

Framework for Improving Quality and Ranking of Higher Educational Institutions: An exploration

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Abstract - Higher education institution in the present age of globalisation have witnessed phenomenal growth in volume. However very less institution is able deliver the expected quality and able to create its position in the international context. Higher education institutions are the centre for developing human resource and play a significant role in transforming traditional society into the modern knowledge society. The main function of a higher education system is to add real value to human resources and produce wealth creators and leaders in all fields. Country is witnessing paradigm shift in higher education, from 'national' to 'global education', from 'state controlled' to an 'open market economy', from 'general education' to an 'educational system driven by market forces', from 'one time education for a few' to 'life-long education for all', from 'teachers-cantered' to 'learner cantered' education (Venkatasubramanian, 2002). Higher educational institution branding has become an important strategy to positing the institution in the global market and improve its ranking. This need a strong framework of different strategies for bringing qualitative change and improving ranking of institution globally. Present research work is taken up to identify the various issues which higher educational institutions are facing today and suggest the strategies for bringing qualitative change in the higher educational system and improve the ranking of institutions globally. The researcher work is based on secondary literature. An extensive literature survey was carried out and many researches works of eminent personalities were analysed. Based on these literatures, researcher has tried to develop a frame work for performance indicator and measurement. Universities need to recognise the value of their intellectual capital to their continuing role in society and in a wider global marketplace for higher education.

Key words: Higher education, 'global education' intellectual capital etc.

1. Introduction

Higher educational institution has grown significantly in the era of globalization. India as a developing nation has been systematically progressing on the educational front since its independence and has seen an appreciable surge in reaching out to all the classes of its society. The improvement on the country's economic front, the up scaling of communication technology and the advent of the internet, have vastly leveraged the promotion of education across all verticals. The involvement of private sector in higher education has seen drastic changes in the field. Today over 60% of higher education institutions in India are promoted by the private sector. This has accelerated establishment of institutes which have originated over the last decade making India home to the largest number of Higher Education institutions (HEIs) in the world, with student enrolments at the second highest (Shaguri, 2013). India's higher education system stands third in size in the world after the US and China with nearly 26 million students in over 45,000 institutions in the country. In the last decade the country has witnessed a particularly high growth rate in student enrolment at a CAGR of 10.8% and institutions at 9%. The min governing body for higher education is University Grants Commission (UGC) which enforces academic standards, advises the government on higher education policy and maintains coordination between the centre and the state.

Table 1: Growth of Higher Education Institutions and Enrollment in India

Year	No. of University	No. of Colleges	Student Enrollment in Higher Education (million)	GER in Higher Education (%)
1970-71	103	3604	1953700	----
1980-81	133	4722	2752427	40.88

1990-91	190	7346	4924868	78.93
2000-01	256	12805	8399443	70.55
2006-07	387	21170	13163054	56.71
2010-11	564	32964	18670050	41.84
2011-12	659	35,539	20327478	8.88
2012-13	700	37204	22302938	9.72
2013-14	712	39613	23764960	6.56
2014-2015	748	40760	26585437 **	11.87
2015-2016	847	41435		24.50
2016-2017	895	42338	29427000	-25.8

Over the past few years, India's higher education sector has witnessed tremendous growth. Indian higher education system consists of multiple types of institutions with distinct objectives such as research-focused institutions, teaching institutions and vocational/employment-focused institutions. Distance learning and open education also are an essential feature of the Indian higher education system. Indira Gandhi National Open University run by the Indian government is attributed to be the largest university in the world by number of students with over 3.5 million students from across the globe. While India has shown impressive growth in the number of institutes and enrolment in the country as indicated in Table 1. According to data released by *aishe-report-2017-18*, out of the total enrolment of 3,66,42,378 (3.6 crore) students, 79.19 per cent students are enrolled in under-Graduation, 11.23 per cent students are enrolled in post-graduation. There are 1,61,412 students enrolled at Ph.D. level (excluding 3,110 students enrolled in integrated Ph.D.) i.e. less than 0.5 per cent. Over 57 per cent of all these students are male and 42.6 per cent are female. Enrolment in Ph.D. has gradually increased from 1,07,890 in 2013-14 to 1,61,412 in 2017-18. it still faces challenges on several fronts including low and inequitable access to higher education, shortage of faculty, deficient infrastructure as well as low-quality and inadequate research. The most important thing in knowledge is quality not its quantity. Quality is excellence, perfection, standards, value addition, and value for money, competencies for work, efficiency, effectiveness, consistency and relevance. It is important to realize what is significant and what is not. Higher education play a distinctive role in society by creating new knowledge, later transmitting it to the students and fostering innovation. In higher education, quality teaching play most critical role in respect to justify students learning outcomes. In order to foster quality teaching in higher education, institution must ensure that education they are offering are according to the expectations of students and required by the employer.

