

6. CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

6.1. Institutional Vision and Leadership

6.1.1. State the vision and mission of the College.

The college was established to fulfill the dream of Swami Vivekananda who had visualized an institution which will combine the best of the east and the west. Established in conformity with the ancient gurukula system the college tries to give concrete shape to what Swamiji had confided his vision of an ideal educational institution in a conversation with Sri Sarat Chandra Chakraborty in 1900. Some of the salient features of the college's mission are:

- Rehabilitating the past glories of our motherland through regular awareness seminars, workshops, exhibition
- Combining the best elements of education with man-making and character building as its mission.
- Upholding the Indian ideals of devotion, wisdom, honesty through regular exposure of Indian spiritual heritage to students.
- Aiming to implant such education as to enable a person to stand on his feet by allowing students to actively participate both in curricular as well as co-curricular social activities.
- To help manifest the perfection already in man.

6.1.2. Does the mission statement define the College's distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, College's traditions and value orientations, vision for the future, etc.?

- The mission statement of the college is in conformity with the requirements of society as it tries to shape its students into model citizens of the future by offering them an academic ambience which combines the material with the spiritual.
- The college is proactive in ensuring the admission of students from the disadvantageous sections of the society as Swami Vivekananda had visualized that

the light of education should illuminate the huts of the deprived and the downtrodden.

- Value education is the core and kernel of the gurukula system and the college has incorporated Indian Culture and Spiritual Heritage as a compulsory part of it. The students of the college embody all aspects of the value based education in their conduct within the college campus and without.
- The World is becoming more and more complex with every passing day; the students have to have the necessary intellectual competence and mental toughness to face the emerging challenges. Anticipating these the college has been focusing not only on the students' IQ (Intelligence Quotient) and EQ (Emotional Quotient) but also on their SQ (Spiritual Quotient).

6.1.3. How is the leadership involved in

- **ensuring the organization's management system development, implementation and continuous improvement**
 - **interaction with stakeholders**
 - **reinforcing culture of excellence**
 - **Identifying needs and championing organizational development (OD)?**
- ❖ To ensure the organization's management system development, implementation and continuous improvement the college has an efficient administrative structure comprising:
- The Governing Body of the college with the Secretary and the Principal in the lead guide the entire administrative setup of the college.
 - The Hostel Managing committee deals with all matters relating to the affairs of the hostels.
 - The Academic Council with representatives from the parent university, experts in various fields of knowledge, representatives from allied areas, representatives from the faculty is the highest academic decision making body.
 - The Heads of the Departments act as the standing committee of the Academic Council which is empowered to take decisions on behalf of the Academic Council.

- The Teachers Council is the statutory advisory body in the college administration.
 - The Internal Quality Assurance Cell (IQAC) is a body which ensures the maintenance and assurance of quality in the management of the academic and other spheres of the college life.
 - The Finance Committee of the college is entrusted with the task of allocating funds received from the government and the UGC.
 - The Departments along with their respective Boards of Studies plans, implements and monitors all academic matters.
 - The non-teaching staff members assist the administration in planning and implementing matters relating to accounts, examination and documentation.
 - The Vidyarthi Samsad and its various sub-committees play the role of intermediary between the students and the college administration.
- ❖ The interaction with various stake holders is ensured through regular meetings of the designated administrative and academic bodies:
- The Governing Body of the college meets at least four times a year.
 - The Hostel Managing committee meets at least three times a year.
 - The Academic Council meets at least once a year.
 - The Teachers' Council meets at least four times a year.
 - The IQAC meets at least once a year.
 - The Finance Committee meets at least twice a year.
 - The Departments meets on a regular basis. The Board of Studies meets at least once a year.
 - The Heads of the Departments meet at least four times a year.
 - Non-teaching staff members meet at least twice a year.
 - Vidyarthi Samsad meets at least twice a year.
 - Teachers-Students meeting in every department are held at least once a year.

- Parents-Teachers meeting are held once a year.
- Hostel staff meeting is held at least twice a year.
- Different sub-committees of the Teachers' Council and the Vidyarthi Samsad meet as and when required.

