Technology, Saidpur, and Hamdard University Bangladesh. Keywords: Good Governance, Higher Education, Private Universities of Bangladesh, Participation, Accountability, Consensus, Transparent, Rules of Law, and Organs and Authorities. 1. Introduction Good governance is an integral part for the success of any organization. Particularly it is important for higher education at private sector, because a private university is in many ways, a much more complicated organization than a business organization. Governance in higher education must provide a framework for a truly variegated group of stake holders. Frankly speaking, for Bangladesh the sustainable development of twenty first century is impossible without higher education and the achievement of good governance (Hossain, 2014). Due to the continuous failures of regulatory bodies in Bangladesh Governance has become a priority for both public & private sector higher educational institutions. Although most of the organizations have governance structure in place, it is often focused on conformance with the regulations only but not with growth and development Ministry of Education (MOE, 2008). The importance of attaining good governance was declared by the IMF in 1996 that promotes good governance in all its aspects by ensuring the rule of law, improving the efficiency and accountability of the public sector and taking corruption, as essential elements of a framework within which economic can prosper. (World Bank, 2000). Good Governance indicates the formal & informal arrangements that allow higher education institutes to make decision and take actions. It also includes external governance which refers to lines of authority within institutions. Keeping this in mind the study aims to identifying the good governance issue in three (03) Private University of Bangladesh with other secondary information. The study with some objectives analyze the real position of good governance in private Higher Education (HE) presents the actual positions with some recommendations to overcome the drawbacks. 2. Objectives of the Research The main objective of this study is to find out various organs and effectiveness of ensuring good governance in private universities of Bangladesh. The specific objectives of the research are to: (a) Trace out what are the major organs to ensure good governance in private universities of Bangladesh? Registrar, Hamdard University, Dhaka, Bangladesh Corresponding Author Email: moazzom1969@gmail.com 41 BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021 (b) How these organs are actually functioning for attaining their assignment? (c) Find out the real situation of good governance in private universities with limitations & recommendations. 3. The Scope and Methodology of the Research The research has been done both through primary & secondary sources of materials. Private university is a new phenomenon in Bangladesh in higher education system that starts its journey from 1992 through Private University Act 1992. The first private university is the North South University. The Act was partially amended in 1998 and in 2010 it was fully revised. Now there are 107 private universities in Bangladesh. But the primary data was collected from three (3) private university of Bangladesh i.e. Feni

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Good governance is a universal imperative issue for the development of higher education. The fact is also evaluated similarly in private higher education sectors in Bangladesh. The Private University Act 2010 has been made provisions of sufficient organs and authorities to ensure good governance in higher education i.e. Ministry of Education (MOE), University Grants Commission (UGC), Board of Trustees (BOT), Syndicate, Academic Council (AC), Finance Committee (FC), Teachers Selection Committee (TSC), Disciplinary Committee (DC), Course & Curriculum Committee (CCC), Officers Selection Committee (OSC) & the officers of University. The Act also defines the formations & functions of these committees. The objectives of this research are to find out good governance in private universities of Bangladesh through the functioning and limitations of the organs with proper recommendations. In the study, it is found that the higher authorities of GOB regarding private university-MOE and UGC are not so much concerned in policy formulations, implementations, and co-ordinations about private university. The internal organs of the university are functioned at a level for ensuring good governance, but overall they cannot run the functioning properly. Good governance is hampered by the lack of participation, lack of transparent rules and regulations, lack of accountability, lack of consensus decisions, and biased motives of the founding authority. The field study has been made on the three (3) private universities of Bangladesh-Feni University, Bangladesh Army University of Science &

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Abstract

4. Sample Size

University, Bangladesh Army University of Science & Technology, Saidpur Cantonment and Hamdard University Bangladesh where the author served as Registrar during 2013-2020. The primary data have been collected from the faculty members, officers, members of Syndicate and Board of Trustees (BOT) and some renowned educationalists of the country. Secondary data were collected from various reports of University Grants Commission (UGC) and MOE and the research article of home and abroad.