2. Objective of the Study and Research Methodology

Present research work is taken up with the following objectives;

- To analyses the growth of higher educational system in India and identify the various issues which higher educational institutions are facing today
- To suggest a frame work of strategies for bringing qualitative change in the higher educational system and improve the ranking of institutions globally.

The present researcher work is based on secondary literature. An extensive literature survey was carried out to know the opinion and finding on related issue and what are the challenges a higher educational institution is facing in the country. Several government document, research reports, government publication, news paper and internet resources, many researches work of eminent personalities were referred and analyzed to collect the required information. Collected information was systematically arranged, tabulated and appropriate inferences were drawn.

3. Important Issues before Higher Educational Institutions

Historically and traditionally it is found that quality assurance has two functions. First function is to enhance of the quality of educational institutions and its offered programs and secondly the accountability of the results of teaching and learning. Execution of enhancement function is carried out in high degree of trust and accountability function is designed to prevent degradation in quality of institutions and its offered programs along with protecting the beneficiaries of the society.

In order to develop and maintain excellence in educational institutions it is necessary to afford, adopt and execute both quality assurance functions. These QA functions develop goodwill of the institutions which help the institution to improve their ranking which is one of the most important social instruments of institutions success. Ranking of the higher educational institutions remove the fiction of equality among them. But ranking of higher educational institution is highly

complex. Universities and other professional education institutions keep on designing and evaluating their strategic plans in respect to consolidate excellence in research and teaching. They do this to challenge agencies those who have to evaluate them on whether institutions are delivering what they promise and meant for.

To promote excellence number of initiatives has been taken by the higher educational institutions. Universities and other higher educational institutions floated honours degrees, flaxy classes, timing and challenging educational environments for students who are capable and willing to cater higher challenges by acquiring knowledge and expertise through higher education. To improve the ranking of University and other Higher Educational Institutions numerous initiatives been taken but most of them failed to achieve the desired result.

Higher education is considered as vital components for Sustainable Development. Sustainability calls for revising and reorienting today's education as the entire education is not enough to do things according to custom or habit, that is, to reproduce the existing social system. If we are to imagine new ways of living and acting, then we must be capable of assessing and bringing about social change, by emphasizing on developing frame work for learning to know, learning to do, learning to live together and learning to be and most importantly on learning to transform oneself and society. All these can be achieved by reviving our higher education system based on certain issues and challenges faced by higher educational institution in the country. The Standing Committee on Human Resource Development chaired by: Dr. Satyanarayan Jatiya submitted its report on 'Issues and challenges before higher educational sector in India' on February 8, 2017. The key observations and recommendations of the Committee are as follows:

