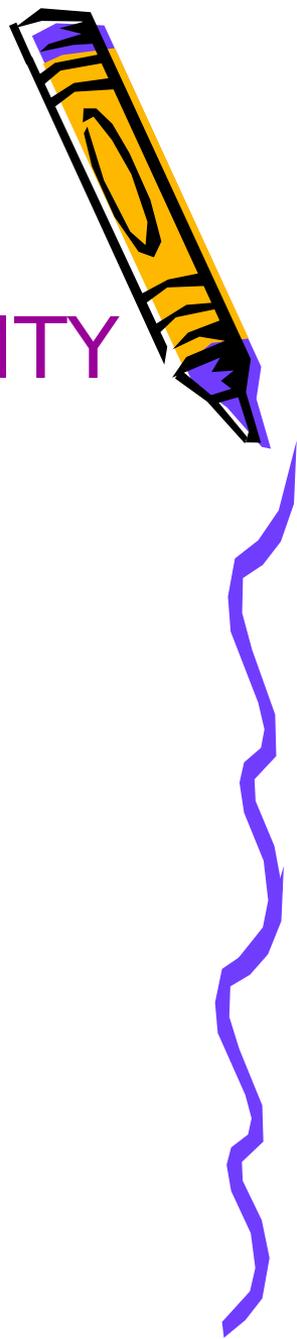


ROLE OF MANAGEMENT

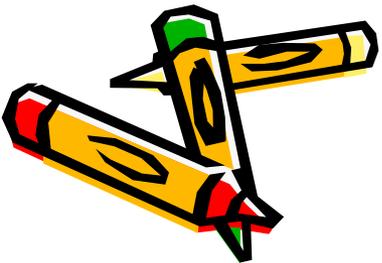
IN BUILDING QUALITY INSTITUTIONS



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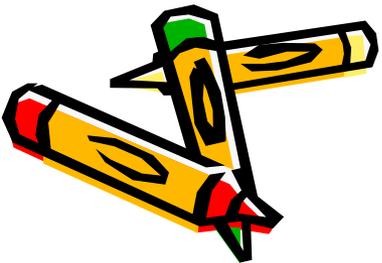


Welcome

Preface:

This presentation is based on my 4½ decades of experience in higher education (Maharashtra), as teacher, principal, secretary of management; highest authorities of university/Government, Secretary General and President of State Principals' Federation and 15 years of experience as Peer Team Member of NAAC.

The framework of the presentation is the NAAC Manual (2012) of Accreditation.

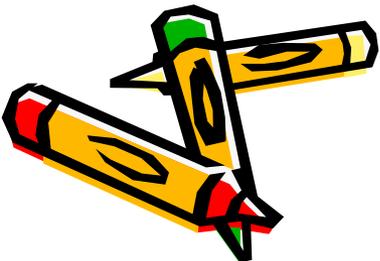


The Management: Governing Council



**GOVERNING
COUNCIL**

- The **Governing Council** is the organizational instrument of the Education Trust/Society (called the Management) for **managing** the regular affairs of the college. **The Council works for and on behalf of the Society.**
- **Success of the Governing Council will depend on 6Cs**
- **Composition, Cohesiveness, Commitment, Curiosity, Conduct, and Competencies.**



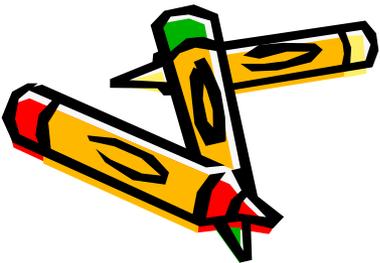
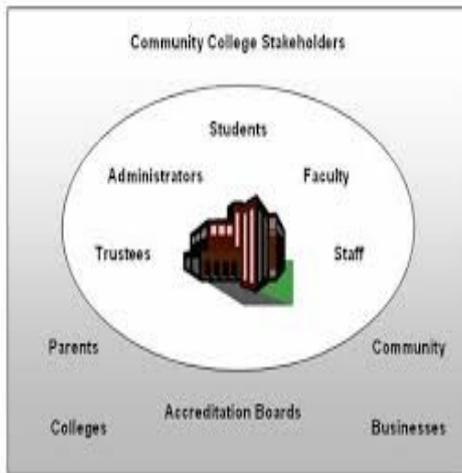
Stakeholders of College



Educational institutions are different from other organizations in terms of the diversity of stakeholders, duties and responsibilities and accountability.

