abroad. Ineffective boards lead to autocracy & mediocrity. Good boards follow democracy and scholarship. Effective boards adopt world proven policies and practices, systems & procedures. They seek to achieve world standard in educational quality. They seek new strategies compatible to globalization. They bring

professionalism which is so essential for quality in education.

Familiarization of the trustees and BOGs to quality aspects to reach to world class on continuing basis is the crying need of the hour

There is a great scope in India to improve. Lack of quality education is reported to have led to 70% unemployable graduates, so says NASSCOM. Effective BOG is expected to reduce this percentage if not eliminate. However, the principal should have to show good initiative to make most of the capacities of board members for the cause of education. Mediocrity is more costly than the cost of up gradation.

2.4 Good Governance

An important characteristic of good governance is that of probity, that is to say working honestly, earnestly in a transparent manner with integrity for public good [Kadam 2010] Governing body should have to assert and be accountable to the interests of all stake holders. BOG of an institution should be thinking body, sensitive to world dynamics, preparing students for globalized world. A good BOG scientifically evaluates its own performance from time to time. It is a great fund raiser, from alumni, national & international sources, so the institution gets financial strength to implement plans for future.

Successful BOG is that which arranges written feedback from students, faculty, staff, alumni on quality of education, and makes SWOT analysis from time to time. This is a powerful tool to know where the institute stands today, and where it tends to go. The results of SWOT analysis must be made known to all stake holders.

AICTE has prescribed appointment BOG to new colleges starting from the year 2011-2012. Educational institutions are non profit organizations. They are registered with charity commissioner under the Society's Act. The trustees usually come from various walks of life. They may or may not have expertise in education. In the era of globalization, trustees all alone by themselves may not be able to give good governance to the institution. So AICTE Government of India from 2011-2012 for newly starting self finance institutions have made it obligatory to appoint a board of governors consisting of experts from various fields. The UGC & AICTE have outlined the composition, duties & responsibilities and

their functions. Each institution will have to have its own BOG as per guidelines of UGC. The BOG will in all cases be headed by an eminent industrialist/ or distinguished educationist. Educationists are observed to bring, deeper insights in education.

2.5 Good BOG is spear headed to excellence. BOG needs to be liberated from political influence

[World Bank] the institution which is managed and maintained by government is also now required by government to appoint BOG. Until and unless it does so it is not eligible to receive financial grant from government. About 300 institutions which are selected under Technical Education Quality Improvement Program [TEQIP] have now under the prescriptions of AICTE appointed BOG. [TEQIP, 2010] Government for the first time has relaxed its direct control on these institutions and is controlling them indirectly through BOG. These selected institutions have been granted autonomy. Autonomy in its real spirit will take some time to come. Fund raising, mobilizing alumni support and building synergy with industry and increasing outreach to global society, good governance achieving excellence etc are becoming new visions & missions. BOGs are created in these colleges, but some of them are highly influenced by politicians and bureaucrats. Governments elsewhere in the world are accepting the notion that institutions serve their nations better if BOGs are protected by proper legislation from political interventions. Government should make a note of winds of change in the world, and insulate institutions from disturbing forces.

2.6 Appropriate engagement of the board with the principal and educational activities in an institution is not an option but compulsion [World Bank].

Board members are expected to demonstrate their sense of responsibility and commitment to society. Board by their charter of duties & responsibilities should oversee and shoulder the responsibility for quality of education and its relevance to the needs of society. Board members should not just attend meetings and remain decorative figures. They should not leave the matters totally to the principal & professors. of course, they must respect the professorial community, and their legitimate rights. They should share efforts, maintain dialogue with them to put the college they

serve in higher orbit. The journey to good governance is a long drawn process and passes through several stages. Commitment of the trustees and board members to the cause of education however should remain at the heart.

Some suggestions for engagement of board with college are as under.