- **Shortage of resources:** as education is the state matter, the Bulk of the enrolment in higher education is handled by state universities and their affiliated colleges. Due to shortage of resources, the quality of these institution suffers a lot. Almost 65% of the University Grants Commission (UGC) budget is utilized by the central universities and their colleges while state universities and their affiliated colleges get only the remaining 35%.
- **Shortage of Faculty:** faculty are the backbone of university as well as higher educational system. According to UGC, the total number of sanctioned teaching posts in various Central Universities are 16,699 for professors, 4,731 for associate professors, and 9,585 for assistant professors. Out of the total sanctioned teaching posts, 5,925 (35%) professor posts, 2,183 (46%) associate professor posts and 2,459 (26%) assistant professor posts are vacant.
- **Accountability and performance issues: higher educational institutes are facing the problem of accountability and performance issues.** At present, there is no mechanism for ensuring the accountability and performance of professors in universities and colleges.
- **Accreditation of institutions:** for ensuring the quality of education, there is urgent need to focus on process standardization and an effective regulatory system. The National Board of Accreditation should act as a catalyst towards quality enhancement and quality assurance of higher technical education. In India, apart from UGC (University Grants Commission) there are several regulatory bodies like AICTE, MCI, BCI, NCTE and those under state governments. These individual bodies move in different paths, creating various hurdles like exams, teaching methods for students. So we need to bring all important regulatory bodies on a common platform and develop a common understanding and strategy for managing the change. A robust rating system will give rise to healthy competition amongst universities and help improve their performance.
- **Lower enrolment ratio:** There is a huge gap between those who move out from school and who enroll in higher education system, which is really needed to be bridged. India's Gross Enrolment Ratio (GER) is around 19 percent which 6 per cent lower than the world average and it is 50 per cent lesser than countries such as Australia and the US. India has the largest population of young people (100 million) between 17 to 19. When around 19 % students enroll into higher education institutes which translates to 20 million, which very low.
- **Lack of research centric approach:** Most of the Indian higher education system lacks strong teaching-learning process and research. That is the reason why no higher education institution of India figures in the global top 200 higher education institutes around the world. Indian Institute of Science (IISc) Bangalore, which was in the 201-250 band in 2016, has slipped into the 251-300 band. According to World University Rankings- which ranks the top 1,000 universities from 77 countries - performance of Indian centres of learning has deeply deteriorated. Apart from IISc, The Indian Institute of Technology Delhi, Indian Institute of Technology Kanpur and Indian Institute of Technology Madras have also dropped by at least one band.

- **Increase in profit making institutions:** Though private player in the higher education contributes significantly to the growth of the sector, the profit intent of these institutions has threatened the very basic foundation of social development goal. Many private players who are politicians, realtors, businessmen/women mint huge money by creating educational institutions, which had made us to say that no secret that the education industry has long lost its noble cause and is more of a business. This greatly harmed the higher education system.

4. Role and Responsibility of Educator in Improving Institutional Ranking:

All education is for environment and its aim is not to master subject matter, but to transform human being from ignorant to knowledge full. It is a profound philosophical exploration of transmitting knowledge in human society; it translates knowledge to successive generations. Education act as a moral enterprise and the knowledge which it provides carries responsibilities and make human being accountable to see that it is well used in their social life. Education introduces human being to values, humanity, consciousness, prudence, wisdom, intelligence, commitment, virtue, honesty and character. Its secret lies in respecting the humanity, its holy objective is to enable ignorant to love beauty and differentiate between what you know and what you do not know. It teaches human soul to think intensively, clearly, critically and empower human beings to appreciate life. Education is life in itself; it turns mirrors of mind into windows and replaces complexity of mind with intelligence and morality. It acts as a passport to the future success and virtual growth, it become lantern in dark, it leads human soul to what is best and produce best out of them. The ultimate goal of education is to discipline the mind rather than furnishing it and enabling human being to use its own powers rather than accepting other directions. It is a best way of nation defence.

Achieving entire goals of education becomes possible if all the factors and participants act in positive direction with positive frame of mind. Education is nothing but a mutual commitment between dedicated and honest teachers, motivated and hardworking students and enthusiastic parents with noble expectations. Teachers are architect of future and they are widely considered as a representative of Holy Prophets and thus they owe the responsibility to act as parents, as a friend and as a guide to the students. They have to study students like a book and have to fill the gaps and remove the short coming with knowledge, efficiency and perfection. Teachers are responsible and accountable to coordinate, to cooperate, to direct, to control, to motivate and to facilitate the future of the society "Students". It is found that most of the educational approaches and modules follow obsolete empirical track with sole aim of discovering pragmatic solutions for teachers and administrators.

Emphasising on Teaching Quality its Assessment:

Quality teaching is the most important component of education industry and it is also a contested concept. There are many definitions of quality teaching across the world and all definition tried it best to justify the quality teaching in different social, economic and political context. It is a universally accepted fact that quality is the heart of the education and quality teachers are heart of quality education. Right to education is not only the right to access education but it is much more than this, and that is right to receive quality education through quality teaching. It is found that in general education quality teaching enables students to develop their attributes and skills to achieve their potential as good human beings. It develops general cognitive ability, action competence, key competence, mythological competences, Meta competence and judgment competences in students. It develops talent of a students to the full and enable students to realize their creative potential, realistic, positive self-confidence and social competences, it helps students to identify responsibilities of their own life and justify achievements of their personal aims. It enlightens and empowers the students, it enables their personalities, talent and abilities.

