

GOOD GOVERNANCE

Enhancing the capabilities of technical education in India

REVIEW OF INSTITUTIONAL GOVERNANCE GUIDELINES DOCUMENT

EXPERT ADVISORY GROUP TEMPLATE

NAME OF INSTITUTION: **BVBCET, HUBLI, KARNATAKA**

GOOD GOVERNANCE PRACTICE EXPECTED IN TEQIP-II INSTITUTIONS (As specified in the PIP, and the Good Practice Guide for Governing Bodies)	INSTITUTION'S GOVERNANCE GUIDELINES DOCUMENT (Identifies current governance practice in all areas):	EXPERT ADVISORY GROUP FEEDBACK (Benchmarking the Institution's current governance practice against the TEQIP Good Practice Guide for Governing Bodies and the TEQIP-II PIP):
1 Principles of governance and management (the differences between these, and that the GB has been constituted as the highest authority of the institution) ¹	<ul style="list-style-type: none"> Defined by reference to the roles set out in Annex 1 of the PIP and Annex 4 of the Good Practice Guide 	<ul style="list-style-type: none"> Meets the principles set out in the PIP and the Good Practice Guide
2 The role of members of the governing body , including the principles of good behaviour and the need to avoid conflicts of interest ²	<ul style="list-style-type: none"> Set out in the section on roles and responsibilities of Governors in Annex 4 of the Good Practice Guide 	<ul style="list-style-type: none"> Meets the principles set out in the Good Practice Guide
3 The roles of the Chair and of the Head of the institution , and the relationship between them ³	<ul style="list-style-type: none"> Set out in the section on roles and responsibilities of Governors in Annex 4 of the Good Practice Guide 	<ul style="list-style-type: none"> Meets the principles set out in the Good practice Guide
4 How members and the Chair are appointed ⁴	<ul style="list-style-type: none"> Plans in place to establish a Nominations Committee as in Annex 4 of the Good Practice Guide 	<ul style="list-style-type: none"> As elsewhere, the constraints on the composition of the governing body raise a system-wide issue which the EAG will consider further*
5 The committee structure and the scheme of delegation of duties to those committees (See also Annex 1) ⁵	<ul style="list-style-type: none"> Finance Committee exists 	<ul style="list-style-type: none"> Terms of Reference of Committees can be added as an Annex
6 The definition of primary accountabilities and the governing body's approach to them ⁶	<ul style="list-style-type: none"> Taken with the BVBCET Governance Development Plan, all aspects listed in the relevant sections of the PIP and the Good Practice Guide are covered 	<ul style="list-style-type: none"> On track to implement the full range of activities set out in this section of the Good Practice Guide by March 2016

¹ See TEQIP-II PIP Governance summary paragraph below and sections 3-5, and all of the TEQIP Good Practice Guide for Governing Bodies

² See TEQIP-II PIP Governance summary paragraph below and sections 3-5, and all of the TEQIP Good Practice Guide for Governing Bodies

³ See TEQIP-II PIP Governance summary below and paragraph 1d, and the TEQIP Good Practice Guide for Governing Bodies pages: 12, 13, 15 and Annex 1

⁴ See TEQIP-II PIP Governance summary below and Section 1, and the TEQIP Good Practice Guide for Governing Bodies pages: 8-9

⁵ See TEQIP-II PIP Governance summary below and Sections 1, 3, and the TEQIP Good Practice Guide for Governing Bodies pages: 16

⁶ See TEQIP-II PIP Governance summary below and Sections 3-5, and the TEQIP Good Practice Guide for Governing Bodies Section A: Primary Accountabilities Pages: 2-6

7	Openness and transparency ⁷	<ul style="list-style-type: none"> ▪ Taken with the BVBCET Governance Development Plan, all aspects listed in the relevant sections of the PIP and the Good Practice Guide are covered 	<ul style="list-style-type: none"> ▪ On track to implement the full range of activities by September 2014
8	Key attributes (including the number of meetings per year) ⁸	<ul style="list-style-type: none"> ▪ Taken with the BVBCET Governance Development Plan, all aspects listed in the relevant sections of the PIP and the Good Practice Guide are covered 	<ul style="list-style-type: none"> ▪ Subject to the external constraints on composition of the governing body*, on track to implement the full range of activities by June 2015
9	Effectiveness and performance review ⁹	<ul style="list-style-type: none"> ▪ Taken with the BVBCET Governance Development Plan, all aspects listed in the relevant sections of the PIP and the Good Practice Guide are covered 	<ul style="list-style-type: none"> ▪ On track to implement the full range of activities by December 2014
10	Regulatory compliance ¹⁰	<ul style="list-style-type: none"> ▪ All aspects listed in the relevant sections of the PIP and the Good Practice Guide are covered 	<ul style="list-style-type: none"> ▪ Already meets the principles set out in the PIP and the Good Practice Guide
	Annex 1: Terms of reference of committees	<ul style="list-style-type: none"> ▪ Sets out the composition and terms of reference of the existing Finance and Nominations Committees 	<ul style="list-style-type: none"> ▪ This will be subject to further development, but the Nominations Committee in particular is an example others might consider replicating
	Annex 2: The Governance Development Plan and Action Plan for all governance activities.	<ul style="list-style-type: none"> ▪ Gives an example from the existing Action Plan for implementing better governance drawing on the Governance Self-Review and Governance Development Plan 	<ul style="list-style-type: none"> ▪ A helpful example for others to consider

ADDITIONAL COMMENTS FROM THE EXPERT ADVISORY GROUP:

* The Expert Advisory Group welcomes the many steps that BVBCET has taken to improve its governance. The EAG recognises that the Governing Council is constituted in line with the current version of the UGC Guidelines for Autonomous Colleges. The EAG will raise with the appropriate authorities the question whether the relevant regulatory framework can be modified to allow changes to the composition of governing bodies, which will build on the existing arrangements and give greater opportunity to improve governance for autonomous institutions generally.