- It should persuade government and banks to give cheap loans to students.
- It should attempt to obtain endowments and scholarships from private sector.
- It should attract and retain best faculty
- It should integrate high end research with education
- It should follow efficient methods in examination, curriculum design etc
- It should persuade faculty to obtain and effectively use autonomy.
- It should attempt to build an atmosphere of trust & confidence in college

Quality does not come merely by pumping more money and appointing more men but by introducing innovative methods. True feedback from students can help in this regard. Students however, do not want to be detected, they are afraid, for obvious reasons they do not open mouth against the faculty. Secrecy for identity therefore needs to be maintained. Only BOG can remove their fears. Suggestion box in entrance of college may be put. Take a resolution in board meeting to take feedback from students, with or without signature. Feedback enables college to reach to the top. To reach to top is easy, but to remain there for long is difficult. Innovative methods to reach and remain on top are necessary at all the times.

Institutions have to develop higher capacities for internal governance. When the locus of responsibility for decisions about student examination, curriculum design, staffing, and the use of financial resources are shifted to institutional level. Composition of governing body has to be such that they become effective in achieving the mission. [Naik,2011] Appointment of quality cell, preparation of quality manual, and strategic plan is found to be useful. Often there is a tendency of conflicts between the groups in BOG, which should be consciously avoided.

2.7 How effectively the institutions respond to global opportunities & challenges matters

How the governance of colleges and universities can be improved to come up to the task? How to keep all the stake holders happy? How to make BOG effective in performing their functions? How they can give creative solutions? How to increase the rank of the college/university, and make education qualitative and cost competitive are some of the questions? Where is the weak link? And how to make it strong needs exploration. It is the board which will undertake [Glen, 2003].

The paper has attempted to address these questions and raised some more like, how the boards of colleges & universities can do their best to ensure educational quality? What policies & procedures they should adopt to make institution innovative?

Should BOG assess its own performance from time to time? Will this leverage for reformation? BOG can demonstrate their commitment to society? How to raise funds for college? How to stage effective & meaningful board meetings?

What is the use of that board which does not ensure educational quality? The paper makes a humble attempt to throw light on key aspects which govern educational quality. It presented in brief, big ideas that are transforming higher education, the world over, and the role of BOG together with principals and other institution leaders. How can the trusts & BOG discharge their functions more effectively is outlined? The article has attempted to provide a think pad for trustees and members of the BOG.

India has a tradition of good Gurus to educate the children. Gurus have dedication, and commitment but they need good BOGs. It is high time that the BOGs are activated.

3. Some difficulties & possible solutions

Some difficulties on the way during implementation are bound to arise. We should not get panicky on account of them and feel frustrated. By imagination and intelligent working many of them are possible to be solved. Colleges do not get nomination of experts from AICTE and university in time. Industrialists when appointed on board do not take seriously. These are some of the common observations and

cause of hold ups experienced in functioning of the boards. However, by proper persuasion they may be reduced.

From experience it is suggested that new members of BOG should be added to induct fresh /young faces and newer ideas. Using video conferencing if expert is not able to physically attend the meeting should be practiced. Linking web based ERP of institute to BOG members so that they can monitor the activities from their own office/ residence through internet may be practiced. With these technological advances BOG members are possible to be chosen even from foreign countries. These solutions can make the boards more effective in improving educational quality.

It would be better if some boards and their chairman make good use of their offices to influence government to correct certain state policy decisions in favour of improving quality, prepare some strategic programs for faculty up gradation sponsor some strategic research projects etc. The effective functioning of the boards will undoubtedly go a long way to make education globally competitive.

Conclusion

Who is responsible and accountable for raising the educational standard? From the discussions above it can be concluded that BOG of which principal is secretary is the answer. BOG chair should not remain inert. It should have ambition to take institution to greater heights. If he does not have ambition, in spite of potential the institutions will not grow. Low ambition is a crime. Board should take full responsibility and be accountable. Transformation in education will take place to world class standard only if boards perform effectively.

Why are world class institutions necessary? They are found to produce world class leaders, leaders in technology, leaders in industry and all other walks of life. We need them for India to win in brain race; otherwise India will trail behind the world. World experience tells us that nations have developed because of world class education. Indian higher & technical education is presently grappling with several internal & external threats, it has many weaknesses. Who can remove them? Only effective BOG can.

