Criterion 6 - Governance, Leadership and Management

6.1 Institutional Vision and Leadership

6.1.1 The governance and leadership is in accordance with vision and mission of the institution and it is visible in various institutional practices such as decentralization and participation in the institutional governance

Response:

Dr. Ambedkar College of Arts, Commerce & Science, Chandrapur was established with a vision to kindle the spirit of learning among the youth, to improve the lives of oppressed Minority communities, to end their poverty, and enable them to live sustainable lives. The college also strives consistently to pursue excellence, uphold the tradition of high reputation and addresses the challenges of a globalized world. The college provides higher education to the disadvantaged, underprivileged, and economically weaker segments of society in order to integrate them into society as a whole and fulfil the mission of the institute. Providing equal opportunity for all students to impart the universal teaching of Lord Buddha and practice of Dr. Babasaheb Ambedkar's slogan "Learn, Organize and Agitate" for the holistic development of students is a part of the college's mission.

Reflections in Governance:

The institution follows a democratic and participatory mode of governance with all stakeholders participating actively in the process of academics and administration. The college prepares five years perspective plan and executes its entire academic, administrative and developmental programs in tune with the vision and mission of the college. The governing body gives sufficient freedom to the Principal of the college to achieve the mission and vision of the institution. To review the outcomes, the governing body conducts meetings at regular intervals and discusses the issue encountered while implementing the perspective plan of the college.

Decentralization Functioning:

There are various levels by which decentralization is practiced. The Management takes major decisions relevant to policy, finance, infrastructure etc. The governing body delegates all academic and non-academic decision-making to the Principal and the Principal formulates all the academic responsibilities among the teachers, administrative staff and students for the smooth and continuous progress of the college. The institution focuses on quality improvement with the knowledge of IQAC and College Development Committee (CDC) and other Statutory Committees. The College Development Committee (CDC) plays an important role in policymaking and it works under the leadership of the President of Dr Babasaheb Ambedkar Memorial Society, Chandrapur.

Decentralization of Academics:

The Principal and IQAC chalk out academic as well as administrative development plans taking into consideration the needs and growth of the college. The Principal assigns various responsibilities to the teachers and their commitment and involvement in various academic and administrative bodies meet to the successful delivery of the perspective plan of the college. The college practises the policy of decentralization & promotes a culture of participative management in academic, administrative and

financial aspects. The college committees formulate common working procedures and entrust the implementation to various cells and departments. It also takes the decision of expansion of infrastructure and new courses, etc. The faculty members contribute substantially in conducting various curricular and extra-curricular activities through student committees. The teachers interact with the parents in Parent-Teacher Meet and their suggestions and remarks are taken into consideration for the further development of the college.

File Description	Document
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6.2 Strategy Development and Deployment

6.2.1 The functioning of the institutional bodies is effective and efficient as visible from policies, administrative setup, appointment and service rules, procedures, deployment of institutional Strategic/ perspective/development plan etc

Response:

The Institute is governed by Dr Babasaheb Ambedkar Memorial Society, Chandrapur. The Governing Body is the statutory decision-making body of the college, it approves a quality strategy and sets a framework for the smooth running of the college. The governing body manages the affairs of the institution through planning and supervision, and also gives relevant guidelines for academic affairs, faculty recruitment, infrastructure, budget and promotional Matters. The institution has College Development Committee (CDC) which plays an important role in policy decision-making and financial viability. The Principal is the ex-officio of the CDC. The College comprises of Vice Principal, IQAC Co-Ordinator, and heads of the various committees to shoulder the administrative responsibilities entrusted to them by the Principal. The Principal guides the faculty to prepare academic teaching plans, academic calendars, co-curricular, extra-curricular and cultural activities at the beginning of the academic year and implements them effectively. The College has IQAC. It works as a Central Processing Unit to facilitate perfect coordination and harmony among all activities and mechanisms of the institution. The college has Central library and Sports and Physical Department. The college also has NSS, NCC and Rangers and Rovers Unit and Alumni Association. Apart from this, various committees are formed for the smooth functioning of the college such as the Grievance Redressal Cell, Students Welfare Committee, and Disciplinary Committee which helps to maintain harmonious atmosphere in the campus.

