

VIDEO SUMMARY

Governance Models

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Governance Models | Governance and Leadership | policy

Use rules consistently, and apply them with judgement

Prof. V. Bharathi Harishankar uses Eric Raymond's cathedral and bazaar metaphor to describe two parts of university governance. The cathedral stands for planning, clear processes and short-term execution: the work of management. Management must also bring people along. The bazaar stands for openness, dialogue, vision and long-term direction: the work of leadership. An institution needs both. Discussion keeps plans responsive. Execution turns vision into progress.

Rules provide consistent guardrails and allow contextual judgement. Consistency keeps decisions fair and predictable. The same campus-safety policy may require different measures in a women's institution and a co-educational institution to serve the same purpose. Administrators therefore need to listen, invite disagreement and explain why a decision was made.

The National Education Policy provides a practical example. A checklist can stop at formal compliance. Leaders have to connect national priorities with the institution's mission and with the needs of students, faculty, the local community and other stakeholders. Consultation helps them find what will block change, who can support it and how to make the plan understandable to the people carrying it out.

Good governance also changes how problems are handled. Start with the issue and corrective action before assigning blame. Give people room to try responsible improvements, and match work to their capabilities. Integrity and accountability make authority credible. Agility lets the institution adjust when circumstances change. This practical approach depends on a capable, diverse workforce. It holds purpose and fairness steady and adapts the method to the setting.