The sample size of the research is one hundred (100) respondents from three (3) categories. 1. Faculty members (40) 2. Officers of the University (40) 3. Members of Syndicate and BOT and Educationalists of the country (20) 5. The Concepts of Running Good Governance in Private Universities of Bangladesh **5.1** The Concept of Good Governance The term Government has been derived from the Greek word "Kubernan" which means to pilot or steer (boats) and it was first used by the Greek Philosopher Plato which regard to how to design a system of rule. Governance is multi-faced concepts that encompass a number of political, economic and social issues

concerned in the government and administration (Kjaer, 2005). Governance means the process of decision making and the process by which decisions are implemented or not implemented. Go od governance is a new concept of World Bank. In 1978, the World Bank proposed the term good governance due to unstandardized international management especially of certain countries in Latin America and Africa (Bilney, 1994). Good governance means the effective management of a country with social & economic resources in a manner that is open,

transparent, accountable, and equitable (UNDP, (1997). It is also defined as the economic, political, administrative exercise to manage a country's officers Responsive **Participatory** levels. It encompasses all mechanisms, process and institutions through which citizens group articulate their interests exercise their legal rights, meet their legal obligations. Good governance has a number of political, economic and social parameters through which the state of governance of a country can be diagnosed. D. K. Nath identified eight

major parameters of good governance as given in the following picture Nath, D.K. (2004). Figure No. 1: Major Parameters of Good Governance BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021 The World Bank (1992) identified the following seven parameters of good governance for the developed & developing countries: 1. The Legitimacy of the political system which can be best achieved through regular election and political accountability.

2. Freedom of association and participation by various social economic, religious, cultural and professional groups in the governance. 3. An established legal framework based on the rule of law and independence of the judiciary to protect human rights, secure and social justice. 4. Bureaucratic accountability including transparency in administration. 5. Freedom of information and expression. 6. A sound administrative system, leading to efficiency and effectiveness. 7. Co-operation between the government and civil society organizations. The Organizations for Economic Co-operation and Development (OECD) has identified the following four sets of criteria for good governance: 1. Legitimacy of Government; 2. Accountability of political & official elements of government; 3. Competence of government to make policy and deliver service; and 4. Respect of human rights and rule of law. In our study Good Governance in Higher Education means maintaining all rules and regulation for an efficient, effective and participative higher education for the overall development of the mass people.

5.2 The Concept of Private University System in Bangladesh

traces out the objectives of university as three folds: "Research, the Transmission of Learning and the Transmission of Culture". John Newman defines the idea of university where academic freedom is under strained by external authority and where the subjects flourished long side science and are distinguished for useful arts. He also defines university as a place of teaching universal knowledge. This implies that its objectives are on the one hand intellectual not normal, and on the other hand, it is diffusion and extension of knowledge rather than advancement. Kast and Rosenzeig stated three goals of a university as: (a) the dissemination of knowledge to students. This is primary done through teaching function; (b) the creation and advancement of knowledge, this is accomplished through their search activities of the faculty and specialized staff; and (c) the service to society (Kast & Rosenzeig, 1985). The private university activities in Bangladesh are governed by the private University Act 2010. A new university is given approval from

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BJFT 2021 Volume 6: 41-53 supervised by the University Grants Commission(UGC) of Bangladesh. 5.3 The Concept of Participation Participation means a process to take active part in activities of an organization basically in decision making. As per the range of active role in participation educational thinkers define it in various categories i.e. Full participation, partial participation and shadow participation. (Price and Mylices, 1991). Participation means the involvement of internal beneficiaries in the planning, design, implementation, and

interested in a decision. In this study participation means regarding private university context the students, teachers, officers, guardians, BOT, UGC and GOB. Authorities direct involvement in decision making

The word Accountability derived from the Latin word "Accumulate" it means accounts. During 13th century it is used in English literature. Accountability means responsibility to a person or a group of organization. Accountability is an assurance that an individual or an organization will be evaluated on their performance or behavior related to something for which they are responsible. Wikipedia (September 07, 2021) define s Accountability in terms of ethics and governance is requited with answer ability, blameworthiness, liability, and the expectation of account giving. In governance accountability has expended beyond the basic definition of "being called to account for one's action." It is frequently described as account giving relationship between individuals. Regarding the accountability for private universities of Bangladesh means students must obey the academic and disciplinary rules, teacher must do their duties and responsibilities for the students and be accountable to the authority, officers must support the university and take decisions as per requirements, the BOT should provide fundingand appoint sufficient teachers, officers

evaluation. Every rules of the university should cleared and self-directed. Regarding Private University of Bangladesh the power and functions as discussed in the Private University Act 2010 may be treated as transparent. 44 BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021 UGC Disciplinary 1 BOT ivate university in

Bangladesh

South University established as first private university in 1992 and started academic activities in the year 1993. By following the new path of higher education later on, University of Science and Technology (USTC) Chittagong, established in the same year as 2nd private university, a lot of private universities were gradually established (UGC, 2009) between 1993-1996 i.e. Independent University, Darul Ihsan University, International University of Business Agricultural and Technology, International Islamic University, Ahsanullah University of Science and Technology, American International University Bangladesh, Asian University Bangladesh, East West University, The peoples University of Bangladesh, Dhaka International University, and a total number of 12 universities was established up to 1996. In June 23, 1996, Awami League Govt. first time came in power and amended the Private University Act, as Revised Private University Act -1998. The Gano Bishwabidyalay, Ibais University, Prime University, and a few private universities approved in that period. In September 2001 when BNP leaded four party alliance came in to power then a lot of private universities were given approval (UGC, 2009) i.e. BRAC University, Manarat International University, BGC Trust University, Sylhet International University, University of

