



Strategic Governance for Higher Education

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Abstract:

The strategic planning process is basically a matching process involving an institution's internal resources and its external opportunities. The strategic planning process can be helpful as a process which involves matching the institution's capabilities with its threats & opportunities within the context of an intuitional mission. The importance of good strategic planning is recognized throughout higher education. Good progress has been made over a long period to improve the rigour of strategic planning. But the challenges and opportunities facing higher education are growing every year. The widespread use of strategic planning is a fairly recent development in Indian universities. India is heading towards transforming itself into a knowledge society and for those reasons various processes are to be kept in convergence with one another. Higher education system provides a strong base to achieve these goals. To meet the modern trends, it is imperative to critically estimate the present status of the university education in terms of strategic planning and the mode of governance. In this context, the present paper is an endeavour to study the existing practices adopted for formulating strategic planning in higher education system and to add insights into the existing knowledge of strategic planning for governance in higher education system.

Keywords: governance, external opportunities, Higher education

Introduction:

The term 'governance' refers to the act of governing, or the authority to rule and control. Through common usage however, and its application across both private and public sectors, the term has taken on various meanings.

Strategic Governance: It is considered to encompass the processes by which the public sector is managed at a strategic level. Central to governance are the concepts of leadership, authority, accountability, transparency and stewardship. Additional to this is the concept that some agency outputs serve as a "delivery arm" to ensure the efficient, effective and equitable allocation of state funding.

Principles and indicators for strategic governance: Within the context of the definition above the following draft principles and indicators have been developed:

1. Strategic direction: The Government sets the strategic policy direction for the public sector that will ensure the best outcomes for communities. This decision making process is supported by whole of government plans and policies which assist both State and Local Governments to understand and balance competing priorities across social, economic, environmental and fiscal dimensions. It also requires collaborative effort and coordination across government in



developing policies and strategies and evaluating performance.

2. Workforce capability: The public service now operates in a complex legislative, regulatory and organisational environment. Increasing, community expectations, changing technology, professional standards and skill requirements add to the pressures in delivering services to the community. It will be crucial that the workforce remains highly skilled, motivated and flexible.

3. Fiscal, regulatory and administrative frameworks: Sound fiscal, legislative and administrative frameworks are fundamental to the efficient and effective management of the State's resources.

4. Accountability internal: Accountability and review structures provide assurance to the Executive and the community that strong financial management practices exist and are adequately reviewed and monitored. External. Accountability for whole-of-government performance ensures that government actions are transparent to the community. For Queensland, these responsibilities are embodied inter alia through the Charter of Social and Fiscal Responsibility.

5. Ethics and integrity: Public sector standards and codes of practice ensure integrity in the performance of official duties, due process for the use and release of information and stewardship of the processes which ensure people are being treated equitably and fairly and have access to information and decision making.

6. Parliamentary and government process and protocols: There are a number of outputs which support the processes and protocols of government and/or the Parliament.

Findings and suggestions:

Education is the bedrock for any meaningful development in any nation. This view point was corroborated by many authors and researchers. According to Ayodele (2005), investment in human capital has over the years been recognized to be the bedrock of increased productivity and enhanced economic development. This view was buttressed by Musa (2007) who also viewed education as the bedrock of any human endeavour in achieving the developmental process of any country. From the current review of literature it is evident that India is heading towards transforming itself into a knowledge society and for those reasons various processes are to be kept in convergence with one another. Higher education system, particularly universities provide a strong base to achieve these goals. Literature revealed that, the issue of effectiveness in the university administration should be seen as a joint responsibility of both staff and students.

According to Ezekwem (2009), the impact of the students union government in instilling discipline among students populace cannot be over emphasized. The new market orientation adopted by tertiary institutions in their attempt to survive in an increasing competitive higher education arena is associated with a "customer" focus in educational planning and decision – making (Jones, Shan Isan and Goyan) cited in Adesanoye (2000). In this context, students' union representatives are allowed to serve as members on some of these universities' committees.



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