Adopting Good Governance

-Our Experience...

under TEQIP-II
– ‘Good Governance for Technical Institutions’ Initiative
of World Bank and NPIU

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BVB is One of the two Colleges in India considered by NPIU and World-Bank as Model institute for ‘Good Governance’ (amongst 190 TEQIP Colleges nation-wide)

"Good governance is vital to gaining and maintaining public trust."

The Technical Education Quality Improvement Project (TEQIP-II) supports institutional governance development - sharing experiences in India and beyond.
Good Governance

What it can do?

Good Governance \(\rightarrow\) Decision-Making

- Rational
- Informed
- Transparent

\(\rightarrow\) Organizational Efficiency & Effectiveness

Leads to

\(\rightarrow\) High quality Education and Research

Supports & Fosters

Good Governance

Players

- Governing Board
- Executive Leadership
- Regulatory Bodies

Our sphere of Influence

Improvements here can make big difference to Institutional performance
Adopting Good Governance

- Strategic View

✓ Clarity & Time-bound

Governance Devp. Plan

✓ Acceptance & Ownership

Good Governance Practice

Desired State

✓ Honest Assessment

Current State

Self-review
Adopting Good Governance

- Strategic View

Step -1
Developing Institutional Governance Document

When you are formulating desired state look around for global Good Practices in Governance
Good Governance

Step -1  Developing Institutional Governance Document

Why Develop Our Own Governance Document?

- The Process helps us to understand and internalize the issues related to Governance
- Involvement of Board Members and Executive Leadership in developing document builds Acceptance and Ownership.
- Results in a document, approved by Governing Body, to guide the present & future Boards

✓ Several rounds of Discussions with Board members and institutional Executive leadership.
Good Governance

Step -1  Developing Institutional Governance Document

Few Challenges

In the context of Indian Higher Educational Institutions, there are few fundamental issues which prevent us from appreciating Good Governance practices and can act as barriers in developing effective Good Governance document.

- **Lack of Systemic Approach in Institutional Development / Management**
  - Strategic Planning
  - Risk Management
  - Performance Management Indicators
  - Benchmarking

- **Lack of well defined institutional Processes**
Good Governance

Step -1 Developing Institutional Governance Document

Few Challenges

- While developing Governance document, several contentious issues will be raised.
- There may also be hesitations to adopt few of the best practices.
- Active involvement of board members in the discussions is essential to gain acceptance and ownership

Hesitations or Touchy issues

- Measurement of effectiveness of Board
- Conflict of Interest
- Independent members
- Student participation
- Scope and role of Board and Executive leadership
Adopting Good Governance - Strategic View

**Step 2**

Self-Review of current Governance Practice

- **Current State**
- **Self-review**
- **Desired State**
- **Good Governance Document**
Adopting Good Governance

Step -2

Self-Review of current Governance Practice

Current State \[\rightarrow\] Governance \[\rightarrow\] Desired State

Only **Open, Honest and Critical** Assessment can give us realistic idea of the gap that lead us to Better Development Plan.
### Self-Review of current Governance Practice

<table>
<thead>
<tr>
<th>Self Review Questions</th>
<th>Grade</th>
<th>Gaps</th>
</tr>
</thead>
</table>
| 1. Does your institution have the governance document approved by the governing body that defines:  
• Governance structure and processes  
• Primary accountability of the Board Members  
• Roles and responsibilities of the Chair, Members and executive leadership  
• Process to monitor Institutional performance |       |      |
| 2. Has the Institution developed institutional strategic vision, mission and strategic plan - identifying a clear development path for the growth? Is it approved by the governing body? |       |      |
| 3. ------                                                                 |       |      |
Adopting Good Governance  

- Strategic View

Step -2  Self-Review of current Governance Practice

Our Score 2012

1  ➔  24 %  Full Compliance

2  ➔  35 %  Partial Compliance

3  ➔  41 %  Non- Compliance
Adopting Good Governance

- Strategic View

Step -3 Evolving Governance Development Plan
Development plan is a set of Processes and Activities that an organization would put in place to guide development (to move from current state to desired state)