- ❖ The quest for excellence is the guiding principle of the college administration. The various bodies and forums of the college, particularly the IQAC, are ever vigilant in this respect.
- ❖ The feedbacks received from various forums help the college in identifying needs for the proper development of the organization. The college administration considers these feedbacks sacrosanct and accords them the importance and the immediacy they deserve.

6.1.4. Were any of the senior leadership positions of the College vacant for more than a year? If so, indicate the reasons.

No

6.1.5 Does the College ensure that all positions in its various statutory bodies are filled and conduct of meetings at the stipulated intervals?

Yes

6.1.6 Does the College promote a culture of participative management? If yes, indicate the levels of participative management.

The college vigorously promotes a culture of participative management. All the stake holders find representation on the statutory bodies and designated bodies. If for statutory reasons a particular group is not formally represented in these bodies, an informal mechanism ensures that it is not left out from the decision making process.

6.1.7. Give details of the academic and administrative leadership provided by the University to the College?

- The parent University advises and guides the college through representation in various forums like the Governing Body, Academic Council and Board of Studies.
- The University encourages the college in its functioning as an autonomous college.

6.1.8. How does the College groom the leadership at various levels?

❖ STUDENT LEVEL:

- The college encourages the Vidyarthi Samsad, whose selected students are groomed into taking co-curricular as well as social responsibilities so as to acquire leadership skill.
- The students are given leadership positions in the working of the college hostel. They are given managerial responsibility in the functioning of the hostel library, dining halls and prayer halls.

❖ NON TEACHING LEVEL:

- While executing the decisions taken by the college administration, the non-teaching staffs enjoy a certain degree of autonomy which helps them in bringing out their leadership skill.

❖ TEACHING STAFF LEVEL:

- In academic matters the head of the respective departments plays a pivotal role and acts as the leader of the team.
- Teachers also play an important role in administrative matters and occupy leadership positions in the functioning of various bodies. Some of these positions are:
 - The Secretary of the Teachers' Council
 - Coordinator, IQAC and NAAC
 - Coordinator of various administrative committees and groups.

❖ **MONASTIC STAFF LEVEL:**

- The Principal, the Vice Principal, the Controller of Examinations, the Office Superintendent and the Superintendents of the hostels belong to the monastic order.
- Other members of the monastic order assigned to the college are given important responsibilities in the administrative setup and this prepares them for a leadership role in the future.

6.1.9 Has the College evolved any strategy for knowledge management? If yes, give details.

The College has a well-established knowledge management policy which takes care of the human resources as well as knowledge infrastructure.

- The management of human resources focusses not only on the dissemination of knowledge but also on the creation of an environment where the application of the acquired knowledge and its sustenance are ensured.
- The College actively encourages various recharging strategies for the faculty which include participation in seminars, symposium, workshops, orientation programmes and refresher courses.
- Apart from ensuring that the students remain focused on the curricular and co-curricular activities, the College also encourages the students to participate in add- on programmes and scholarly activities beyond the curriculum.
- The knowledge infrastructure is updated on a regular basis .Books are added to the Library in keeping with the requirements of the various departments. Academic Journals are subscribed to as per recommendations of the departments concerned.
- The College ensures access to e-knowledge in the broadest possible manner. E-Books and e-journals are made available by providing a large number of computers with broadband and Wi-Fi facilities.

6.1.10. How are the following values reflected in various functions of the College?

- **Contributing to national development**
 - The College ensures a holistic development of students by designing a curriculum which is all inclusive and this is complimented by a campus life based on the traditional *Gurukula* system and the ‘man-making’ educational ideals envisioned by Swami Vivekananda. This ensures the creation of a model citizen who will enrich the society and the nation.
 - The college contributes to national development by participating in activities such as NCC and NSS.
 - Students of the College participate in the blood donation camps .

- **Fostering global competencies among students**
 - The College trains the students in such a manner that they are able to compete at all levels, national and international. This is ensured by framing a syllabus which takes into consideration the latest developments in their respective disciplines, and by providing them access to internationally acclaimed institutes and laboratories.

- **Inculcating a value system among students**
 - Value based education is central to the philosophy of the College. Indian Culture and Spiritual Heritage is a compulsory subject for students in all the semesters.
 - The disciplined life which the students lead in conformity with the traditional *vidyarthi* life instills in them a core value system that the institution upholds.
 - The homely hostel life generates amongst students positive qualities like fellow feeling, empathy, generosity and a sense of responsibility.