Every year a lot of students got admitted in private universities. After analyzing the field report of UGC it is found that except National University and Open University the enrollment of private university is higher than public university. But if the figure of National University affiliated college (about 3000) and Open University center then the total figure of public university is about 90% of the total students. In the following table the last five years students enrollment in private university have presented ,where in the year 2015 it was 3,50,130, in 2016 it was 3,37,157,in 2017 it was 3,54,333,in 2018 it was 3,61,792 and in 2019 it became 3,49,160. 46 BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021 Table No. 2: Higher Education Enrollment of Last Five Years in Private Universities of Bangladesh. Year No. of Students in Private University 2015 3,50,130 2016 3,37,157 2017 3,54,333 2018 3,61,792 2019 3,49,160 Source: UGC Report, 2019 7. Good Governance in Private University Systems in Bangladesh Good governance is a part and parcel for developing of private universities in Bangladesh. For maintaining good governance, Board of Trustees (BOT) and Syndicate take part as main authority (As per section 15& 17 of the private University Act 2010). Besides these main authorities there is also other eight (08) authorities like Academic Council, Finance Committee, Institute, Faculty, Courses and Curriculum Committee, Teachers Selection Committee, Disciplinary Committee, Officer Selection Committee and other Committees/Organs. The Administrative Structure of private university and their organs are given below:

Private University Act 2010

Private University

Board of Trustees (BOT)

Syndicate

Academic Council

Institute

Faculty

Department

No

82

02

13

07 01

02

107

Remarks

New Universities

Maximum are multifarious

Finance Committee

Teachers Selection

Committee

Disciplinary Committee

Officer Selection

Committee

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k. Teachers' Selection Committee: For proper appointment each private university has a Teachers Selection Committee chaired by the Vice Chancellor as per section 27 of the Act. The other members are Pro-VC, 3 BOT nominated education lover, 2 subject expert by syndicate, concerned Dean and Head of the Department.
l. Disciplinary Committee: Each private University must have a disciplinary committee for ensuring discipline in the campus as per section 28 of the Act. One BOT member is the chairman of the committee. It is also constituted with VC, all Deans, Registrar as member and proctor will be the member secretary of the committee.
m. Officer Selection Committee: Each private University has a committee as per section 34 of the Act for selecting Registrar, Librarian and other Officers. The committee is headed by the Vice Chancellor, Pro-VC, 3 BOT members, 2 syndicate members, 1 expert professor nominated by VC is the member of the committee.
n. Private University Officers: For the proper implementation of good governance each private University has the following full-fledged officers as per section 29 of the Act. (a) Vice Chancellor (b) Pro-Vice Chancellor (c) Treasurer (d) Controller of the Examinations (e) Dean or Director (f) Registrar (g) Proctor (h) Departmental Head (i) Advisor (Student Welfare) (j) Director (Finance) (k) Public Relations Officer (l) Librarian.
8. Data Analysis of Good Governance in Private Universities of Bangladesh
From the field data collected through multifarious ways, the following observations were found:

Institute by the approval of the UGC. Director will act as head of the Institute under the control and

supervision of the Vice Chancellor as per section 23 of the Act.

agreed that two (2) expert members regularly attended the committee meeting but remaining 30% respondent disagree with the comment due to their busyness in their respective university.70% respondent agreed that the amendment of course and curriculum are taken with proper participation of members but 30% disagreed.

j. Comments on Officer Selection Committee Activities: It is found that 100% respondent agreed that the committee is constituted as per act and it also follow the rules and regulation properly. 80% respondent comments that BOT has special reservation on the selection but 20% respondent disagree. 75%

g. Comments on Teacher Selection Committee Activities: Regarding teacher selection committee as organs of good governance in Bangladesh HE, 100% agreed that the teacher selection committee is formed as per the Act. 100% participants also agreed on two issues of decisions are taken by proper participation and the selection committee is accountable to the syndicate. 85% respondent agreed that

h. Comments on Disciplinary Committee Activities: On the disciplinary committee of a private university it is found that 100% respondent agreed that Disciplinary Committee is constituted under the Act. 70% respondent agreed that the meeting held on regularly but 30% disagree on this issue. 80% respondent agreed that all decisions are taken on the rule of law but 20% respondent disagree. 100%

i. Comments on the Activities of the Committee for Course and Curriculum: On the Courses and Curriculum Committee of a private university it is found that 100% respondent agreed to the comments that course and curriculum committee is formed as per Private University Act 2010. 70% respondent

selection committee meeting held regularly but 15% disagree with it.

respondent agreed that the committee is accountable to the syndicate.

- BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021 They backed it from the BOT meeting as maximum decisions of the syndicate have to be approved by the BOT. v. Academic Council (AC) is the academic authority of a private university as per section 20 of the Act. In
- accountability of the SMC to the university authority. 51 BJFT 2021 Volume 6: 41-53 Moazzom Hossain 2021
 - Academic Council is the academic authority it should be more conscious on academic matters. Recommendations of the committee must be transparent and academic. vi. Finance Committee (FC) is the financial authority of a private university. FC would be more conscious about financial matter (Budget, income and expenditure) of the university. Financial expert may be recruited to perform effectively in the finance matters with the help of Syndicate & BOT. vii. Teacher Selection Committee (TSC) is the brain of the university, if teacher is qualified then the output of the university would be qualified citizen of the country. Regular meeting of the selection committee would be ensured and provision of the Ad hoc appointment by the VC would be discouraged. viii. Disciplinary Committee (DC) of a university is a safe guard to ensure discipline in every level. The meeting should be regularized and every agenda must be solved on the participation of all members. Any kind of influence by the higher authority must be discouraged and maintained the rule of law. ix. Course and curriculum is the vital factor for academic development. After a period the course and curriculum must be modified by the departmental courses and curriculum committee. In the
 - Good Governance in higher education is essential for ensuing quality education. In Bangladesh Private University Act 2010, some organs were preserved to ensure good governance in private universities. From the field study it is found that most of all the organs are acting properly for ensuring good governance through participations follow the rules and regulations and ensure accountability. But in some cases lack of
- analyzes the formation of this organs, functions with theory and practice separately. Basically external controlling authority of private University like MOE and UGC should be functioned effectively in formulating policy and its implementation. Sufficient working force should be engaged in this monitoring of the policy with adequate inspection teams by expert members. In the internal systems the authorities like Board of Trustee, Syndicate, Academic Council, Finance Committee, Teachers Selection Committee, Disciplinary Committee, Courses and Curriculum Committee, Officers Selection Committee, Deans and other University officials as per the Act 2010 should be formed as per law. These organs should be functioned regularly as per needs. To achieve good governance in private universities of Bangladesh, authorities of the universities should be transparent, responsive,
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State University of Bangladesh, City University, Northern University, Southern University Green University, World University, Santa Mariam University of Creative Technology, The Millennium University, Bangladesh University of Business and Technology, United International University, University of South Asia, Presidency University, Primeasia University, Royal University of Dhaka, University of Liberal Arts, Atish Dipankar University of Science and Technology, Bangladesh Islami University, ASA University, East Delta University. After the end of 2006 the number became 54 and maximum university was in Dhaka. The caretaker govt. in 2007 suspend the academic activities of four private universities. In December 2009, Awami League dominated Great alliance Govt. comes to power and absorbs the draw backs of private university Act 1992 and approved the Private University Act 2010. And in 14 March it approved 11 private universities (UGC Report, 2012) in different districts of Bangladesh i.e European University Bangladesh, Barendra University, Hamdard University, BGMEA University of Fashion and Technology, North East University Bangladesh, First Capital University of Bangladesh, Isha Khan International University of Bangladesh, Z H Sikhdar University of Science and Technology, Exim Bank Agricultural University, Bangladesh, North Western University. In November 2012 the govt. approved another 10 universities (UGC Report, 2012) like Khaza Younus Ali University, Sonargaon University, Feni University, Britannia University, Port City International University, Bangladesh University of Health Sciences, Chittagong Independent University, Notordam University Bangladesh, Times University Bangladesh, North Bengal International University, and Fareast International University. Thus the approval of private university continued, and currently the total number of private universities is 107 (UGC, 2019). But academic activities is continuing at 99 private universities. Among them, 82 (eighty two) are general private universities, 2 (two) are agriculture based private universities, one (1) is special medical university, thirteen (13) are science and technology based private universities. And 7 (seven) specialized private universities are (a) Central Women University (b) Shanta Mariom University of Creative Technology (c) Bangladesh University of Business and Technology (d) BGMEA University of Fashion and Technology (e) Northern University of Business and Technology (f) ZNRF University of Management Sciences and (g)