If BOG members make a common commitment to

change, change to world class level is undoubtedly possible. Global opportunities are abundant which need to be harnessed, using our existing strengths. We do not have to import them. They are well within us. We have to use them. The task is huge. Only those boards who work with optimism and "can do" approach are likely to succeed. India to win in global competition requires imaginative BOGs to make institutions world class [Naik 2010]

Do the institutions produce today job givers or job takers? Should the board prescribe and insist on periodic review? A strategy for internal and external periodic review and scientific evaluation of all authorities from top to bottom is desirable in each college/university to know where the institution stands today and where it is tending to go. This is unpleasant task but essential. This reform does not require money but it requires will. Future of our children and grand children depends on what boards practically do today. Future will not pardon the present generation for lapses, if any. Should BOGs learn from their counterparts abroad? New BOGs and those which exist for years may have to learn, as to how to be effective from their counterparts elsewhere in the world. They should have to articulate and pressurise trustees/ government on one side for more resources, and pressurise for better systems on the other side to principal & faculty to upgrade standard and relevance.

Are students learning what they need in 21st century to thrive? BOG once created should not remain passive, but become active and become a motivating force, and a mentor to principal, faculty and staff. Board should engage appropriately with principal and activities in college, keeping in view the educational needs.

What is the next big thing for boards to do? Many institutions are spending money far in excess but without gain in quality. It is because they do not have quality assurance cell. BOG should initiate steps to install the quality monitoring Cell. In fact installation of cell provides a lasting solution. Today, it is observed that arrangements for meeting and cleanliness in campus etc are staged only during the period of visit of accreditation committee. As soon as the visit is over the institution falls back to original status. The institution will remain neat and clean all the time.

There is a tremendous strength in collective wisdom and

collective ambition of faculty and alumni. Colleges should harness alumni strength without delay. No institution can provide all the services needed all alone by it. It must be backed by ideas, experiences and feedback from alumni. They are learned and experienced ambassadors of college.

Do Boards need to update? Without that they tend to become obsolete. Joint meetings, group discussions and conferences should be held for members of BOG time and again to focus on current public issues in education, at national and international levels.

Invest in creating leaders. Modernization of BOG on continuing basis is the most important aspect for ensuring educational quality. Then and then only institutions will respond ably to global opportunities and challenges.

Attract innovators. Award winning scientists, leader industrialists if appointed on board will they take the institution ahead of time? If we do not appoint good imaginative BOGs, our colleges may produce mediocre graduates and we may lose in world brain race. India may then continue to lag behind the developed world.

What do you foresee in future? What crucial topics should figure on BOG agenda? Those nations, organizations and individuals exploiting the latest technology are likely to win-others may work hard, may have all the resources to draw on, but will lag behind without technological capability and adaptability.

Expanding horizons of the universities & colleges to integrate research parks, technology incubators, and patent & IPR centres should now be the first and foremost item on agenda. *Developing human resources especially professors as leaders to plan and implement above stated units should be given high priority.*

Knowledge driven economy has led to competition for excellence, nationally & internationally. Enabling professors reaching to world class level is not an option but compulsion. So as to win in global competition, effective BOG at the top supported by good principal and good professors is the only answer. No institution, no nation can be bigger than the knowledge level of its professors.

Annexure -A

Functions of the Board of Governors

- Take all policy decisions with regard to smooth cost effective and timely implementation of the institution activities.
- Form, supervise and guide various committees required for implementation and internal evaluation, monitoring.
- Evaluate periodically self performance, faculty & staff performance and institution performance, by obtaining feedback from students.
- Ensure overall faculty development, and to create future leaders.
- Enable implementation of reforms.
- Ensure proper utilization of funds, timely submission of financial management reports, and utilization certificates.
- Preparing master plan of the institution.
- Select the director of the institute, and other personnel.
- Create an environment favourable for learning.
- Award scholarships, free ships etc.
- Collaborate with other institutions nationally and internationally.
- Give new visions of new world to employees.
- Adopt annual statement of accounts and submit it to Government.
- Create quality policy, quality manual.
- Adopt policies for disadvantaged people.
- Overcoming Inertia in the organization.
- Fund raising for education.
- Make the institution enterprising.

