Governance Related Issues and reforms in Higher Education Institutions with Special Reference to Private Universities

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Higher Education system in India

Higher Education system of India is now one of the most emergent sectors as in entire world. This fact has substantial improvement in the HEI's scenario of India in terms of quality and quantity. Especially In technical education IITs & in management IIM's have already marked their reputation among the top notch HEI's of the world.

According the UGC as on June 2018 in numbers presently 47 central universities, 393 state universities, 124 deemed universities and 312 Private Universities are serving the country. Most of these universities excluded private universities in India have affiliating colleges where undergraduate and post graduate courses are being taught and Ph. D course are conducting on universities campus level. Private Universities are providing graduation, post graduation and research education in their own campus.

Governance in Higher Education

Governance is a very important aspect of management/administration of Higher Education and Private Universities. The quality of governance will determine the credibility and accountability of private universities. Governance means the way of Administration in any organization, further we may include the process of decision making. Governance can be discussed in other contexts as global, national, local and corporate level. Many plethora of actors who can play role in governance they are Financial Institutions, Government, Accreditation Agencies, quality Control agencies and non Government Organizations.

University system is a type of Higher Educational Institutions which imparts education and training in various subjects at Ph. D., Post Graduation and Graduation and Diploma Levels and is empowered to grant academic degrees. In a university governance system may be describe in following types:

The system for public research universities and independently administered university campuses are almost same. Public university boards usually serve to regulate their universities on behalf of public constituencies. States change the organization of the higher education system as per the current political objectives and fund arrangements. Universities whose states provide more funds have a relative advantage in the competition for quality. Parallel understanding of the actual distribution of political power within state government should be meet out.

Extrinsic Governance: Central Government/State Government, Different Accreditation Agencies like NAAC and NBA, different Statutory bodies i.e. AICTE, MHRD, UGC, MCI, DCI,

PCI, NCTE, NCI prescribed norms for the effective functioning of Higher Education Institutions and a university in particular.

Intrinsic Governance: Following hierarchy in any university system will be Intrinsic Governance –
-        Academic, VC, Pro VC, Deans, HOD's
-        Administrative: VC, Pro. VC, Registrar, Finance Officer, Controller of Examination, Chief Librarian, Dean Student Welfare, Chief Proctor, Chief Warden with their respective subordinate staff.

Intrinsic Governance, Administrative Bodies and different cells are different levels of Governance in Universities. Transparency, effectiveness, quest of excellence, succession planning and adherence to rules and regulations are the main features of good governance. To ensure the Quality Governance well thought vision and mission statement devoted leadership and quality checking.

Higher Education and its policy framework

It has been observed that policy framework is carefully planned at the level of the Planning Commission, HRD Ministry and UGC. The study finds that the policies are not fully implemented mostly because of faculty management of the institutions of higher education. A New Direction of Governance and Regulation 177 structure of the Universities, which was devised in the pre-independence period, seems to be still continuing. The problems in higher education system in the country are huge, they cannot be solved without a restriction of entire management of higher education institutions. The scene is more complicated than it seems as the globalization requires talent, competence, drive, initiative and innovation at every level. This can only be achieved by overhauling the administrative set up of Universities/Institutions. Therefore Governance of Higher Education needs to be deliberated seriously.

Shared Governance Model

In this system governance whereby the decision-making capacity of the institution is shared by those affected by the decisions. The boards, administrators, faculty, staff and students are part of this. The study focuses on fours models of governance: uni-cameral, bi-cameral, tri-cameral and hybrid. The decision-making are performed by one (unicameral), two (bicameral), three (tri-cameral) or a blend of governing bodies (hybrid). The bicameral governance is the most commonly used.

Two legislative bodies i.e. governing board that usually appoints the president and is responsible for the administrative and financial elements of the university, and an academic senate or a university/education council with responsibility for academic matters of an educational/academic nature that affects the university or college as a whole. Shared governance also has few challenges with it such as for different parties to identify specific areas of responsibility before decisions are made and actions taken (Alfred, 1998). For effective governance, collaboratively working between the administrators and faculty, staff, senates, and unions are necessary to get desired results. A suitable environment is to be developed wherein the authority and responsibility of each constituent group is defined clearly.

New York Meeting (2002) emphasized on the profitisation in Higher Education and it was an evident of change in structure and procedure of governance. In the meeting, many authors put their points and have suggested that the industrial fundraising behaviors has led to unequal administrative expansion and increased administrative influence over internal source allocation and decision-making, which is rising per day. rivalry among the profit base and nonprofit base provider accounts for some degree of convergence. The convergence will shape under-provision to educational markets, the strategic planning, decision-making and research/teaching process, regulatory and funding structure etc.

The Basis role of Public and Private Universities is facilitators for students on the nonprofit basis, government and private university management has to maintain this object for the trust building of public in their structure.

Political Governance

The major factor in which effect the Governance is the political governance module in the state and central universities developed by different political parties. They have given the evidences of Nehru and Gandhi era, how the system and regulation were influenced and controlled directly or indirectly by the political factors. Mostly in State and Central universities selection of Vice Chancellor and Registrar post has been done by the government on political level. These both positions are the centre of University governance.