The College Management is answerable to:

1. State and Central Governments
2. UGC/AICTE
3. University
4. Accreditation Council (NAAC/NBA)
5. Municipal Corporation
- 6. Teaching/Non-Teaching Staff**
- 7. Students/Alumni**
8. Unions/Activists
9. Parents
10. Neighborhood / General Public
11. 'Industry'/User-sectors
12. Judiciary / Media



Management as the Supplier of Education



Quality and Relevance have come to the centre stage of higher education.

PLEDGE

“We remain committed to delivering the highest quality educational experience in the most cost effective way possible.”

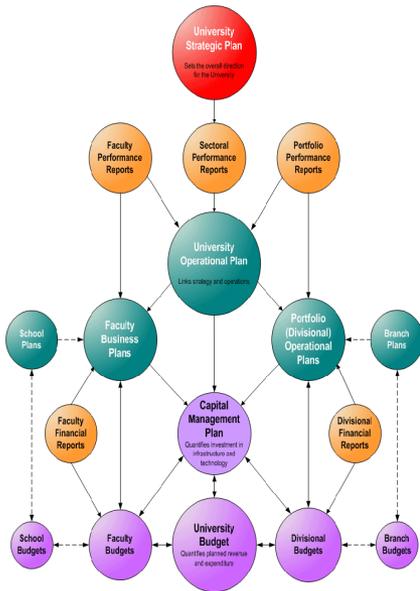
With HR markets becoming global, it is important for the college curriculum to **‘foster global competencies among students’**.

Students have a right for quality education, and **it is the responsibility of the college management to provide quality experience to them.**

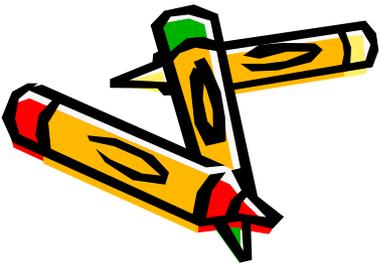
Institutional Planning



- Sustaining Excellence & Efficiency requires much higher degree of commitment, strategic planning, quality and change management skills, **proactive and 360*** Leadership at all levels.

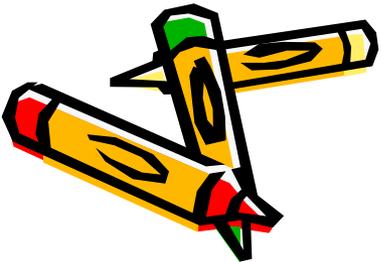


- The **road map for quality** in any institution has to be drawn by **internal stakeholders** – namely **the Management, Teachers and the Students.**



MANAGEMENT TO BE OMNIPRESENT

- **Management cannot be like 'absentee landlords'.**
- The Governing Council has to **take charge** of the challenges and extend **'healthy, positive, non-intrusive participation/ directions'** to the process of institution planning & development.
- **Just one unfortunate incident is enough for the motivated activists to take charge and demolish the reputation painstakingly built over the years.**

