



TAPMI



Institutional Governance: An Approach

By D. Nagabrahmam

Institutional governance is a common theme for discussion in recent times, both in public and in private. Most of the present-day problems in educational institutions seem to be caused by the absence of or inadequate governance.

I believe that governance of an Institution such as ours needs to be approached differently. While the need for value-creation through accountability is imminent for promoters, the governance system ought to provide opportunities for innovation and creative work, for the benefit of the faculty and the students. I also believe that a good governance system should not only provide for establishment of higher standards of performance and results, but also for recognition and rewards for such accomplishments and achievements. This demands a genuine concern and care for the overall well-being and welfare of all the constituents of the systems - particularly the faculty and students. Such care and concern will be demonstrated through processes and work methods, recognising the need for the present, as well as the future.

Thus, governance is an overarching and comprehensive way of looking at every aspect of an Institution's life - constitutional, executive and operational. Such an effort would have to be based on sound values and principles, willingness and readiness to take on responsibilities, and a greater degree of involvement and commitment.

The significance of human intellectual capital cannot be overemphasised in such a system. An academic Institution of our kind must possess an intellectual climate that gets demonstrated through research, publications, seminars and excellence in teaching (as reflected in the preparation of teaching materials, cases, collection of good articles and use of innovative pedagogical tools). The essence of an Institution thus, should be borne out of a culture that seeks to provide knowledge, skills and the ability to influence attitudes.

Participation, involvement and contribution of the faculty in decision-making processes will be a

pre-requisite for good governance. Flexibility and autonomy coupled with commensurate responsibility and accountability for the faculty in all aspects of the institutional processes will ensure necessary internal checks and balances.

The governance process at TAPMI in creating a centre of excellence in management education, training and research, with continuous updation, has been largely facilitated by the symbiotic relationship between Management, Trustees and the Governing Council. The confidence reposed by the Trustees and the autonomy and freedom enjoyed by the Director and faculty have been largely responsible in developing our effective approach to governance, systems, work methods and norms. Legitimacy for such a system has been gained on the basis of formal and informal approval and

Governance of educational institutions is an overarching and comprehensive way of looking at every aspect.

recognition by the constitutional bodies of the Institute that represent stakeholders. The system has been institutionalised through regular and periodic sharing of information, advice and guidance between the

Management, Trust and Governing Council. Formal and proper documentation of all major policy decisions and important executive and operational decisions have enabled effectiveness of the system.

Thus, governance has to be a balanced activity of checks and balances, guidance, direction and counsel resulting in meaningful sets of tasks and responsibilities. To sum it all up,

* Governance encompasses the constitutional, executive and operational canvas of an Institution. The importance of such a linkage could be demonstrated through an Institute's priorities and performance.

* Good governance provides a means to view an Institute in its entirety, with a long-term perspective. The structure, systems and procedures are developed to enable dynamism and effective functioning.

* Governance provides a process of combining a charter of work, functions/ activities and a value proposition to work with.