Type of University

General University

Medical University

Others

Total

Agriculture Based University

Specialized Private University

Science And Technology University

Figure No. 3: The Administrative Structure of Private Universities Supervisory Organization Ministry of Education (MOE)

i. Committee for Course and Curriculum: There must be a courses and curriculum committee of each department of the University headed by the chairman of the department as per section 24 of the Act. All teachers of the department with 2 external subject experts would be the members of the committee. j. Finance Committee: Each private university must have a Finance Committee (FC) to formulate the budget and give advice to the Syndicate and BOT on all financial matters as per section 26 of the Act. One of the 3 BOT members is the Chairman. VC, Treasurer, a nominated Head by VC, 2 Syndicate nominated expert members act as members of FC and Director (Finance) acts as the Member Secretary of the committee.

administrative and daily activities as per the Act. More over 70% respondent in another issue agreed that in every end up of a semester syndicate meeting held regularly but 30% respondent not agreed. 80% respondent agreed that all decisions of the syndicate are taken by proper participation and syndicate is also accountable to the BOT. e. Comments on Academic Council Activities: In different issues of the Academic Council it is found that 90% respondent agreed that academic council is the academic authority of a University as per the Act and 10% respondent remain silent on this issue. 95% respondent agreed that academic council meeting held regularly after the completion of the semester wise academic activities, 5% respondent has no comment. 90% respondent agreed that all decisions on academic issues are taken through full participation, decisions are transparent and academic council is also accountable to the syndicate, but 10% respondent remain silent. f. Comments on Finance Committee Activities: Regarding the different issues of Finance Committee(FC) it is found that 100% respondent agreed that FC of a University formulate annual budget and recommend on various issues on financial matters to BOT through syndicate as per the Act. 90% respondents agreed that the total participation and regular meeting of financial committee and 10% is not agreed to it. 85% respondent agreed that FC follow the rules and regulations properly but 15% not

agreed.

governance at UGC through participation and transparent rules and regulations. iii. Board of Trustees (BOT) is the supreme authority of a private university. As per section 16 of the Act it approved the organ gram, services rule and statutes, post creation of teacher, officer and staff with duties and responsibilities, services condition and salary funding of the university and auditing the university fund by the approval of the MOE. Some respondents raise questions against BOT not arranging Annual Exchange Opinion session for teachers, student's guardian and alumni association. But this type of meeting is very helpful for ensuring good governance in private university as indicated section 16 of the Act. iv. As an executive authority of a private university, Syndicate coordinates all academic administrative and general management of the university as per section 18 of the Act. From the field study 70% respondents agreed to its power and function. But 30% respondent raised questions of irregular syndicate meeting which hamper participation and good governance. Some respondent argued that in

doctrine of potential, where he means that for both university and state there is no utopia but at least, and conservative measure of hope (Wyatt, 1990). Rabindranath Tagore (cited in Badrudin, 2000) expressed his views about the university simply as "where the mind is without fear and the head holds high". Karl Jasper Ministry of Education (MOE) by fulfilling the guidelines of section 3 -6 of the Act; and primarily provisional permission is provided for seven years .The academic activities of a private university is subsequent maintenance of the development of intervention. It means the people mobilized, manage resources and make decisions that affect their lives. Wikipedia (September 07, 2021) defines - Public participation also known as citizen participation, is the inclusion in the activities of any organization or project. Generally public participation seeks the facilities the involvement of those potentially affected or

and staff under the rules and regulations of the university, MOE and UGC will formulate policy and coordinate these policies under the umbrella of university. Finally every stakeholder will be responsible for his duties and responsibilities to the university authority. 5.5 The Concept of the Rules of Law Rule of Law is another important concept of good governance in private higher education system. The rule of law is a principle under which all persons, institutions, and entities are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated. Naomai Choi (Britannica: 2016) defines the rule of law, the mechanism, process, institution, practice or norm that support equality of all citizens under the law. The origin of Rule of Law is from Magna Charta of the British Rule. Geoffery de q Walker in The Rule of Law Foundation and Constitutional Democracy stated that most of the content of the rule of law can be summered in two points: (1) that the people should be ruled by the law and obey it and;(2) that the law should be such that people will be able to be guided by it (Walker, 1988). In the private university context the rule of law is define in the Private University Act 2010, where the main assignment of the authorities are defined, moreover the statutes of a university also included the detailed rules of the university for every stake holders. 5.6 The Concept of Transparency Transparency means clear cut directions of the rules. Where there is no scope for miss-leading or miss-

process.