Annexure B

Socratic Oath to Improve Faculty Governance:

The oath is prescribed for all those newly appointed and all those already in profession.

It should be a public ceremony, a formal inaugural event to be held at the beginning of each academic year. [Rhodes, 2001]

Oath

I shall devote myself to the advancement and extension of knowledge, recognizing that I have an obligation to my

students, to my discipline, to my professional colleagues, to my college/ university, and to the public.

I embark on teaching as a moral vocation. I recognize research and scholarship as a public need and accept professional service as a social obligation. In pursuing my responsibilities, I will devote to both teaching and research the same sustained, imaginative, and rigorous attention. I will pursue new knowledge and creative activities in a scrupulous manner that benefits the highest professional standards in my field. And I will play my full part in service to the larger community. In undertaking these tasks I recognize that teaching, research, and public service are the fundamental responsibilities. I understand that every faculty member of university, ably shoulders the responsibilities, and that teaching lies at the heart of the mission of the university.

Towards this end, I accept the trust that of transmission of knowledge with accuracy, fairness balance, and integrity are exemplified in the way my subject is presented and arguments are handled. I will present my subject, whatever it may be, with rigour but also in a liberal spirit, "illustrating the general within the particular" with a breadth of outlook and a humane concern for its foundations, context, relationships and implications.

I will respect the integrity of the relationship between professor and student, in both personal and intellectual terms, so that hucksterism or improper advocacies are as unthinkable as abuse or harassment. I will be scrupulous in preparation for class, discussion, laboratory or other exercises and supervise the same scrupulous preparation of any student teaching assistants who might assist me. I will be objective, rigorous and fair in student evaluation, and will be available for student conferences, office hours, lab sessions and other formal contacts outside the lecture room.

Finally, I will participate in the life of the university community, cooperating with my colleagues in educational endeavours and participate in campus wide activities. And, as I develop in my own career, I will encourage, help, and mentor my colleagues, especially those newly appointed, to become effective teachers and successful scholars.

The vow, which I freely take, I will keep, recognising that the privilege of academic freedom that is entrusted to me carries with it the obligation of professional responsibility in honour and serve my students, my discipline, my profession my colleagues, my university, and the larger society.

Annexure C

Essentials of the Principal of an institute, and professors

A person to be able to become successful has to be a good leader, go getter, a magnificent speaker, a great writer, a good public relations man, a man of iron health, and stamina, married to a virtuous wife, having peace at home. He has to be a great individual, with great spiritual qualities, an experienced administrator, but able to delegate, and a great scholar, a social philosopher, raising pertinent questions to faculty and staff, in national interest. He should have first hand touch with students in all branches. He should be converting negative energy of people in to positive.

He has to be more encouraging, inspiring to faculty, staff, and students, but less controlling them. He should be enabler, to make people at all levels to grow. He should give first priority in his duties and responsibilities to "Peoples Problems". If people grow, the institution grows. He should have to think great, dream big, have passion, tolerance and commitment to implement ideas. He would have to treat all professors, without cast creed, sex and religion equally. He should have to contribute to uplift every down and out man in organization to greater heights.

Merely giving salary every month to employees, although essential is not enough. He has to give joy of work, joy of learning to everyone, student or employee. He has essentially to create a learning organization with learning individuals. Learning organizations change with time. He has to be not imposing but discussing and debating. Disputation is the core of an academic institution. Dogmatic approach in dealing has to be discouraged. He has to create and continuously elevate his knowledge organization to successively greater heights. Enable

professors to grow to international standards, benchmarking with world best.

He has to forgive people, students for any mistake. Needless to say that he has to have high integrity, honesty. He has to be impartial in his dealings with all.

Above all a leader has to be humane, deserve to have followers. [Rhodes, 2001]

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ABOUT THE AUTHOR

B.M. Naik is a Founder Principal of Shri Guru Gobind Singhji College of Engineering & Technology at Nanded, from 1983 to 1999. He was Dean of Engineering for several years. He has published five books and many papers. One of his paper was awarded prize by the Institution of Engineers [India]. He is a life time achievement award winner from College of Engineering Pune.