The management body with the the permission of the State Govt. of Maharashtra; advertise the vacant posts. The recruitment process is executed as per the rules and regulations of Affiliated University, UGC and the State Government. The faculty members are recruited by following standard procedure based on recommendations from governing council. The candidates are explained about their recruitment policies such as working hours, probation, promotion, leaves and code of conduct and misconduct.

The college perspective plan is an important component of the college strategy- development and deployment process. The institute has chalked out a distinct quality policy. After its reaccreditation in

2017, the college has designed the five-year perspective plan for the years 2017-2022 under the guidance of the governing body and CDC of the college with well-defined objectives and mechanisms for its effective implementation and monitoring for the improvement in the key areas of education, research, curriculum, co-curriculum and infrastructure. The policy is reviewed by the Principal and IQAC through regular meetings. The institute has successfully implemented five years strategic plan.

During these five years, the college conducted various activities mentioned in the perspective plan such as organization of national and international conferences, introducing new courses, new Research Centers, encouraging and supporting faculty members to pursue PhD, improving institutional information management through E-Governance, collaborating with industries and signing MoUs. During these five years, the college has signed 13 MoUs with Bajaj Finseve, Dr Khatri Mahavidyalaya, Chandrapur, Janata College, Chandrapur and Karmaveer Mahavidyalaya, Mul, etc. for conducting collaborative academic activities. As a result, the college has jointly organized Workshops, Conferences, and exchanged the faculty and students for joint academic ventures.

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6.2.2 Implementation of e-governance in areas of operation

1. Administration
2. Finance and Accounts
3. Student Admission and Support
4. Examination

Response: A. All of the above

File Description	Document
Upload supporting document	[View Document](#)

6.3 Faculty Empowerment Strategies

6.3.1 The institution has effective welfare measures and Performance Appraisal System for teaching and non-teaching staff

Response:

The Institution recognizes all its employees as the most valuable resource and provides a supportive working environment to the staff, and enables them to develop and optimize their full potential. The members of staff are expected to contribute and participate effectively in achieving the mission and vision of the college. The College Management provides the following welfare measures to the teaching and non-teaching staff:

1. As a part of welfare measures, the college has established Dr Ambedkar College Employees Credit Co-Operative Society, in the year 1989. The Co-op Society provides various loan facilities to the employees such as Personal loan, Emergency loan, educational loan etc. Apart from this, it has Recurring Deposit (RD) and Fixed Deposit (FD) facilities.

2. Employee Provident Fund for teaching and non-teaching staff. The primary purpose of the PF is to help the staff members to save a fraction of their salary every month so that it can be beneficial at the time of retirement.

3. Pension and Gratuity

4. Financial assistance to attend and present research papers in international and national conferences both in India as well as abroad.

5. Vishakha Samiti constituted in the college in 2015 , works as anti-sexual harrassment Cell. During these five years, no cases of sexual harrassment have been found.

6. The faculty members are allowed to attend the Faculty Development Programmes, Refresher Courses and Orientation Programme as per Institution norms.

7. Maternity Leave for Female Employees.

8. Paternity Leave for Male Employees.

9. Casual leaves is are gioven to all teaching staff and non-teaching staff.

10. Duty leaves are granted to teaching faculty for attending Conferences/Seminars/ Symposia/ Training Programs. Duty leaves are also given for conducting examinations outside the college and to attend official meetings.