5.4 The Concept of Accountability

BJFT 2021 Volume 6: 41-53 BOT nominated educationists and 2 Syndicate nominated educationist as member of AC with Registrar as the Member Secretary. f. Faculty: Faculty is the important school for academic purpose. Every private university must have minimum 3 faculty; Dean is the head of the Faculty nominated by the VC as per section 27 of the Act. g. Department: Department is the main academic organ. Each department of a university will function under the supervision of Academic Council and faculty members per section 22 of the Act. Vice Chancellor nominated the Heads of the Department. h. Institute: For special academic and research purpose private university may be established one or more

Finance Figure No. 2: The Theoretical Framework of the Study 6. Private University Systems and Its Development in Bangladesh After the independence of Bangladesh, there were only six universities. Out of them four were general universities: Dhaka University, Rajshahi University, Chittagong University, and Jahangirnagar University. The remaining two were agricultural and engineering universities in Mymensingh and Dhaka respectively: they were technical universities. After fifteen years of independence, it was the barren age for university based higher education, because no new public universities were established during this period (UGC, 2009). During the reign of military government, session jam and political conflict became the normal phenomenon of the universities. All students of the public universities have to spend double time i.e. eight years for completing four years courses at undergraduate and graduate levels. In the effect of session jam and saving valuable time and even lives, the solvent guardians frequently send their children to the countries of Europe, America, Australia and even some Asian countries like Japan, Korea, Singapore, Malaysia and India. In this effect, the country loses valuable currency and resources. Bangladesh loses both financially and intellectually the highly educated young generations usually settled in foreign countries. So to brain drain to brain gain the government approved in the year 1992 Private University Act and North

Table No. 1: Types of Private University Sl. No 1 2 3 4 5 6

UGC/MOE as per the Act. But 50% respondent agreed that BOT should arrange a yearly opinion exchange meeting with teachers, guardians, alumni and other stake holders; 50% respondent commented that this meeting is not held regularly. 60% respondent agreed that BOT should quickly approve VC, Pro-VC and Treasurer Panels and send it to MOE. But 40% did not agree to it. d. Comments on Syndicate Activities: Different issues of syndicate power and functions 100% respondent agreed that syndicate of a private university as an executive authority performs academic and

BJFT 2021 Volume 6: 41-53 Development Alternative, South East University, Stamford University, Daffodil International University, Shah Makhdum Management University, Rajshahi. Finally, private universities are not maintaining on special category properly, because a university is also bearing multifarious disciplines. Moreover, in each category some new universities have not started academic activities. The category-wise analysis of private Universities of Bangladesh is given in the following table:

University Grants Commission (UGC) a. Ministry of Education: Ministry of education (MOE) is an apex authority of Private University. MOE approves policy and total matters of the University. b. University Grants Commission (UGC): University Grants Commission was established in 1972 as per President Order No. 10. UGC supervise the total activities and submit report to the MOE. c. Board of Trustees (BOT): Board of Trustees is the highest administrative body of a University headed by a chairman consisting of 9-11 members. It is constituted as per section 15 of the private university Act and acted as per section 16 of the Act. BOT manages fund of the university and approve the total matters of the university. d. Syndicate: Syndicate is the executive committee of the university, constituted as per section 17 of the Act and perform section 18 of the same Act Syndicate supervise the academic, administrative and the general management of the university. Vice Chancellor is the president of the Syndicate with Pro VC, Treasurer, 3 nominated members by VC, 1 nomination from GOB, 3 nominated members from BOT, and 1 representative of UGC all acted as members of the Syndicate and Registrar plays the role of Member Secretary. The Syndicate of a private university consists of 12 members. e. Academic Council: Academic Council (AC) is the main academic authority as per section 19 of the Act of a university headed by the VC with Pro-VC, Deans, Heads, Senior Professors of the Departments, 3

a. Comments on MOE Activities: In different issues of MOE it is found that 100% respondent agreed that MOE directs the university for proper development, 75% respondent also commented that MOE should approve education policy is needed for the society and 25% respondent did not agree to it, 55%

agreed but 25% not agreed. that SMC is accountable to the university authority.

private university. The committee consists of various Internal and external expert members with senior admin staff. The formation of the committee is defined in section 27 of the Act. In the field study 100% respondent agreed to the formation of the committee, full participation in decision making and accountability to syndicate. But in some case regular meeting delayed due to Ad hoc appointment of the authority. viii. Disciplinary Committee (DC) ensures discipline in every level of the university as detailed in section 28 of the Act. In the field study 100% respondent agreed as the committee constitutes on Act and it's accountable to the syndicate. Some respondents raise questions on the committee's regular meeting and lawful decisions. They challenged the committee some times as the helping partner of the higher authority. curriculum. They also make comments on the biasness of the VC in the appointment of the Deans and Heads. xii. For each private university there must be 12 officers (VC to librarian) as included in the section 29 of the Act. In the field study 80% respondent agreed to the presence of all the officers but 20% respondent arise question on about some officers absence (Pro-VC & Treasurer etc.) 85% respondent appreciate the activities of Senior Management Committee (SMC) with all these officers once in a month, but 15% respondent not agreed. Regarding participatory decision making 75% respondent appreciate it but 25% respondent make questions. Finally 100% participants appreciate the