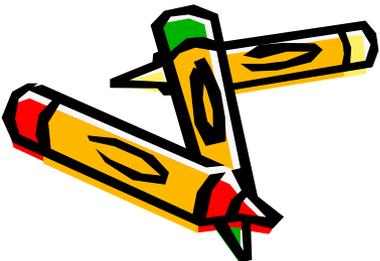


Scope of Management

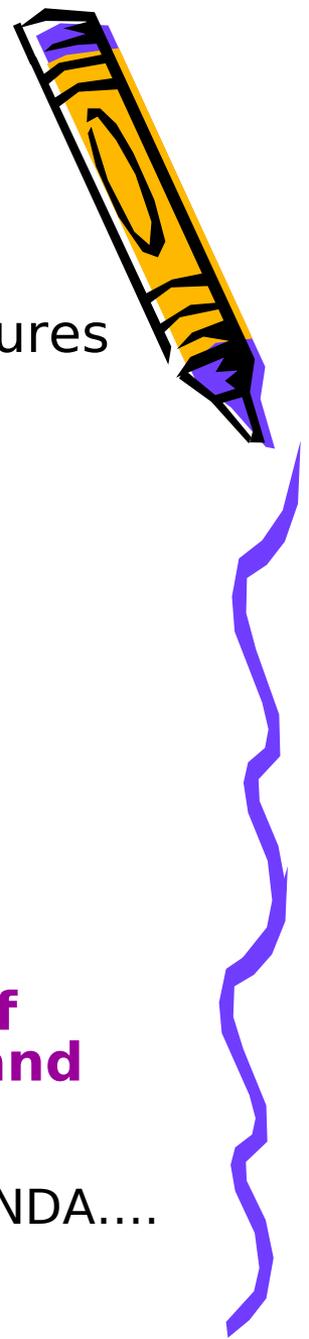


The Role of Management is three dimensional and spread across-the-board:

**Direct,
Indirect (Oversight),
and
Social.**

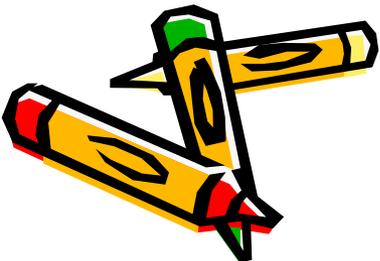


Management Professionalism



Decide the mode of functioning:

- Set up systems/structure and procedures
 - Mode of Management Interface & **Delegation**
 - Agenda, Deliberations & **Minutes**
 - Ensure prompt **implementation**
 - **Feedback on action taken**
- Set up MIS & General feedback from stakeholders
 - Dynamic & Interactive Website
 - Periodic Monitoring & Review
 - Periodic Reporting
 - **Ensure Probity and accountability of members and avoid 'individualism and informality'**



AGENDA....

The Role of Management

I. INFRASTRUCTURE / LEARNING RESOURCES

Provision: Well planned and eco-friendly Campus to meet the **ever growing demand**

Adequate and appropriate physical facilities -

Classrooms, Conference Rooms, Auditorium

State-of-the art Labs: Language/Business/Psychology/Science

ICT - Multimedia/Virtual Classrooms

Rich Library, INFLIBNET/e-resources

Facilities for physical

development/sports, health care

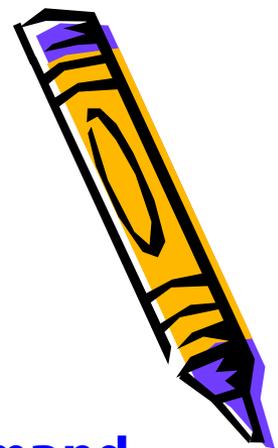
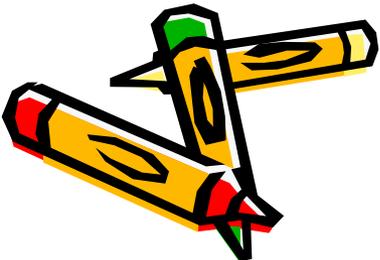
Rest rooms, Canteen, Hostels

Generator Set, Water supply

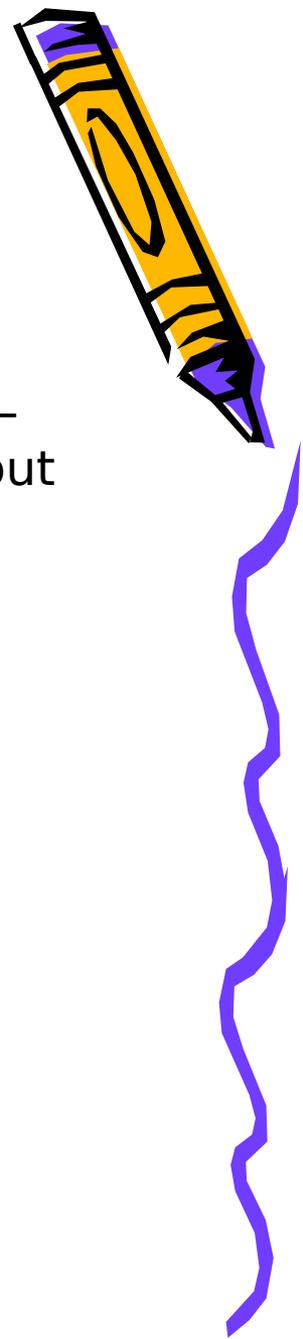
Housekeeping & Cleanliness

Repairs and Maintenance

Management & Use of Tangible Assets



II. GOVERNANCE, LEADERSHIP & MANAGEMENT SYSTEM



VISION: To grow and consolidate as one of the foremost autonomous centers of excellence in learning that contributes to sustainable and inclusive development of a knowledge driven society and economy.