Performance Based Appraisal System for Teaching Staff:

The College has a mechanism to monitor the multiple activities of the faculty members and to evaluate their performances through the Performance Appraisal System. The performance of each faculty member is assessed according to the Annual Self-Assessment for the "Performance Based Appraisal System" (PBAS), prescribed by UGC. The university has developed an "Academic Performance Indicator" (API) system which is based on PBAS. The API score is based on teaching and learning, co-curricular activities, research contribution, and extension activities. The IQAC instructs all the faculties to submit their self-appraisal reports (API) at the end of the academic year. The PBAS proforma filled by the faculty member is checked and verified by the heads of the departments, followed by the IQAC and the Principal. These scores are compiled and presented to the University authorities at the time of faculty's promotion under the Career Advancement Scheme (CAS).

Performance Appraisal System for Non-teaching Staff:

A few strategies are observed in appraising the performance of non-teaching staff, this includes technical contribution of individuals such as subject knowledge, awareness, productivity, quality, innovation willingness to learn, diligence, etc. They are also assessed on the basis of their behavioural aspects like

group behavior, acceptability, punctuality, etc.

File Description	Document
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6.3.2 Percentage of teachers provided with financial support to attend conferences/workshops and towards membership fee of professional bodies during the last five years

Response: 15.88

6.3.2.1 **Number of teachers provided with financial support to attend conferences/workshops and towards membership fee of professional bodies year wise during the last five years**

2021-22	2020-21	2019-20	2018-19	2017-18
2	0	13	12	0

File Description	Document
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Institutional data in the prescribed format	[View Document](#)

6.3.3 Percentage of teaching and non-teaching staff participating in Faculty development Programmes (FDP), professional development /administrative training programs during the last five years

Response: 24.52

6.3.3.1 **Total number of teaching and non-teaching staff participating in Faculty development Programmes (FDP), professional development /administrative training programs during the last five years**

2021-22	2020-21	2019-20	2018-19	2017-18
13	22	22	5	2

6.3.3.2 **Number of non-teaching staff year wise during the last five years**

2021-22	2020-21	2019-20	2018-19	2017-18
25	25	12	12	17

File Description	Document
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6.4 Financial Management and Resource Mobilization

6.4.1 Institution has strategies for mobilization and optimal utilization of resources and funds from various sources (government/ nongovernment organizations) and it conducts financial audits regularly (internal and external)

Response:

Mobilization and Utilization of Funds:

The Institute maintains and follows a well-planned process for the mobilization of funds and resources. The student tuition fee is the major source of income of the institute. The institute receives the fees from students as per the university norms. The fees are approved from Social Welfare Department. The college receives salary grant from the State Government. For this, we prepare and send the annual budget of the estimated salary grant required to the state government. The Faculty members are motivated to apply for research projects to UGC, ICSSR, University, etc. in order to get funds to enhance the quality of teaching and learning. The CDC and the IQAC monitor the mobilization of funds and ensure that the funds are used for the same. Regular internal audits from the Chartered Accountant and external audits from the government make sure that the mobilization of the resources is being done properly. The college makes optimum use of infrastructure, library and human resources. The library organizes book exhibitions and 'Vachanprerana Diwas.

In addition, funds are mobilized through schemes and projects from governmental and non-governmental agencies. As per the availability of funds, the Management plans for the expansion of infrastructure. For the conduct of seminars and conferences fund is raised through sponsorship from Government and Non-Government agencies. At the beginning of every year, various departments and units of the college submit the budget requirement in terms of Lab, Consumables, Event Organizing, and other expenses. The IQAC evaluates the budget requirement and consolidates the budget and the same is submitted to the Principal. The Principal approves the bills and submits to the governing body for the Approval. Once the governing body approves the budget, the same is followed for the utilization of the budget.