The aim of quality teaching is not limited to teaching numeracy and literacy skills to the students. But its aims are also to garner life skills of students such as developing ability among them to make balance and good decisions, resolving conflicts in responsibilities, critical thinking skills, creative talents, general problem-solving competence, domain general and domain specific knowledge, problem solving, IT skills, communication skills, writing and presentation skills. It helps students in developing skills in planning, in taking initiatives, it develops potential and strength of monitoring and evaluating their own cognitive processes, experience and knowledge about learning and problem solving. It develops skills of using effective cognitive aids and tools, such as graphics and analogies and learning how to learn.

Assessing the quality in education and teaching is not an easy task but it is perpetual issue in all form of education. It is determined by the factors involves such as inspirational nature of individual lectures, the organization and administration of presentations, interaction with students as a participant, judging the performance of students and teachers by analysing how efficiently information provided meeting the learning objectives of the course. Quality teaching can be identified and evaluated in terms of student satisfaction and performance. It can be judged as how teaching is facilitating the students

and how efficient teacher is presenting the information. It can be judged by analysing the teaching impact. Good presentation of information by the teachers impact positively and maximise the student's opportunities to excel in class performance and gain highest marks from the courses. Quality in teaching attracts students and engages them with the subjects and enhances their understanding and knowledge.

Thus, for the betterment of the nation's future quality in education is essential. It is a core fact that teaching excellence is a multidimensional concept and its dimensions call for different forms of recognition and reward. If school, college and universities want to maintain and enhanced quality in teaching then it must be recognised and rewarded to the best. To become a good teacher it is necessary for the teachers to develop teaching leadership quality which require, high degree of patience, sense of adoption, effective imagination, curiosity, teamwork, risk taking appetite, effective communication, spirit of learning, mentoring ability, effective relation management, dedication, passion for teaching, commitment, enthusiasm, ability to identify underachievement, understanding role of college in student life, educational common sense, educational IQ, educational physiology, educational philosophy, student physiology, student philosophy, aim of education, need and importance of education, educational ethics, integrity, sense of judgment, knowledge and expertise of subject matter, knowledge of curriculum and standards, efficient and effective class room management skills, high expectations, futuristic, research orientation, sense of respect, responsibility, macro focussing, innovative, helping, promoting and protecting.

Thus, following suggestions and recommendations will help institutions to climb the global university league table.

Devising Incentive Mechanism to bring Change in Educational Institution:

Most of the academic staff (Teaching and Non-Teaching) in educational institutions does not have complete information of institutional strategy documents, standard policies and procedures. If they might have seen it then they think it is of no use. If the institution strategy is to bring changes in staff's overall behaviour then institution has to provide new and attractive incentives and top management have to monitor the performance of staff minutely.

Institution strategy will be successful if they list core priorities rather than operational plans. Marketing plan concentrate much more on pump and show, but its impact on institution internal community cannot be justified and will be questionable. Through marketing pump and show approach institution can attract mass but if it not been matched by the internal community then it will impact the goodwill of the institution.

Recruiting and selecting Quality Faculty:

If want to be leading institution then have to develop overall quality, which is possible if institution have research oriented academic leaders who have ability to influence and develop research oriented academic environment. For the purpose institution have to hire research-oriented scholars and have to facilitate them to promote extensive research activities and utilize the acquired experience in transforming other academic participants.

Research orientation develops academic skills, analytical skills, efficiency and expertise among the academic fraternity and their achievement is a collective achievement of their respective institution and these achievements give strength to the institution and transform it into leading and world class institution.

Institutions top hierarchy are responsible and accountable to create and drive the hiring process. They must make themselves available to talk to best potential participant personally and to discuss it with their other potent colleague. Head of the institution must be part of major hiring panel, if not then he or she must review the candidates. If head of the institution is not prepared or reluctant to control the people who join and who are leaving the institution, then decline in institutional status is bound to happen.

It is easy to appoint but tough to retain good professionals. Human Resource department have to shoulder this responsibility by becoming more active in attracting and retaining the best staff. Balance growth opportunity and equity in responsibility according to the experience and expertise play instrumental role in developing the effective academic environment.