It Includes

- Strategic measurable Goals / Objectives
- Activities
- Time line
- Criteria for evaluation (whether or not the goals were actually met.)
- Person (s) responsible
### Step 3: Evolving Governance Development Plan

#### Stage-1: Write the development goal/Objective for each of the perceived gap (from self-review) with timeframe

<table>
<thead>
<tr>
<th>Example</th>
<th>GOVERNANCE SELF-REVIEW QUESTIONS</th>
<th>DEVELOPMENT PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development Goal / Objective</td>
<td>Expected Delivery Time Frame</td>
</tr>
<tr>
<td>1</td>
<td>Has the Governing Body approved the institutional strategic vision, mission and plan - identifying a clear development path for the institution through its long-term business plans and annual budgets?</td>
<td>1. Reviewing and approval of institutional vision, mission and strategic plan (2012-17).</td>
</tr>
<tr>
<td></td>
<td>2. Developing and Approval of long-term business plans of the institution</td>
<td>March 2015</td>
</tr>
<tr>
<td>2</td>
<td>Does your institution have the governance document approved by the governing body?</td>
<td>1. Developing and adapting Good Governance document for the institution.</td>
</tr>
</tbody>
</table>
**Stage-2 : Evolve the detailed action plan for each of the developmental goal / objective**

<table>
<thead>
<tr>
<th>Self-review Score: 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Objectives and Action Plan</td>
</tr>
</tbody>
</table>

1.1 Reviewing and approval of institutional vision, mission and strategic plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
<th>Person(s) responsible</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Workshop for reviewing Strategic plan (2012-17) for submission to GC</td>
<td>March 2014</td>
<td>Board 1. Dr Mudhu Atre 2. Vivek Pawar Institutional Principal and Deans</td>
<td>completed</td>
</tr>
<tr>
<td>2 Presentation to GC for Discussions and approval of strategic plan</td>
<td>March 2014</td>
<td>Principal</td>
<td>completed</td>
</tr>
</tbody>
</table>
## Stage-2: Evolve the detailed action plan for each of the developmental goal / objective

### Development Objectives and Action Plan

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Timeline</th>
<th>Person(s) responsible</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>Developing and adopting Good Governance document for the institution.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 1.2.1  | i. Consultations and discussions for developing Institutional Good governance document.  
       | ii. Preparation of the draft                                              | January 2014  | Board                                      | Completed      |
|        |                                                                             |               | 1. Prof. M. I. Savadatti                    |                |
|        |                                                                             |               | 2. Dr Madhu Atre Institutional Principal and Deans |                |
| 1.2.2  | presentation to GC for Discussion and approval of Institutional good governance document | February 2014 | Principal | Completed |
Adopting Good Governance

- Strategic View

Current State

Self-review

Governance Devp. Plan

Good Governance Practice

Desired State

Continuous improvement Process
Good Governance

Few Important Learnings…

Board Vs Executive leadership : Clarity of Roles and Responsibilities

To have an effective Governance, it is critical for the executive leadership and the board of directors to understand and appreciate their distinct roles.

Few Concerns…

a. Distinction between Management and Governance is not absolute.

b. Some times Board members are unclear about the difference between governance and management.

c. Board that is overly active in management can inhibit the organization's effectiveness.

d. Executive leadership unclear about the board’s expectations.

e. Tensions arise commonly in the areas of overlap
Independent Members can add lot of Value….

Choosing right Independent Board Member is very Critical

Some of the ideal personal qualities and abilities are

- Ability to provide broad and varied perspectives to drive the Institution's strategic direction
- Ability to think strategically and critically
- Ability to fill an identified skill need on the Board
- Ability to understand and relate to stakeholders
- Ability to gain respect and act as a mentor to executive leadership
- Willingness to undertake the expected responsibilities and devote the right amount of time.
- Commitment to Institution’s Purpose (Education)
“Good governance is vital to gaining and maintaining public trust” Good Practice Guide for Governing Bodies
Adopting Good Governance

-Our Experience...

Thank You

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