Education Policy governance, participation of stakeholders and current practices in the country were discussed in the paper. The universities should have independence and self-reliance from all extraneous influences, such as recruitment assessment, faculty development; and selecting, training, (b) Standards and Measures should be set up for fair review of performance (c) Alignment of role, responsibility and authority should be well defined, (d) Clear relationship should be drawn between universities and society, market and industry. (e) Accountability & authority should be drafted to take decisions within his power without outside interference. The principles will be applied as a framework to serve the good corporate governance. The public sector as well as for-profit private higher education sector embraces these challenges.

The internal governance must be of quality by developing clear organizational strategies supported by decisive and co-ordinate implementation.

A generator of knowledge and a community of learners with effective leadership is to be shaped, it may fail without "academic" interests behind. Development of a combination of educational assignment and managerial ability, rather than alternate one for the further is required. Proper balance is essential of governments by retain a good interest in extensive range of objectives for, HEI. Basic need is to regulate the industry by adopting promotional policies of national objectives.

Adults illiteracy rate of the South Asian region including India is still very depressing. In India despite the impressive extension in the number of Educational institutions including Universities and Colleges, faculty & students, access to higher education, measuring in terms of gross enrolment ratio is not at the level of developed countries. In the terms of Quality progress of Indian is diapering. Mostly institutes are not accredited with NAAC and the institutes which are

have the accreditation with NAAC their grading is not good hardly 16% having the A grade in 2006. For preparing the 21ˢᵗ Century challenges we have to expend the University Education and apply the fair & Equitable Access. Indian Universities needed cradles for new ideas and develop the social concerns.

Governance reforms

Different institutional autonomy in Asian countries like Japan, Indonesia, China, Vietnam etc were studies, Policy should be formed to provide a proper autonomy to these universities in the national context. Ideal model of university governance is a challenging task. Government is also not confident to provide similar power to both the sectors Public and Private Universities. It appears that institution of higher education independence is more centered on practical issues in developing nations. The study discussed upon the concept of HEI (horizontally shared governance) and VSG(vertically shared governance)

The PAI model offers the opportunity for staff, students, alumni, community, industry stakeholders, and other clients to participate in university governance through their representatives. The Basic aim of the reform is to increase the governance and administration systems of public and private universities to facilitate them to attain their mission & goals. The strategic need of the government is to expand the PAI model for all government Universities and to provide a common structure of stakeholder participation throughout a GB for private Universities. Other significant issues were suggested, such as to build up a separate act to offer more independence with transparency, to build up a legal structure for the position and promotion of university faculties, to involve staff in strategy development and decision-making and to build the capacity of staff members.

Sometime University Autonomy works as a sign of opposition to the governance initiative. Previously these reforms center of this independence was borne by institution of higher education professors, universities deans and presidents were powerless. Later the power shifted to the presidents and board members. The Managerial Council and Faculty Senate were also become important with regard to managerial and academic matters respectively. Universities can contribute by using the high-level information and skills generated by their study, can do better for the society. The industry, government & the teaching society must share some of the accountability for improving the teaching surroundings. Such combined hard work will indeed lead the universities to a better tomorrow.

Sometime reforms may not effective due to the shortage of variation and clarity in the rules given from central government to the Universities. The incomplete guidelines given between the state and central governments and between different department have affected the system adversely. There are few viewpoints from various thinkers that HEIs is feasible policy in the country. This autonomy helps to reduce workload at the national level by participation of local decision-makers. It is good as it allow freedom to make strategies and decision making for educational development at the macro level.

Regulatory Reforms

If we study about the various steps of Regulatory Reforms to achieve the Excellence in Higher Education than we should focused initially to define the goals & the purpose of the Regulation, alignment of Regulatory Framework to Excellence is required. Requirement of transparency in using the Regulatory Power and address the conflict regulatory Mechanisms is also important. Regulators should promote the institutional Mentoring and Accreditation process which is the benchmark of the Excellence of Indian Higher Education and Universities. Management should ensure the proper resources of funds and required infrastructure and Teachers have to play their role in providing Quality Education with best efforts. All the students should follow the entire process religiously for their best future.

Suggestions and Recommendations

Total Quality Management may be a proper tool to stand in the present and coming market including the Education Industry also. Indian Government has to change the management process from traditional, bureaucratic system to a better professional, efficient and students/customer centered Management system. Presently there is no model of Total Quality Management in Indian Higher Education System and in Government and Private Universities like the European, American, China and other Education System across the world. In our HES we need to develop TQM on every level. We should go through the Administrative reforms in ongoing process which is presently affected by Political, Sociological and Cultural aspirations of the country.

Here is some more suggestion which may be helpful to sort out the governance related issues in Higher Education system.

- Higher Authorities should provide more freedom and opportunities to their system for the work.

- The nonprofit organization status of public and private universities should be protected.

- Strong Methodology and positive approach is required to improve the quality standard of Higher Education system.

- State and Private Universities may setup internal quality cell to follow the quality standards

- Higher authorities should try to provide proper space to peoples to make a proper balance between their professional and social life.

- Role of IQAC should be more wide specially to improve the working environment in the whole system

- Control of Regulation on the whole system should be imposed.

- Regulations should be followed laid down by different Regulatory Bodies

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