Worldwide evidence shows that best academic institutions are lead by the outstanding scholars. Quality scholars craft the future of the institution by improving the performance. Academicians are considered as true leaders as they set standards and target to achieve. They become role model for future generation and have an ability and never ending desire to guide and direct the future generation. Thus considering the importance of future generation institution must hire scholars who have a leadership quality and have a perpetual desire of producing the quality.

Quality Control through hiring consultant or by constituting professional panel:

Top academic hierarchy is the standard bearer and it's their responsibility to set the quality environment. If institution wants good academic people to become part of the institution, then they have to control the process. They have to make sure that best professionally groomed and research-oriented people are in selection committee. It is human tendency to select those who are like them or below to them in academic achievement. If selection panel is inexperienced then they will not be in position to judge the quality. They will consider that why to make life difficult for we by selecting people who are much better than them.

Create professional committee and develop professional associations to advise and facilitate top hierarchy about selection, promotion and probation decisions. This process must be monitored by the top academic leaders of the institutions and they must ensure that mediocrity do not have any place in their institution.

Recognition and Reward System:

Successful academic institutions are highly commercial, and they are always aware of their most talented staffs. Thus, academic institutions have to maintain a list of their talented researchers, academicians and administrators. Top management must be informed about all institutional achievements. The achievers must be appreciated and recognized by the top management. When institutions reward their achievers then it develops sense of belongingness and confidence among them. Their contribution must be highlighted, and they must be motivated to set the trend for others to follow. Researchers in their respective field generally get positive feedback from their colleagues. Their work is assessed by their peers and superiors, which leads to publishing, and ultimately it converts into promotion and additional increment. Academic life is lonely, and academicians produce their loyalty to their institutions, in due respect respective institutions must also reflect their loyalty toward them. Attracting and retaining high breed academic staff is herculean task and also expensive process. Institution must act as parent's body and develop effective coordination and cooperation with their academicians and importantly must keep them motivating and facilitating.

Managing Change:

Bringing change in the organization is painful. It hurt the emotions. If academicians want an easy go before retiring themselves then they need not to bother about the strategy of change. Some academicians may think that moving up in the ranking is a great idea or achievement but unlikely it is not for others. For smooth movement status quo must be preferred. Tenure ship is painful but should be adopted. Head of the institution must be the person to take tough decisions and if it is been taken then it must be supported by others team members.

Committee must be constituted, and it should be made responsible and accountable to make tenure or probation. But it should be controlled by the head of the institution. Head of the institution must ensure that constituted committee is having institutions best scholars who have in depth information of institution and about its overall policies and procedures, especially in hiring and promotions criteria.

Too much change in institution will impact its overall growth and development. Educational institutions strategy is generally initiated and led by the head of the institutions. Head of the institutions being a leader have control of the strategy and the concomitant power to implement it. It is very much known that head of the institution post is for few years and thus most of the time they avoid initiating changes. In last, this responsibility is beard by the board. Institutions have to be consistent in hiring the leaders in order to avoid these situations which have a long-term impact on the organization growth. The hired leader must be given enough time to adjust the existing plan with his future plan. Academic institutions generally take long time to change and to establish leading institution it requires to focus on long term planning with supportive short-term policies, tenacity and time.

Competitive Salary System

Salary is one of the important factors or attracting talent and enhance ranking of the institution. Attractive Salary Structure is essential if Wanted to Be a Leading Institution: Top positions are few in academic institutions and to cater the competitive environment institution have to hire deserving candidates who have an ability to convert odds into even. This is possible only if institution is ready to pay attractive salary to the hired candidates. Not only salary but institution must also offer more than one term sabbatical leaves which can be utilised by the top heads to rehabilitate themselves. If the institution has deserving and competitive head, then he must be free to constitute competitive academic team of other heads. By constituting team of best scholars, he will transform institution into world class institution.

Promoting Research through devising Research Incentives:

Institutions are not recognized by their physical infrastructure but by the research-oriented teaching and learning. Research oriented institution can survive the growing competition. Research orientation develop tendency to find out the reasons for all. They are prone toward finding the solution to What, When, Where and Why. To develop research strength, head of the institution must promote research activities in aggressive manner. He or She must motivate and attract academicians to conduct research. Incentives must be allotted to the research work. Institution must have the policy to increase the incentive time to time.