MISSION: 'To improve society by educating the youth and enabling them to become highly qualified and matured men and women, able to meet the needs of

- State clearly institutional **Vision & Mission**

Vision is the long-term growth plan - the big picture - and Mission is about the process of value addition through out the growth path.

This could be revisited periodically.

Perspective Plan

Strategic Plans to achieve Vision/ Mission, Goals and Objectives

- Quality Policy
- Graduate Attributes of students

III. H R MANAGEMENT

College cannot achieve anything without good faculty/ staff. Evolve a stable long term HR Policy (as employees remain for 30-35 years, whereas duration of a Governing Body may be for 3 or 5 years at a time).

HR needs to be nurtured and dovetailed to achieve institutional Vision/Mission.

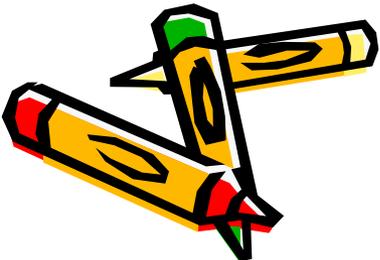


Make Principal the CEO & accountable to Gov. Council

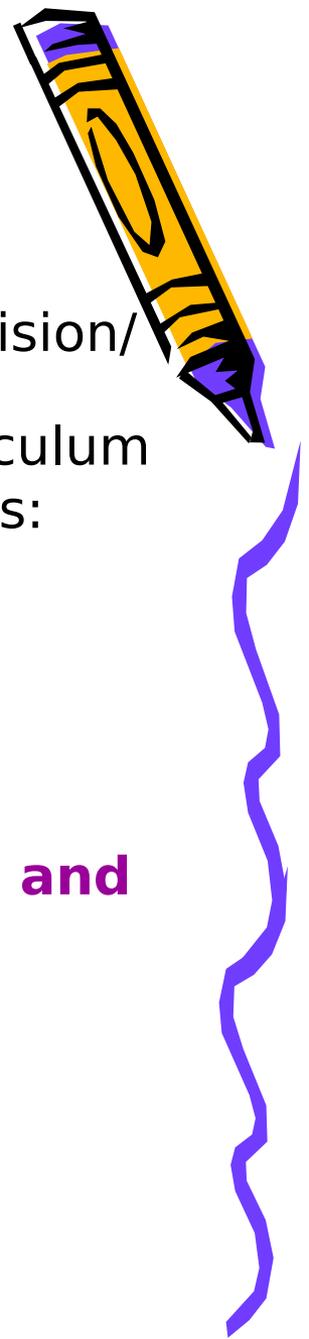
- Recruitment Policy and Practice
- Service conditions of staff outside grant-in-aid
- Organize skills enhancement/enrichment Programs
- Welfare / Grievance Redressal Systems
- Monitoring & Performance Appraisal Mechanism
- Code of Conduct, Misconduct
- Probity and Accountability
- Maintenance of proper records & automation