- **Promoting use of technology**

- The College is responsive to the technological requirements of all concerned and encourages its use in every possible manner. It provides students and faculty with
 - a) unlimited internet facilities,
 - b) smart classrooms with interactive audio visual aids,
 - c) in-house photocopy and printing facilities,
 - d) traditional black/green boards as well new age white boards for teachers demonstration.

- **Quest for excellence**
 - The pursuit of excellence is something that the College holds sacrosanct. To achieve this college promotes all round development pertaining to the students' curricular and co-curricular aspects by
 - a) creating and nurturing the right environment for teaching and learning.
 - b) organizing seminar, workshops, and colloquiums.
 - c) encouraging interaction between students and faculty of the College with institutions of repute.
 - d) holding cultural contests, drama, sports events.
 - e) organizing excursions and educational tours to places within and outside the state.
 - f) Ensuring compulsory online feedback from students which include faculty evaluation programs etc.

6.1.11 Give details of the UGC autonomous review committee's recommendations and its compliance.

Not applicable yet. The first visit of the autonomous review committee is expected in 2015-16.

6.2.Strategy Development and Deployment

6.2.1. Does the College have a Perspective Plan for development? If so, give the aspects considered in development of policy and strategy.

*** Teaching and learning**

- Up gradation of the existing programmes.
- Introducing innovations in the existing programmes.
- Introduction of new programmes.
- Complete digitisation of the central library
- Greater focus on ICT based learning.
- Special coaching facilities for students for competitive and entrance examination under the UGC schemes.

*** Research and development**

- Modernisation of laboratories
- Publication of works, seminar lectures
- Availing of UGC minor research programmes.
- Establishing formal and informal linkages with research institutions of repute.
- Inculcating the spirit of research among students by introducing projects and assignments

*** Community engagement**

- Organising annual District level Sports meet, Yogasana and Cultural Competitions aimed at spreading the message of Swami Vivekananda among the youth.
- Organising regular Blood donation Camps
- Cloth distribution among the needy people of the locality before the Durga Puja.
- Participation in the Armed Forces Day Collection.
- Participation in the Communal Harmony Day Collection

*** Human resource planning and development**

- Ensuring an entirely Ragging-free academic environment.

- Sensitizing people to develop a pollution free and green habitat.
- Aiming at the manifestation of the inner potential of every individual.
- Instilling the fundamental values among the young generations.

* **Industry interaction**

- Establishing contacts with industry to facilitate students' exposure to the latest industrial and technological developments.

* **Internationalisation**

- The students are trained in such a manner that they are intellectually equipped to compete successfully not only at the national level but also internationally.
- The value based education imparted by the College helps students to develop a sense of universal brotherhood which helps in making them truly transnational citizens.

6.2.2. Enunciate the internal organizational structure of the College for decision making processes and their effectiveness.

- **The Academic decision making process of the College is as follows:**
 - The Boards of Studies acts as the base unit since all decisions regarding curriculum and evaluation process are initiated and concretised here.
 - The Academic Council is the body to which all decisions taken by the Board of Studies are forwarded for discussion and ratification.
 - The college administration executes all the decisions taken by the Academic Council. However decisions concerning the introduction of a new course are forwarded to the Governing Body for final approval.
 - After the approval of the Governing Body decisions concerning the introduction of a new course are sent to the parent University for endorsement.
- **The administrative decision making process involves :**
 - The Principal

- The Vice-Principal
- The Controller of examination
- The Secretary of the Teachers' Council
- Coordinator, IQAC
- The College Office Superintendent
- The Head Clerk
- The Financial decision making process involves:
 - The Principal
 - The Vice principal
 - The Finance Committee of the College
 - The Bursar
 - The Accountant

6.2.3. Specify how many planned proposals were initiated/ implemented, during the last four years. Give details.

Total 43 planned proposals under the UGC XIth plan guidelines were initiated/implemented during last four years. They are as follows :