⁷ See TEQIP-II PIP Governance summary below and Sections 2 and 3i, and the TEQIP Good Practice Guide for Governing Bodies Section B: Openness and Transparency in the Operation of Governing Bodies, Page: 7

⁸ See TEQIP-II PIP Governance summary below and Section 1-2 and the TEQIP Good Practice Guide for Governing Bodies Section C: Key Attributes of Governing Bodies, Pages: 8-16

⁹ See TEQIP-II PIP Governance summary below and Sections 5, and the TEQIP Good Practice Guide for Governing Bodies Section D: Effectiveness and Performance Review of Governing Bodies, Pages: 17-18

¹⁰ See TEQIP-II PIP Governance summary below and Sections 3-5, and the TEQIP Good Practice Guide for Governing Bodies Section E: Regulatory Compliance Page: 19

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TEQIP-II PROJECT IMPLEMENTATION PLAN (PIP): SUMMARY OF GOVERNANCE REFERENCES

Covering all types, Universities, NITs, Colleges and others. (Ref: TEQIP Project Implementation Plan (PIP), 2009; Sections 4.2.1, 5.1.3 and Annex. I-II)

Each project institution is required to establish a *governance model* that will hold the institution accountable to all its stakeholders. A Governing Body (GB), *designated as Governing Board/Council, Board of Governors, Board of Management, Management Board/Council/ Committee, Executive Board/Council/Committee, Syndicate* or any other similar name is to be constituted **at the institution as its highest authority to take care of this requirement**, as given below:

1. Composition:

- a. Governing Body (*GB*) to be constituted to establish a governance model that will hold each institution accountable towards stakeholders like, Government, civil society, industry
- b. Composition of *GB* to follow *UGC Regulations/Guidelines or NIT Act 2007*, as the case may be, appointed by the sponsoring Govt. or by itself through a due procedure;
- c. The *GB* as existing or being constituted now/later to be acceptable to the Authorities granting the Autonomous Institution Status;
- d. The *GB*, in all cases, "The *GB* Chair must be an educationalist, industrialist, or a professional from outside Government", with adequate representation from other stakeholders;
- e. The *GB* to evolve suitable methodology to interact with those stakeholders having no direct representation in the governance system.

2. Meetings:

- a. The *GB* to meet at least four times in a year or as often as required;
- b. The Minutes of *GB* meetings to be published promptly on the Institution's website for information of the stakeholders and the society at large.

3. Major Functions:

- a. To delegate suitable Academic, Financial and Administrative powers to various institutional functionaries to streamline the running of the institution by framing rules and procedures for accountability at each level;
- b. To form committees, sub-committees or advisory committees in appropriate areas to support functioning of the *GB* and also empower the Head of Institution to do so;
- c. To have Financial Autonomy with regard to preparation, sanctioning and spending the budget to achieve the objectives of the institution;
- d. To have the powers to appropriate the funds and to re-appropriate the same under certain circumstances;
- e. To evolve proper set of rules and procedures for exercise of its powers as per the MoA/Government Orders/Regulations;
- f. To delegate the financial powers to various levels of functionaries for efficient discharge of their functions;
- g. To delegate financial and administrative powers to the faculty concerned for operating R&D projects, consultancies, continuing education programmes, organising conferences/seminars and other activities;
- h. To evolve norms for operating the Four Funds and operating recurring expenditure; and

care taken to involve maximum participation of stakeholders (faculty, staff, students, alumni, parents, industry.) in the decision making process.

4. Other Functions:

- a. To fix the fees and other charges payable by the students on the recommendations of the Finance Committee;
- b. To institute scholarships, fellowships, studentships, medals, prizes and certificates on the recommendations of the Academic Council;
- c. To approve starting of new programmes of study leading to degrees and diplomas;
- d. To determine pay packages to attract and retain quality faculty and staff;
- e. To assess justification / necessity of foreign travel by faculty; and
- f. To perform such other functions and form such committees, as may be necessary and deemed fit for the proper development, and fulfilment of the objectives for which the institution has been declared as autonomous.

5. TEQIP-Related Functions:

- a. To take all policy decisions with regard to smooth, cost effective and timely implementation of the Institutional project;
- b. To form, supervise and guide various Committees required for project implementation and internal project monitoring;
- c. To ensure overall faculty development;
- d. To enable implementation of all academic and non-academic Institutional reforms;
- e. To ensure proper utilization of Project funds and timely submission of Financial Management Reports (FMRs) and Utilization Certificates;
- f. To ensure compliance with the agreed procedures for procurement of Goods, Works and Services and Financial Management;
- g. To ensure compliance with other fiduciary requirements under the Project such as Equity Assurance Plan (EAP), Environment Management Framework (EMF) and Disclosure Management Framework (DMF), and
- h. To monitor progress in the carrying out of all the proposed activities, resolve bottlenecks, and enable the Institution to achieve targets for all key indicators.