System for Reward & Punishment

IV. Curriculum & Research

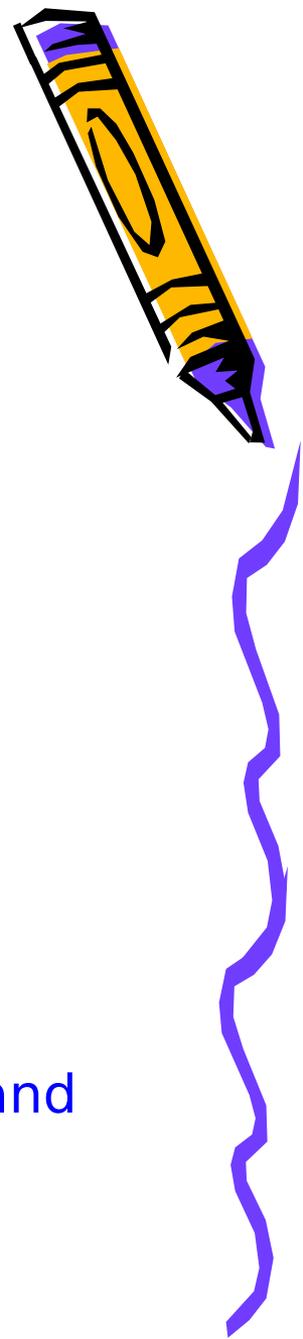
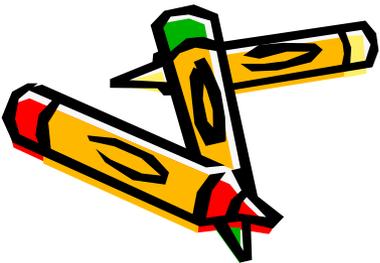


- Choice of Curriculum compatible with Vision/ Mission
- Facilitate Add-on & Enrichment of Curriculum
Ensure that Curricular Programs address:
 - Learning Diversities
 - Changing Human Resource Markets
 - Skills development & empowermentPromote Research & Development programmes
 - **Industry Linkages, Collaboration and Consultancy**
 - Resource Generation & Sharing
 - Encourage IPR related activities**Promotion of ISR**
- Academic Audit & Follow up



V. STUDENTS SUPPORT & PROGRESSION

- **Admission: Policy & Practice**
- Institution of scholarship/freeship and endowments
- Make provisions for:
 - Monitoring students' Performance & **Learning Outcomes**
 - Remedial and competency building
 - Professional Counseling / Mentoring
 - Career Guidance & Placement
 - Gender and environment sensitivity
 - Security for all/Girl students
 - **Strengthening Alumni Interface**
 - **Building bridges with Parents – past and present**



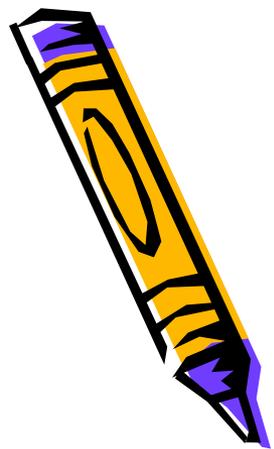
VI. UNIVERSITY, UGC AND GOVERNMENT

UGC

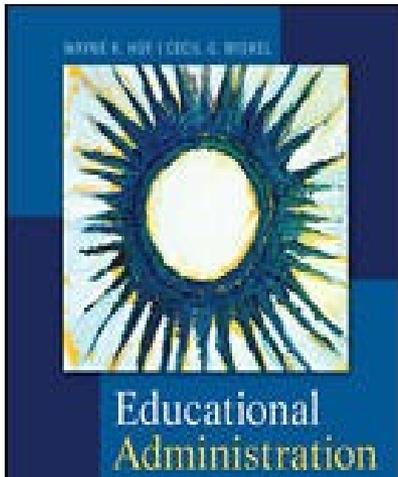


ज्ञान - विज्ञानं विमुक्तये

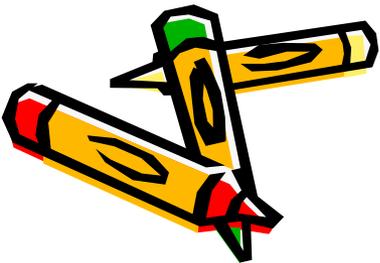
- Affiliation Update
- Fulfillment of Affiliation / Recognition Conditions
- UGC Development/Special/Research Grants
- Representation in university bodies
- State Government Policy and Obligations
- Utilization of Government / External Funds
- Follow up on UGC/University Act, Statutes, Ordinances, Rules & Regulations, Directions, GRs
- Facilitate Accreditation & Follow up
- Legal Matters: Grievances Redressal Committee, Tribunal, Courts etc
- Interface with Media / Public