Internal and External Audit of the Budget:

Our Institution has an effective mechanism for financial audits. The Principal prepares the budget and presents it before College Development Committee (CDC) for approval in the beginning of the session. The college budget includes recurring expenses such as salary, electric bills, internet charges, maintenance

cost, stationery, other consumable charges etc., and non–recurring expenses like lab equipment purchases, furniture and other development expenses. The institution conducts internal and external mechanisms of financial audits regularly. The external auditor is appointed by the management from the local Chartered Accountant firm. At the end of each financial year, the financial statements are submitted to the external auditor along with all vouchers and account records. During these five years, all Financial Statements from 2018 to 2022 have been certified by the Chartered Accountant. The accountant of the college maintains all the bills, receipts, cashbooks and vouchers. After the completion of the college audit by (the internal and external) competent chartered accountant firm namely, R.R. Mamidwar & Co., Chandrapur, it is submitted to the Joint Charity Commission every year. The External Audit is regulated by the Accounts officer of Joint Director, Higher education, Nagpur Region and finally it is approved and verified by the Accountant General, Government of Maharashtra, Mumbai.

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6.5 Internal Quality Assurance System

6.5.1 Internal Quality Assurance Cell (IQAC) has contributed significantly for institutionalizing the quality assurance strategies and processes. It reviews teaching learning process, structures & methodologies of operations and learning outcomes at periodic intervals and records the incremental improvement in various activities

Response:

The IQAC has significantly contributed to the implementation of quality assurance strategies and processes at all levels. The primary aim of the IQAC is to suggest improvements in the academic and administrative performance of the college. It meets quarterly to plan, direct, implement and evaluate the teaching-learning, research, and publication activities in the College.The following IQAC initiatives have shown significant quality improvements as a result of institutionalization:

Review of Teaching-learning Process through Feedback System:

The IQAC takes continuous review of the teaching-learning process in the Institution. For it, the IQAC has developed an online proforma of feedback to obtain information from the students/parents, and through parent-teacher meet about the teachers, college and courses of their study, their objectives, relevance, availability of learning resources, teaching methodology, and so on. The Principal and IQAC discuss feedback analysis report and point out the strength and weaknesses and take necessary action. The teaching and learning process is continuously monitored and reported to the Principal and the management.

Promotion of Research Culture among the Teachers and Students:

The IQAC of the college has made a significant contribution to the growth of the research culture among the faculty and students. It has encouraged the teachers to publish papers in quality journals. Apart from this, the IQAC also initiated to start a research center; as a result, the college is identified with 7 research centres in various departments. Some faculty members have been awarded PhDs, while others are

pursuing. The students are given Project works to promote a research culture among students in accordance with university norms. The students are encouraged to contribute articles and poems for publication in the college magazine, "Mukti." The students are also guided to write a research paper to be published in the students' "Research Journal." The students are also encouraged to participate in seminars, debates, and field visits to enrich their knowledge.

IQAC led the efforts to acquire the ISO Certification:

The IQAC planned, organized and executed the necessary steps that included the preparation of detailed quality manuals, key performance indicators and mapping of the various processes across the entire functioning of the Institute, which finally led to the award of the ISO 9001:2015 certifications in 2022.

Learning out comes:

Based on the teaching and learning process, the success rate of the students increased every year. The following is the success rate of the students in the final examination:

Success Rate in the Final Examination:

During 2017-18, 773 students appeared, 465 students passed.

During 2018-19, 746 students appeared, 554students passed.

During 2019-20, 651 students appeared, 620 students passed.

During 2020-21, 919 students appeared, 882 students passed.

During 2021-22, 1105 students appeared, 1102 students passed.

Attainment of Final Outcome:

1. The final attainment of outcome of various programmes based on PO, PSO and Co were analysed and reviewed by the IQAC.
2. Some of the students have been placed in Government and private sectors whereas, majority of the students are self-employed.

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6.5.2 Quality assurance initiatives of the institution include:

1. **Regular meeting of Internal Quality Assurance Cell (IQAC); Feedback collected, analysed and used for improvements**
2. **Collaborative quality initiatives with other institution(s)/ membership of international networks**
3. **Participation in NIRF**
4. **any other quality audit/accreditation recognized by state, national or international agencies such as NAAC, NBA, ISO Certification etc**

Response: A. All of the above

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