- Development Grant during XIth plan period
- Merged Schemes during XIth plan period
 - Rejuvenation of Infrastructure in Old Colleges
 - Colleges with relatively higher proportion of SC/ST& Minorities
 - Colleges in Backward Areas
 - Special grant for capacity building initiative in Colleges
 - Establishment of UGC Network Resource Centre
 - Remedial Coaching for SC/ST& Minorities students
 - Coaching for NET for SC/ST & Minorities students
 - Coaching class for entry in service for SC/ST & Minorities students
- Additional Assistance to Colleges already covered u/s -12B (UGC Act,1956)

- Development Assistance under the scheme of Jubilee/ Centenary Grant to Colleges
- Development of Sports infrastructure
- Basic Scientific Research
- CPE Grant
- Autonomy Grant
- Grant for Minor Research Projects : 12 (3-2013, 2-2010, 2-2009, 5-2008)
- Grants For organizing Seminars etc. 16 (1-2013, 4-2012, 5-2011, 3-2010, 3-2009)

6.2.4. Does the College have a formally stated quality policy? How is it designed, driven, deployed and reviewed?

- The maintenance of quality is integral to the pursuit of excellence. All matters relating to quality maintenance are handled by the designated body, the IQAC.
- In designing and deploying policies related to quality the college is guided by the best practices followed in the academic world. The ideology of the College also acts as the guiding principle in this matter.
- All policies related to quality maintenance are periodically reviewed by the IQAC as well as the standing Committee of the Academic Council in their meetings and corrective measures, if required, are recommended to the College administration.

6.2.5. How does the College ensure that grievances / complaints are promptly attended to and resolved effectively? Is there a mechanism to analyse the nature of grievances for promoting better stakeholder-relationship?

- The unique nature of the College and homely atmosphere ensure that grievances /complaints are attended to in an informal manner and are speedily resolved. The monastic members play a constructive role in the redressal of these grievances.
- The Standing Committee of the Academic Council, the Hostel Managing Committee and the Monastic Members' Committee meet periodically to analyse grievances /complaints and take necessary measures required to promote better stakeholder relationship.

6.2.6. Does the College have a mechanism for analyzing student feedback on institutional performance? If yes, what was the institutional response?

- There is an annual compulsory online feedback system. Students passing out from the institution, participate in this and communicate to the College their assessment of various aspects of the institution, academic and otherwise.
- There is a well-established mechanism for analyzing the feedback received from the students. The Principal communicates to the academic as well as the administrative heads the students' feedback in a sealed envelope. All concerned discuss the points raised in the feedback and recommend corrective measures, wherever necessary.

6.2.7. In what way the affiliating University helped the College to identify the developmental needs of the College?

- The affiliating University helps the College in its functioning by nominating its representatives on various bodies like the Academic Council, Board of Studies of various departments and the Governing Body.
- Human resource and infrastructure viability study undertaken by University Inspection team when new course is to be initiated, the reports of which provide meaningful inputs for meeting the desirable developmental ends.

6.2.8. Does the affiliating university have a functional College Development Council (CDC) or Board of College and University Development (BCUD)? If yes, In what way College is benefitted.

- The Inspector of Colleges of the affiliating University is available for consultation as and when necessary.
- The College benefits from the suggestions offered by the inspection team while introducing a new academic programme.

6.2.9. How does the College get feedback from non-teaching, teaching, parents and alumni on its functioning and how it is utilized.

- Regular meetings of the various bodies and committees provide the opportunity to the teaching and non-teaching members of the staff give feedback on all issues concerned with the functioning of the college.
- Parent –teacher meeting is held annually and there is a free and frank discussion on academic and related issues.
- A representative of the Alumni is part of each Board of Studies and actively participates in all its deliberations. The Alumni Association of the College is an active body and hold weekly meetings of its Executive Body within the College premises. It interacts with the College administration on a regular basis and helps it with constructive suggestions.

6.2.10. Does the College encourage autonomy to its academic departments and how does it ensure accountability?

The College encourages each department to function in an autonomous manner. After receiving autonomous status, the departments enjoy total freedom in the following matters:

- Framing the syllabus
- Designing teaching-learning methods
- Distribution of courses in each semester
- Devising modes of Internal Assessment
- Planning admission procedure

6.2.11. Does the College conduct performance auditing of its various departments?

- Though the College does not have any formal mechanism to audit the performance of its various departments, the College administration constantly monitors and reviews their functioning.

