

D EFFECTIVENESS AND PERFORMANCE REVIEW OF GOVERNING BODIES

Governing bodies should regularly monitor their own effectiveness and the performance of their institution against its planned strategies and operational targets and their primary accountabilities.

Governing bodies should further review their effectiveness regularly. Not less than every five years they should undertake a formal and rigorous evaluation of their own effectiveness, and that of the committees, and ensure that a parallel review is undertaken of other internal boards and committees. Effectiveness shall be measured against the statement of *The Primary Accountabilities of the Governing Body*. The governing body shall revise its structure or processes accordingly.

In reviewing its performance, the governing body shall reflect on the performance of the institution as a whole in meeting long-term strategic objectives and short-term key performance indicators.

The governing body should also ensure that it is able to discharge its responsibilities through a clear and accurate understanding of the institution's overall performance through a regular process of review. Any such review of performance should take into account the views of the academic board, and should be reported upon appropriately within the institution and outside. Where possible, the governing body should benchmark institutional performance against the performance of other institutions (at home and abroad).

In considering their own effectiveness, **governing bodies may wish to engage persons independent to the institution to assist in the process.**

The **results of effectiveness reviews**, as well as of the institution's annual performance against appropriate indicators of performance, **should be published widely**, including on the Internet and in its annual report.

INDUCTION AND DEVELOPMENT

It is the responsibility of the Chair of the governing body, working with the administrator who supports the governing body, as appropriate, to ensure that all members of the governing body, when taking up office, be fully briefed on the terms of their appointment and be made aware of the responsibilities placed on them for the proper governance of the institution. They should receive copies of background documents at the time of their appointment. These could include:

- A copy of the institution's governance guidelines, and this Guide
- The institution's annual report, audited financial statements, and financial forecast
- The overall strategic plan, and strategy documents covering areas such as learning and teaching, research, widening participation and estates
- Notes describing the institution's organisational structure
- The rules and procedures of the governing body.

Resources for Induction and orientation of governors under the TEQIP-II project:

With the aim of strengthening governance and management of technical education institutions, TEQIP-II has established an innovation management fund to which participating States can apply for funding to strengthen management. In particular, a state or groups of states can submit a proposal to conduct induction and orientation sessions for governors of technical education institutions. Proposals require state co-financing of 25% of the costs.

Such orientation sessions for new members of governing bodies are intended to supplement institutions' own induction arrangements. Proposals to offer sessions for more experienced governors on specific topics are also welcome.

Institutions and their governors are encouraged to work with the State government to prepare proposals and nominate members to attend such seminars.

It is **important for governing bodies to provide an induction or briefing session for new members**, to explain their accountabilities, the function of the governing body and other organisations within higher education sector, and the strategic objectives of the institution.

Following initial induction, members should regularly receive institutional updates/newsletters and appropriate publicity material about the institution to help them stay up-to-date with developments. There is an onus on members to keep themselves informed.

Membership of committees provides a particular opportunity for members of the governing body to contribute their expertise to the institution and to learn more about aspects of its operations.