VII. OFFICE ADMINISTRATION

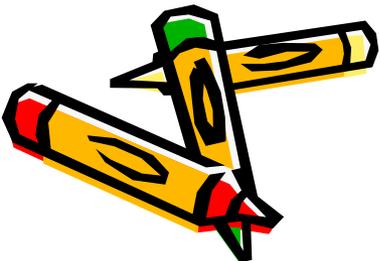


- Work study, recruitment & deployment
- Personnel Administration
- Students Administration & Services
- Decentralization & Delegation
- Institutional Annual Calendar
- Monitoring and Reporting
- Probity, Transparency and Accountability in Administration
- Networking with stakeholders
- Administrative Audit



VIII.MANAGING FINANCE

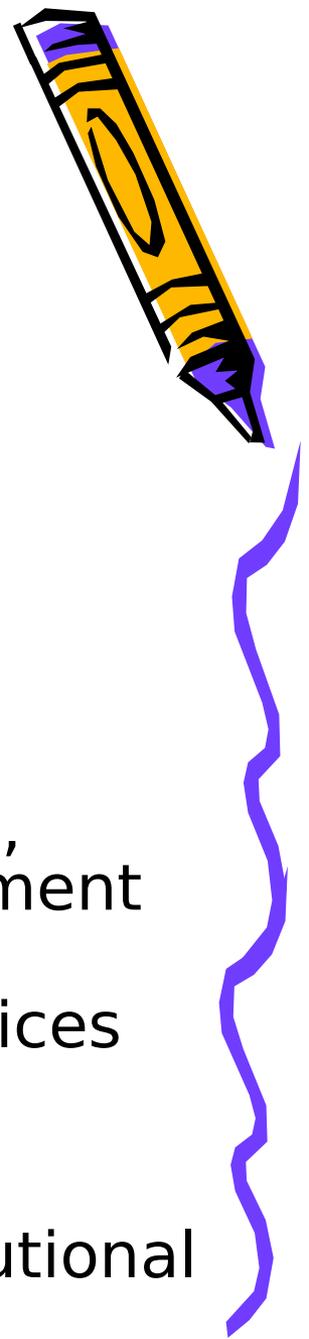
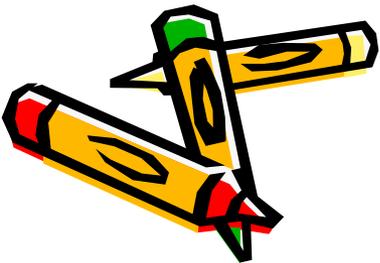
- Budgeting
- Fund flow and utilization
- Daily, weekly, monthly accounting and reporting
- Monitoring bank accounts / deposits / reconciliation
- Supervision of Utilization of Government/UGC grants
- Computerization of accounting system
- **Budgetary controls**
- **Internal / Statutory audit & follow up**
- Submission of audited accounts to Ch. Com./IT etc
- Provision for retirement benefits of self-finance staff
- Resource Planning and Mobilization
- Meeting deficits/Investing Surplus
- Creating Corpus Fund for future development



IX. INNOVATIVE PRACTICES



- Environmental Awareness/Management & Green Audit
- National and International Linkages / Twining /Exchange Programs
- Networking: neighbourhood, industry, agriculture, research, Government and Non-Government Organizations
- Innovative and Inclusive practices
- Internal Quality systems
- Value Education
- Creating and promoting institutional culture
- Annual Report of Governing Council



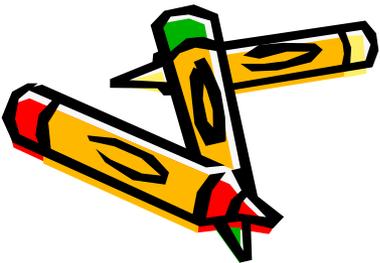
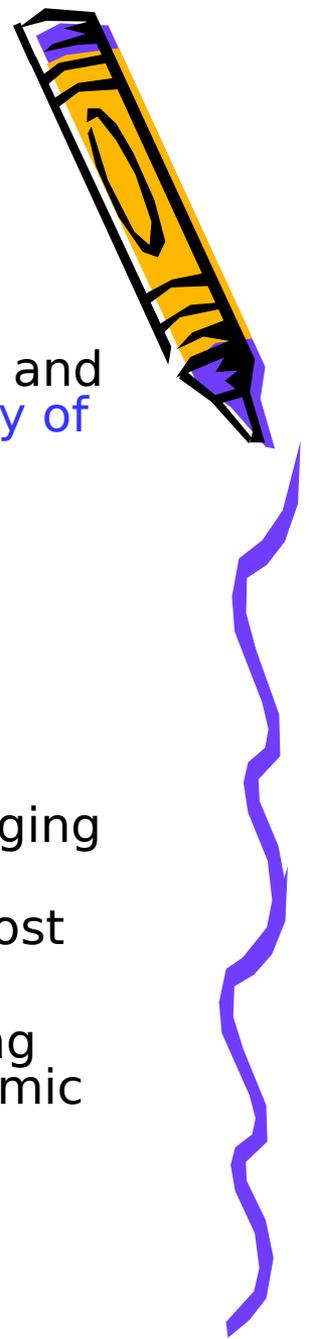
X. CPE-CE-Academic Autonomy