6.3. Faculty Empowerment Strategies

6.3.1. What efforts are made by the College to enhance the professional development of teaching and non-teaching staff?

- Encouragement and assistance in submitting minor research proposals
- Providing required permission to attend Orientation Programmes & refresher Courses organized by the Academic Staff Colleges of the Universities
- Encouraging the teachers to attend Seminars, workshops etc organized by other colleges
- Organising Seminars and colloquium lectures within College
- Regular upgradation of ICT learning infrastructure and familiarizing teachers with them.
- The non-teaching staff upgrade themselves through regular interaction with the administration and the external auditors. They are also briefed sometimes by the concerned government officials.

6.3.2. What is the outcome of the review of the Performance Appraisal Reports? List the major decisions.

- The college has not yet taken up the Performance Appraisal Reports submitted by the teachers.

6.3.3. What are the welfare schemes available for teaching and non teaching staff? What percentage of staff have availed the benefit of such schemes in the last four years?

- GSLI (A Group Insurance scheme with LIC of India)

- Teachers' Benefit Fund instituted and managed by the Teachers' Council of the college.

6.3.4. What are the measures taken by the College for attracting and retaining eminent faculty?

- Serene academic atmosphere
- Facility for ICT-based teaching
- Free of cost reprographic facility
- Availability of a rich library
- Satisfactory emoluments
- Establishment of Nalinikanta Brahma Professorship instituted by an ex-student Sri Chandra Shekhar Brahma.

6.3.5. Has the College conducted a gender audit during the last four years? If yes, mention a few salient findings.

Since the college is for boys only, the college has not formally conducted any gender audit. But, the very ideal of the Ramakrishna-Vivekananda Movement which is the guiding principle of all the activities of this institute of higher learning has clearly stated how an individual as well as an institution should try to mainstream the gender in every activity. The young learners are thus mentally and spiritually trained in such a way that they remain sensitive to gender issues. The true ideal of traditional "Garhasthyadharma" has been exemplified by Sri Ramakrishna and Sri Sarada Devi. The institution in its 'Indian Culture and Spiritual Heritage' course has incorporated these lives to provide them with a guideline on how one should handle the gender issues in the actual work-field.

6.3.6. Does the College conduct any gender sensitization programs for its staff?

Till now, the college has not conducted any gender sensitization programme for its staff.

However, teachers in their individual capacity have participated in gender sensitization programme.

6.3.7. What is the impact of the University's UGC-Academic Staff College Programmes in enhancing competencies of the College faculty?

- By participating in Academic Staff College programmes the teachers get the opportunity to update their knowledge by becoming aware of the latest developments in their respective disciplines.
- These programmes act as a fillip to the research activities of the faculty.
- Interaction with the peer group leads to an all-round enrichment of the participants.

6.4. Financial Management and Resource Mobilization

6.4.1. What is the institutional mechanism to monitor effective and efficient use of financial resources?

The College has a well-defined mechanism for the effective use of financial resources.

- All purchases are approved by the Finance Committee and due procedure is followed in making the purchases.
- The college administration, after accepting the proposals approved by the Finance Committee, invites quotations (a minimum of three) and accepts the lowest one.
- The college insists on the submission of bill/invoice with proper tax details.
- The Accountant and the Principal scrutinise each and every bill/invoice before the payment made.
- Payments above an amount of Rs 5,000 are made through Account Payee cheque only.
- The college accounts are inspected by a three-tier audit system.
- The college income expenditure statement and balance sheet are mandatorily prepared within three months of the completion of each

financial year.

6.4.2. Does the College have a mechanism for internal and external audit? Give details.

The college follows a rigorous internal and external audit system

- The accounts of the college are audited every three months by an internal auditor deputed by The Ramakrishna Mission Headquarter at Belur Math. Any discrepancy noticed by the internal auditor is immediately brought to the notice of the Principal and the accounts office. The audited statement is submitted to the Headquarter.
- A statutory auditor appointed by the Ramakrishna Mission Headquarter audits the annual accounts of the college.
- The Government auditor appointed by The Department of Higher Education audits the accounts annually.
- The CAG also occasionally examines the accounts.