References

development. transparent. The selection procedure must be maintained total formalities. Any kinds of nepotism or biasness should be controlled by the legal procedure. xi. Dean of Faculty and Head of the Department must be selected from qualified teachers of the faculty / department. Any kinds of favoritism in the appointment of Head / Dean should be informed by the higher authority.

change and progress in society (Rao, 2003). UNESCO (1993) defines "higher education-includes all types of studies, training and research at post-secondary level provided by universities or other educational establishments that are approved as institutions of higher education by the competent authorities". As private university is established under law it is also under the umbrella of higher education of a country. As the university deals with highest level of education, John Wyatt stated that the university is a place of

some syndicate meeting a few BOT member played a dominate role to pass their agenda, if otherwise. the field study 90% respondent agreed to the functions of the AC but remaining 10% remain silent. AC meeting is a regular pheromone of private university commented by 90% respondent but 10% respondent comments that decisions. They also expires it as an accountable organs to syndicate, some respondent raise questions on participation and accountability of this AC they comment it as an eye wash. vi. Finance Committee (FC) is the financial authority of a private university as per section 26 of the Act. Moreover, in the field study cent percent respondents agree to this, 90% respondent agreed about participation in decision making. FC meeting held once or twice in a year and it's a regular activity of a university agreed 100% respondent. The meeting follows by the rule. Rule of law agreed by 85% respondent. A fewer 10-15% respondent raise questions on participation and on the rule of law. vii. Teacher Selection Committee (TSC) is the important organ of ensuring good governance in Bangladesh

10. Recommendations To overcome the draw backs on the above mentioned discussions related to good governance of private

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2012, P. 12.

World Bank Report. (1992). Washington, DC New York.

universities of Bangladesh, the following measures may be taken: Ministry of Education (MOE) should be more conscious about policy formulation and approving new private university. MOE should consider public interest, not the interest of elites. The red tropism should be controlled and expedite a file smoothly and quickly. For public purpose, reform in policy formulation and implementation is inevitable. As an apex body of higher education coordination the UGC should be more dynamic. Frequent inspection of the university and sufficient seminar and symposium should be arranged to remove the negative image of UGC. Moreover, Higher Education Commission formed on 2017, should be more effective by the help of UGC & GOB. iii. As the highest authority of private university, Board of Trustees (BOT) should be more action oriented to arrange yearly exchange opinion meetings with teachers', guardians' and alumni. This will be very helpful to ensure good governance in private universities. iv. Syndicate as the executive authority of a private university, its meeting should be regularize minimum 3-4 in a year. Syndicate shall be more active to make relation with its external members of UGC & MOE to protect the illegal pressure of the BOT.

9. Observations of the Research Good governance is a modern phenomenon of the World Bank and IMF since the last decade of Twentieth century. But in Bangladesh private university it's an agenda for research. Private university Act 2010 has provided some authorities but the private universities are not properly shaped and authorities are not performing properly to erasure good governance. Here in the following the observations have been Ministry of education (MOE) is the apex body to approve policies for Bangladesh public and private universities, but MOE is not functioning accordingly. It approved policy for elite persons (political and administrative). So in every year a lot of private university is usually approved on political linkage and continues ignoring the rules and regulations. The approval policy is not public need based. Usually Red-tropism is prevailing in policy formulation and implementation. So reform is inevitable in the policy making process of MOE as commented is the field study. The University Grants Commission (UGC) was established in 1972 as an apex and statutory coordinated body of the universities of Bangladesh including private universities. The main objectives of instituting UGC were to promote and coordinate university education, monitor and maintain standard of university education - (UGC hand book of universities 2009). From the study, it is found that cent percent respondents agreed the UGC is the proper authority for planning on private university education in Bangladesh. 85% respondent agreed the UGC evaluate the development activities of the department/institute of a private university UGC perform proper inspection by expert teams of the university as agreed by the 70% respondents. UGC also arranged various seminar or symposium for private university teacher and officer for their proper training and development as agreed by the 65% respondent but 35% respondent comment that it is in sufficient for total development. Some respondent (55%) comment it as non-effective organization. They also suggest improving good

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committee meeting all internal members of the department and two external members should attend the meeting. The modified courses and curriculum must be sent to UGC for proper approval and x. The officer (Registrar, Librarian and others) Selection Committee should be participatory and

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active roles, personal interest, financial gain and others the good governance system hampers. This study accountable, participatory, consensus oriented and overall efficient and effective following the rules of law. New York: The Society for Research in higher education and open Universities press.