Make Model College a CPE / CE /Autonomy

Academic Autonomy amounts de-linking from university for **academic self-management** and taking direct 'charge' of the academic destiny of students by the management and faculty:

- Freedom to prescribe appropriate and relevant courses of study and syllabi
- Prescribe rules of admission, subject to inclusive norms
- Evolve methods of teaching-learning and examinations
- Evolve new courses/subjects as per emerging needs
- Fix Fees and other charges to meet the cost
- To attain higher standards and creativity.

The present reputation of the college is strong enough to build a sound foundation of academic autonomy.

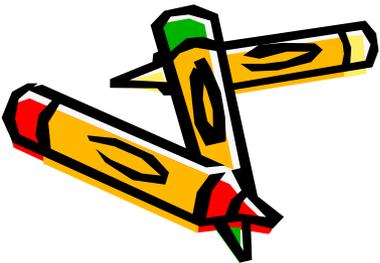


Huge Responsibility

Since Management is the **art and science of getting things done through others**, it is important for the College Management to become 'go-getters' and perfect the art of dealing with vibrant youth, intellectuals and public.

The tongue has no bones, but is strong enough to break a heart. So be careful with your words. ♥

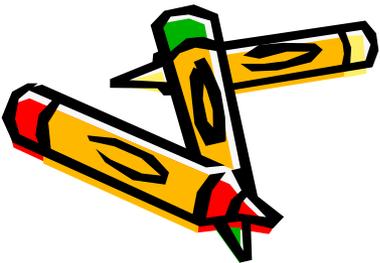
The future of the college and the youth is ultimately in your hands. **Develop healthy practices and habits, as an ad hoc decision or error of judgment might boomerang.**



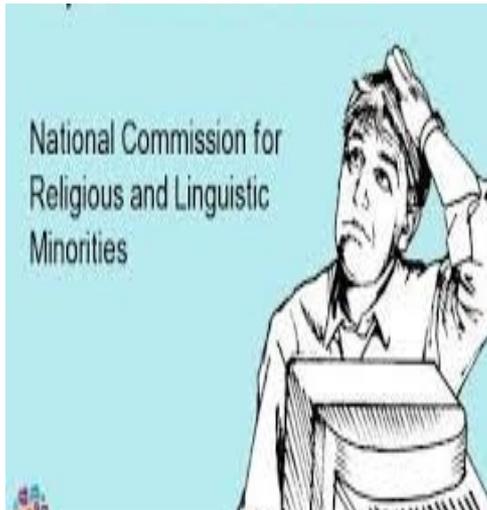
BE CAREFUL



- Being a 'Service Industry' disputes/ litigations are normal, but of late, they are becoming more 'Criminal' than 'civil'.
- A faculty member of a college has filed a criminal case for willful harassment against the Principal and the Chairman of the Management. They were arrested by Police and the case is still on.
- Wadala Police has registered an FIR against the Principal, Chairman and Secretary of the college management for misrepresentation of facts including wrong information on the College Website and in Reports to authorities. (The Indian Express, Mumbai, October 29, 2014)