Standardisation of work process and Minimising Red tapism:

Institution must assess the structure, system, processes and functioning of all existing committees time to time. It must minutely analyze that up to what extent committees are supportive to the core business of research and teaching. If their functioning is unclear, then institution must dissolve the respective committee. Documentations of committees like minutes and reports must be standardised. It will be prudent for an institution to hire a solicitor or professionals to examine the reports to make sure that all dots are covered. Institution must utilise their best academicians to explore academic productivity rather than administration.

Red Tape culture is drawback to all organization. It minimises the speed of all organizational activities, it affects innovations, it degrades motivation, it influences research quality and kill time. Red tape culture becomes hurdle in attracting, appointing and retaining good staff. Due to red tape culture administrative process has grown more than required and influenced the academic environment to a great extent. Institution must utilise their best academicians, researchers and administrators to find out the area where red tape has caused or is causing the blockade.

In comparison to government universities private universities are better in selecting board. They select board members who are useful and can contribute in academic growth and development. Institutions have to make sure that constituted board member understand the core business and activities of academic institution. It is crucial for them to know what is the strength and weakness of the institution which they are governing. Thus institutions have to make sure that they have outstanding scholars in its board. The constituted board have efficient and effective members from present staff, emeritus scholars and academicians from other institutions and also loyal alumnae. Institutions must also engage their retired or retiring administrative and academic staffs who have contributed their efforts and had long association with the institution

Accessibility is Quality of Good Leader:

A good head of the institution has a tendency to give time to all his subordinates and hear not only the top team members but also others. Head of the institution has touched the zenith of his carrier and thus he must make others to feel good about them and also, he or she must positively take bad news too. Head of the institution must make his or her availability to students by introducing thyself and make student to know him or her. He or She must meet students personally and by delivering lecture at student body. The art of becoming quality head of the institution is to welcome the views of others about their academic contribution. A good head of the institution has a thrust to be liked by the institutional participants and they respect their values and emotions and like to maintain the trust which is been built by the staff and students on him.

Strengthening the Administrative and Academic Relationship:

Most of the institutions are always found in Academics and administrators tussle. The core activity of an academic institution is research and teaching. Without academicians it is not possible to achieve. This must be clear to registrar department and non-teaching staff too. If due to tussle great scholars leaves, it will be a great loss to the institution which is not easy to fulfil. On other side academicians must also give importance to administrator works. The relationship, responsibility and accountability of academics and administrator are interdependent. To avoid differences between academicians and administrator interaction between them must be regular.

Training the trainer:

It is worldwide accepted fact that good scholar transform into good academic leaders. It is the academic institutions policy to identify potential scholar and trained them accordingly. Excessive management education will not fulfil the academic purpose. Research scholars should be given administrative task in their respective departments to which they belong.

Most of the universities give extra periods to the research scholars to explore their teaching skills and to explore their administrative potential they are been assigned the coordination ship of extra periods or evening classes along with examination responsibilities.

Institution Must Hire Leader for Long Period:

Worldwide evidence show that academic institutions who have given longer tenure to their leader have performed better in all fronts. Academic leader who has served shorter period in the institution are found ineffective and did not managed to contribute positively in the growth and development of the institution.

Institution Must Trust its Leader:

Trust is one of the most important tools for smooth functioning, growth and development in all kind of organization. Both institution and Leader have to keep faith in them. Without faith nothing can be achieved. Thus for the betterment, institution must keep faith in its leader. Trust acts as a motivational pill and make leader more confident and responsible. Without trust it is impossible to achieve the mission and vision of the institution.

Delegation and De centralisation of Authority

Institution Must Delegate Ample Authority to its Leader with Accountability. Leader without power cannot perform any responsibility. Institution keeping faith in its leader has to delegate ample responsibility which "he or she" can exercise in planning, its execution and decision making effectively. They must be free to take decision rather than going through number of committees to take decision. Institution must make clear to the leader that we hired you, we trusted you, we gave you responsibility, to accomplish the responsibility we have delegated you the authority and now within delegated authority you are accountable to give result as expected.

Head of the higher education institution must be given a power to pick his or her top management team. He or she keeps the institutional mission and vision in consideration can select the team according to the guide lines provided by the nation's law. He must be entrusted with a power to constitute, change and dissolve the team according to the prevailing circumstances.