6.4.3. Provide audited income and expenditure statement of academic and administrative activities of the previous four years.

The audited income and expenditure statement is attached in separate sheets.

6.4.4. Have the accounts been audited regularly? What are the major audit objections and how are they complied with?

- The college accounts are audited both internally and externally on a regular basis.
- No major audit objection has been raised so far.

6.4.5. Narrate the efforts taken by the College for resource mobilization.

The college depends heavily on Government Grants but also tries to mobilise resources from other sources. For resources the college depends on

- Grants received from the Government of West Bengal.
- Grants received from the UGC

- Donations from well-wishers
- Donations from the Alumni

6.4.6. Is there any provision for the College to maintain the ‘corpus fund’? If yes, give details.

The college maintains healthy corpus fund which has been created with donations from well-wishers and the alumni.

- Anybody interested in creating an endowment has to apply to the Principal of the college.
- The endowment received is deposited in the bank on a half yearly basis.
- A register with details of the corpus fund is properly maintained.
- Details of the annual donations to the corpus fund are published in the college prospectus.

6.5. Internal Quality Assurance System

6.5.1. Does the College conduct an academic audit of its departments? If yes, give details.

The college does not have provisions for the academic audit of its departments. However the college administration with the help of The IQAC does monitor and review the functioning of each department.

6.5.2. Based on the recommendations of academic audit what specific measures have been taken by the College to improve teaching, learning and evaluation?

There has been no academic audit of the departments, the college administration and the IQAC see to it that all decisions of the Board of Studies and the Academic Council are faithfully implemented.

6.5.3. Is there a central body within the College to continuously review the teaching learning process? Give details of its structure, methodologies of operations and outcome?

The teaching learning process of the college is continuously reviewed by the following bodies:

- A. The Academic Council
- B. The Standing Committee of the Academic Council
- C. Board of Studies of the various departments

- The continuous review by the various bodies has had a positive outcome on the workings of the departments.
 - The syllabuses of almost all the departments have been updated incorporating the recent developments in respective disciplines.
 - The teaching learning process has incorporated important features of ICT.
 - New PG courses have been introduced.
 - The evaluation system has been streamlined.

6.5.4. How has IQAC contributed to institutionalizing quality assurance strategies and processes?

The IQAC has played a supportive role in strategising quality assurance. The IQAC has ensured that every department adheres to the policies that have been adopted to enhance their functioning.

6.5.5. Does the IQAC have external members on its committees? If so, mention any significant contribution made by such members.

- The IQAC has two external experts as its members:
 - A. Prof Sudip Acharya, Department of Pure Mathematics, University of Calcutta.
 - B. Swami Tattvasarananda, Principal, Ramakrishna Mission Shikshanamandira, Belur Math.
- The external members have made the following significant contributions:
 - A. Prof Sudip Acharya was the first one to suggest that the college should adopt the semester system for its PG courses. This has now become a reality for the UG and the PG courses.
 - B. Swami Tattvasarananda has been instrumental in the introduction certificate courses in the college.

6.5.6. Has the IQAC conducted any study on the incremental academic growth of students from disadvantaged sections of society?

- Although the college has not conducted any formal study on the incremental academic growth of students from disadvantaged sections of society, however, the college has a definite mechanism for monitoring their incremental academic growth.
- The college being a residential one, the departmental teachers and the monastic members have the opportunity to constantly monitor the individual needs of the student concerned.

6.5.7. What policies are in place for the periodic review of administrative and academic departments, subject areas, research centres, etc.?

The college is of the view that the periodic review of the functioning of its administrative and academic departments is necessary to ensure quality. With this in mind the college organizes the following review meetings:

- Before the commencement of the new academic session a meeting of the heads of the departments and the administrative heads is held to put in place all the policy decisions that had been taken.
- After the publication of results the heads of the department meet not only to review the performance of the students but also to bring qualitative improvement in teaching learning as well as the evaluation process.
- After receiving the suggestions made by the passing out students in their compulsory online feedback, the principal ensures that each department discusses and, wherever necessary, takes corrective measures.