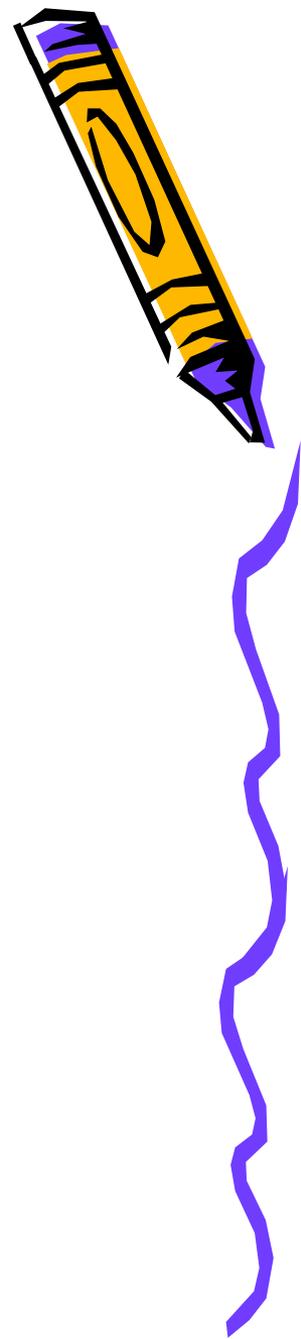
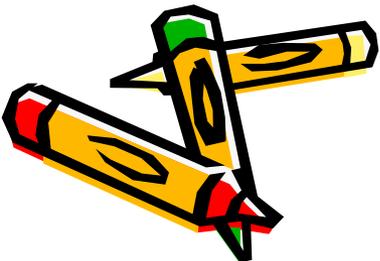


'Minority Privilege'



Those educational institutions set up and managed by religious and **linguistic minorities**, do enjoy certain Constitutional rights & privileges*. The Governing Council may take advantage of such privileges for effective and efficient management of the institutions.

* Article 30(1), (2) of Constitution & judicial /NCRLM verdicts



Conclusion

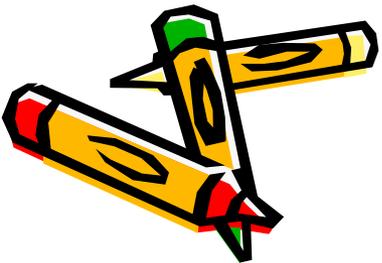
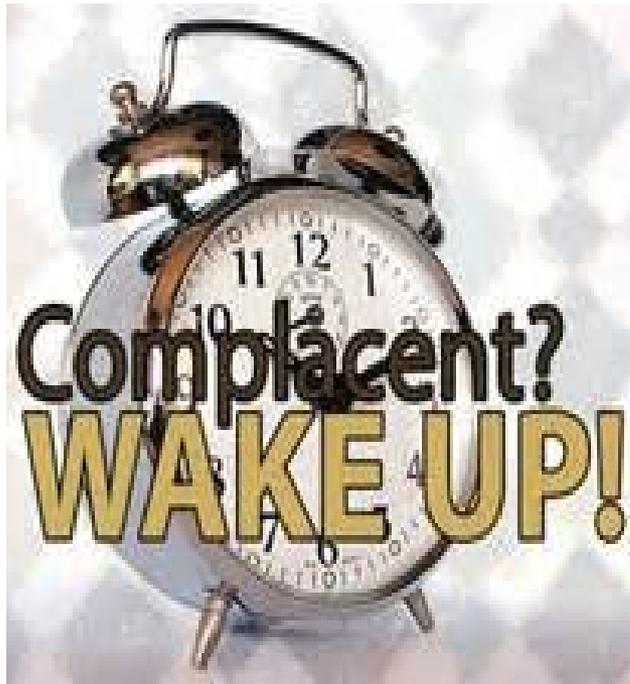


Remember: **the Institution is far more important than individuals.** We get just one or two terms of two/three years to build an institution which will live beyond us.

'You will miss 100% of the shots you don't take' -Wayne Gretzky.

'The men who try to do something **'different'** and fail are infinitely better than those who try to do nothing and succeed' (Lloyd Jones)

Conclusion



The greatest danger for most of us is not that our aim is too high and we miss it, but that it is **too low and we reach it** – Michelangelo

Be positive, constructive and **facilitative** – you will achieve something for everyone to cherish.

Conclusion



A vibrant Management can motivate the principal, faculty, staff and students to make a difference and create and sustain a Brand Equity.

THANKS:
ANY QUESTION

M R KURUP