Institution Must Develop and Follow Quality Concepts:

It is difficult to define quality in education system, even though quality management concepts are almost same in education and business. The only difference is, students are products and industries are customers. Students directly receive teaching services in educational institutions and are customer of the teacher, whereas academicians are administrators and institutions are suppliers of the services.

Among student's quality can be found only through discussion and observations as what gives them joy of learning, not enjoyment without learning. If process of teaching and learning is cooperative, coordinative and effective then it motivates student to learn.

Once the mutually agreed purpose is established then quality concept ensures that student learning is according to the desired curriculum, standard of education is improving, teacher's productivity is excelling, teacher and students are participating and contributing mutually in nations growth and development through education. It is therefore necessary that higher educational institution must accept quality as a perpetual process and develop standardized assessment mechanism to analyze the potential of the student's ability.

Strengthening the Role of Faculty in Higher Education:

Education is a holistic and integrated approach to transform future generation and educational institutions are system of interdependent processes, comprising of highly specialized and efficient faculties associated with functional hierarchy. Role of faculty is very crucial as they are the architect of future generation. They are the true asset of the institutions and institutions achieve their mission and vision through their knowledge and efforts. Faculties are passive contributor and have little autonomy. Faculties are process manager and facilitate students to grow in positive atmosphere and encourage them to set their target and touch the zenith of their carrier. They transform raw inputs of the institutions into finished output with greater degree of value. Faculties follow a scientific system where head of the institution establish the system and continuously improve the quality with the coordination of faculties. Students acquire knowledge within establish system and faculties continuously work on the system by improving the quality with the support of a students.

Quality education makes learning a pleasure and it required quality experience to develop a quality independent learner. It is important for faculties to discuss students to find out what constitutes quality. Faculties must adopt quality management as a continuous process and keep on developing innovative and better ways to impart education to the students. In academic system all participant plays important role and among them faculties have an additional and core responsibility of developing and improving the ongoing teaching and learning process.

Enhancing Industry and Institution interaction:

In order to become leading educational institution, it is important to develop industry base academic teaching and learning. To develop industry base teaching and learning system institutions have to develop effective relation with industries. Institutions have to induct industry representative in their academic board and have to encourage them to participate in developing academic curriculum. Students learning can be improved if industrial training is made compulsory or student take industrial projects according to their specialization. Teachers have to use case studies and industrial reports in teaching in order to groom students according to industry requirement.

Institutions have to take additional measures to standardise the syllabi and align it with industry requirement to constitute quality. A well designed syllabus requires set of goals and objectives, a systematic sequence of topic and study material which are acknowledged, formally approved and collectively designed. Syllabus orientation should be industry oriented not on testing and examination oriented. Future of institutions largely depends upon the success of the students. They are getting absorbed in industry or not. If not then future of institution is questionable. The purpose of institution will be accomplished if its output is developing respect and goodwill in the society and are getting absorbed with appreciation.

Sense of Belongingness:

No institution can survive if the employees are not loyal to their work. To make them loyal there is need of developing belongingness among them. This is possible with judicious policies, its implementation, recognition, respect, balance growth and equitable distribution of responsibilities. If employees (Teaching and Non-Teaching staff) consider that they are here to earn money pull the time, then they will do only formalities and it will lead to disaster in long term.

Resource Optimisation:

Institutions must explore the potential of their academicians. They must optimally utilise their expertise, skills, ability and knowledge. Other institutional resources largely depend upon teachers. If they are qualified and have a potential then institution will develop goodwill and can survive smoothly in hostile environment and adverse conditions. Apart from academicians institutions have to explore student's potential. Students are silent goodwill ambassador and society has a trust on them. A satisfied student will bring more students; a well taught student will bring laurels, name and fame to the institution. Institutions must work on why not on what. All institutions and organization need solutions to the prevailing conditions and to the unpredictable problems and it is possible only through analyzing why. What happen should be answered by why it happens. Why to teach, not what to teach, not what is reported but why it is reported.