University Grants Commission Report. (2010). Annual Report 2010, Dhaka, UGC Publication, December 2020. University Grants Commission Report. (2012). Annual Report (2012), Dhaka, UGC Publication, 2013

of MOE, 30% respondent agreed to the comment. BJFT 2021 Volume 6: 41-53 information on higher education. 70% respondent agreed that UGC performs the inspection of University through expert team, but 30% respondents not agreed to it. 80% respondent agreed that UGC co-ordinate the higher education programs of the Govt. and 20% respondent not agreed to it. 65% respondent agreed that UGC arranged various seminars for University teachers/officers but 35% respondent dissatisfied. 55% respondent agreed that UGC is a non-effective organization but 45% is disagreed. c. Comments on BOT Activities: 100% respondent agreed that BOT approves the organizational structure, service rules, post creation of teachers, officers & staff with duties and responsibilities, salary structure, service condition of a University and send it to the UGC as per private University Act.100% respondent also agreed that BOT approves the annual budget and auditing of the University fund by the direction of

ix. Course and Curriculum Committee (CCC) is inevitable for each department of a university as per section 24 of the Act. From the field study 100% respondent agreed to the formation of this department wise committee. Though 70% participant agreed to the regular attendance of the two (2) subject expert and participatory decision making but 30% participant raise questions of the regular attendance of the subject experts and participation of all member is the amendment of the courses and x. Officer Selection Committee (OSC) is a part and parcel for recruiting registrar, librarian and other officers as per section 34 of the Act. The committee is headed by Vice Chancellor, Pro-Vice Chancellor, three (3) BOT members and two (2) syndicate members along with one (1) external professor nominated by the Vice Chancellor. In the field study, 100% respondent agreed to the committee formation and its following rules and regulation. But 20% respondent raise question of selection procedure and questioned the biasness of BOT in the selection process. At that time 25% respondent questioned transparency of the committee. There is a provision of three (3) faculties headed by Deans and six (6) departments headed by Department Heads as per section 21 and 22 of the Act. They are appointed by the VC according to the Act. During the field study, some respondents arise questions on the quality of the Deans and Heads.

xii. All the officers of the private university as prescribed in the section 29 of the Act should be recruited by the authority. The total team with proper participation and accountability will develop the academic development of the university. Moreover it ensures quality in higher education.

University Grants Commission Report. (2019). Bangladesh University Grants Commission, Dhaka December 2020. World Bank. (2000). Higher Education's in Developing Counties Promise and Peril. Washington, DC.

Hossain, M. M. (2012). "Development of higher education system in Bangladesh". The Financial Express: August, Hossain, M. M. (2014)." Bangladesh higher education systems and National University" Germany LAP LAMBERT University Grants Commission Report. (2009). Hand Book- Universities of Bangladesh 2009, Dhaka UGC Publication.

Bargh, Catherine, Scott, Peter, Smith & Davidl. (1970)." Governing Universities Changing the Culture". London and Bangladesh Gazette. (July 18, 2010). Private University Act 2010, Bangladesh Govt. Publication, Tejgaon, Dhaka, PP.

Private University means a university which is governed by private organization or a trust to serve the society under Society Act. As higher education system started after twelve class of education private university offer various graduate and under graduate programs as per the academic needs of the society. D. B. Rao has given ample proof of its validity over the centuries of its ability to change and to introduce

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respondent agreed that Red Tropism is prevailing in MOE in making decisions, and the remaining 45% had no comment on this issue. 70% respondent agreed that MOE is making policy on situational approach and the remaining 30% respondent had no comment. On the issue of reforming policy making b. Comments on UGC Activities of the Private Universities: In different issues of UGC it is found that 100% respondent agreed that UGC is the proper authority for planning on higher education of Bangladesh. 85% respondent agreed that UGC evaluate the development activities of the department/Institute of a University. 100% also agreed that UGC collect various statistics and 48

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respondent comment selection process as transparent but remaining 25% disagreed. k. Comments on Deans' and Heads' Activities: It is found that 90% respondent agreed that Dean/Head of a University is appointed as per rule, and both Dean/Head selection is transparent. 75% respondent 1. Comments on the University Officers' Activities: On the issue of the existence of university officers as per Act it is found that 80% respondent agreed that all officers of the university are available. The rest 20% disagreed. 85% respondent agreed that Senior Management Committee (SMC) meeting is functioning properly with all officers but 15% not agreed with it. 75% respondent agreed that SMC decisions are taking through participation and 25% respondent disagreed. 100% respondent comment

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