Improving training process:

In present competitive environment effective training process is paramount important. Without proper training it is not possible to achieve quality higher education. Institution must select qualified, trained and experienced faculties in higher education. To be competitive, institutions must keep on organizing seminars, symposiums, academic workshops and professional training. Along with this subject orient training, technological knowhow training, learner – centric teaching methods facility especially in English language, teaching etiquette, manner and behaviour. These training will groom new faculties and refresh experienced faculties and make them more effective and efficient in teaching. Institution must engage retired teachers who are highly renowned for their teaching to share their knowledge, expertise and experiences with upcoming academicians and guide them toward excellence. To enhance the quality of teachers' institutions must also collaborate with highly acknowledged institutions that are reputedly known for their standard curricular and academic strategies.

Devising Information System for Transforming Students:

Institution in respect to enhance quality in higher education must utilize its resources to transform students rather than only imparting subjective information's. Student's commitment and their vision toward higher education play

instrumental role in determining the quality of education provided in the respective institution. It is because they are primary stakeholders in all kind of higher education and thus have a right to receive quality education. Without quality improvement and proper participation of students all educational experiment are meaningless. While making policy for quality enhancement in higher education, institution must consider the following,

- Institution must consider that all students have talent and it is institutional reasonability to explore the talent too optimal.
- It is institutions responsibility to facilitate ways for student's success rather than finding ways to fail them.
- Institution must develop mutual trust that convert into good outcomes.
- Institutions must ensure that excellence is for all students not for few.
- Institutions must develop tendency of preparing students every day success.
- Institutions must ensure that student must collaborate in learning rather than competing.
- Institution must ensure that no student should be excluded from institutional and academic activity.
- Institutions must promote positive atmosphere to develop positive attitude among students.

Discussion and Conclusions:

Higher education institute and University in India plays a very important role in transforming society and preparing human resource to be more employable. At the global context, we are having limited institutions meeting the international quality standard. It was found in the study that low enrolment rate at higher educational institute are one of the important issues before higher educational institutions. Most of the university are lacking with infrastructure which is supported by various studies conducted in India (JD Singh 2011) changing the role of governing body like UGC, UGC, All India Council for Technical Education (AICTE), Distance Education Council (DEC), Indian Council for Agriculture Research (ICAR), Bar Council of India (BCI), National Council for Teacher Education (NCTE) Rehabilitation Council of India (RCI), Medical Council of India (MCI), Pharmacy Council of India (PCI), Indian Nursing Council (INC), Dentist Council of India (DCI), Central Council of Homeopathy (CCH), the Central Council of Indian Medicine (CCIM) and such other regulatory bodies will defiantly bring quantitative change as these institutions has remained confined to disbursing loan grant instead of expanding their role in coordinating, determining and maintaining the standards in institutions of higher education (JD Singh, 2011). It is time for all those who are concerned with policymaking, planning, administration and implementation of Higher Education to revitalize the very thinking on the subject and put it on the right track. To attain and sustain national, regional or international quality, certain components are particularly relevant, notably careful selection of staff and continuous staff development, in particular through the promotion of appropriate programs for academic development, including teaching/learning methodology and mobility between countries, between higher education institutions and the world of work, as well as student mobility within and between countries that are supported by other studies emphasising on redefining the role of governing body. (JD Singh 2011, aishereport-2017-18-, Pandya PJ, 2016) Education plays an important role in developing the skill and transforming the human resource for meeting the challenging at global level and drive our economy globally. Developing a framework to improving the quality of higher educational institution would provide skilled people to the outside world then we can transfer our country from a developing nation to a developed nation very easily and quickly. It is concluded that delegation and decentralisation and redefining the responsibilities of its regulatory bodies and higher educational institutional functionaries will help in promoting research and improving ranking of the institution which in turn help in bringing qualitative change in the system and be able to achieve excellence at par with global higher educational institutions. The study concludes with a fact that if Higher Education Institutions (universities) want smooth survival with growth and development then they have to adopt quality assurance as an integral part of their plan. Universities and higher educational institutions ranking can be improved only if they develop goodwill. To develop goodwill they have to adopt QA functions, have to develop excellence, perfection, standards, value additions, competency, efficiency, effectiveness, consistency and relevancy in their institution. They have to standardise their teaching quality, have to justify the learning outcomes, have to meet out the expectations of participants, have to develop accountability, have to arrest degradation in quality of institutions, have to protect the beneficiaries of the society, have to develop effective mechanism to design and evaluate their plans and strategies and have to consolidate excellence in research and teaching.

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