THE WORLD BANK

INSTITUTIONAL REPORT

November 2019

Dr Shyama Prasad Mukherjee Science & Commerce College, Bhopal -2807

Madhya Pradesh, India

Submitted by:

Dr Deepa S. Kumar
Dept. of Higher Education
Govt. of Madhya Pradesh
India

PROGRAM OVERVIEW

The Madhya Pradesh Higher Education Quality Improvement Project (MPHEQIP) is a collaboration between the Government of Madhya Pradesh (GoMP) and the Education Global Practice of the World Bank. Its purpose is to support the GoMP in implementing its vision for the higher education sector as articulated in the Vision 2018 Document and the State Higher Education Plan 2014.

TO BE FURTHER COMPLETED BY WB TEAM

THE TOOL, THE METHODOLOGY AND HOW TO INTERPRET RESULTS

The Higher Education Governance Screening Card (HEGSC) is a benchmarking tool that uses an institution-based approach that focuses on universities and institutions of tertiary education as opposed to (only) national systems or country ratings.[1] It has the capacity to: i) identify strengths and weaknesses at individual institutions; ii) identify governance trends and practices by type of institution; iii) illustrate governance trends at the national level and iv) generate interest - and peer pressure - in initiating reforms at the institutional, national, and regional level.

The HEGSC uses five dimensions that together capture the multidimensional nature of governance: 1) Overall Context, Mission, and Goals; (2) Management Orientation; (3) Autonomy; (4) Accountability; and (5) Participation. Each dimension is attributed a set of indicators and a questionnaire from which governance indicators are scored (by an independent observer based on an interview with the institution's representative and supporting documents). A weighting system aggregates those indicators and translates the questionnaire to a scoring instrument to record the results by institution. The institution's

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[1] The HEGSC tool was developed in 2010 and at present over 200 institutions of tertiary education from across nine countries have participated in the benchmarking exercise managed by the World Bank.

score on one dimension is interpreted as an indication of the university's situation vis-à-vis one of the global trends in governance practices[2], and *not* as a performance score. In addition to the questionnaire, the HEGSC includes a self-perception tool, which assesses the extent to which the leadership of tertiary education institutions is aware of the governance model and practices they follow.

The HEGSC is not a ranking tool and does not point to an ideal governance model; it only identifies trends allowing institutions to reflect on their practices. The aim is not to get the maximum score on each dimension but instead to determine if the governance arrangement is coherent. Therefore, scores from each axis are interpreted in correlation and not in isolation.

The tool has been used on a voluntary basis and the results of the institutional report are confidential. Aggregated results at the national and regional level will be publicly disseminated while respecting anonymity of participating institutions.

PROFILE OF THE INSTITUTION

Government Dr Shyama Prasad Science & Commerce College, Bhopal is a Non-Autonomous College Affiliated to Barkatullah University. It was established in 1982. The College is affiliated to Barkatullah university Bhopal and is recognized under section 2(f) & 12(b) of the UGC Act since 1965. It is housed in the Gokhale Chatravas Bhavan Jahingirabad, Near PHQ Bhopal in a built-up area of 2084 sqmts. The college was shifted to the present location in 2008. The type of Research that the colleges engage in is Basic Research. No. of Refereed publications in National Research Journals = 39, International Research Journals = 60, Books Published = 09, Major Projects = 02 Minor Projects =04, Faculty Development Programs conducted =09.

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[2]For further information on the methodology, see: WB Regional H.E. MENA Report (2012) *Universities Through the Looking Glass: Benchmarking University Governance to Enable Higher Education Modernization in MENA*

Research Guides = 13, Research centres=05 (Botany, Mathematics, Zoology, Chemistry &Commerce) The college offers 04 UG & 03 PG Programs. The details are - **Regular Under Graduate Program includes-** **B.A** (Economics, Sociology, Political Science, Geography, & History)**, BSc** (Botany, Zoology, Chemistry, Mathematics, Physics), **BCom, BHSc. Regular Post -Graduate Program includes- M.A** (History & Sociology)**, MSc** (Chemistry, Botany, Zoology, Mathematics)**, MCom. Self-Financed Programs** include **Under Graduate Courses**- BSc Computer Science**, BCom** Computer Application

In 2018-19 the college reported enrolling 1881 students out of which **1431** were Male 447 were Female. UG =**1722** PG = **161.** The category strength stands at -:SC= **448**, ST=**198**, OBC=**736** & GEN= **499** respectively.

Total Faculty strength of the college during Academic year 2018 -19

- Sanctioned Post of Faculty =55 **,**
- Regular Working Faculty = **43**,
- Vacant Posts = **13** Guest Faculty (Appointed by Government Against Vacant Post) =**06,**
- Balance Vacant Post =07**,**
- Guest Faculty (Appointed by Janbhagidari for Self- Financed Courses) = **03**

Total number of Non -Teaching Staff during Academic Year 2018-19-

- Sanctioned Post =26 (Head Clerk=1 Accountant=1 Asstt. Grade 2 =1 Asstt. Grade 3=2 Lab Tech=08 Lab Attendant=07 Peon=02 Book lifter =01 Sweeper =01 Cleaner =01 Guard =01)
- Regular Working = 19(Accountant=1 Asstt. Grade 2 =1 Asstt. Grade 3=2 Lab Tech=8 Lab Attendent=3 Peon=2 Book Lifter=1 Sweeper=01)

- Vacant Regular Post =07   (Head Clerk=1 Lab Attendant=4 Cleaner=1 Guard=1

The institution reports that it has a shared governance model with policies and regulations in place characterized with formality in mission, result-based/evidence informed but traditional mode of management, very low autonomy, reasonably fair accountability and dismally low participation measures. It seems to be doing better than it perceives in terms of management orientation and accountability although there is room for improvement in these dimensions. There is need for focused improvement in the dimensions of Mission, autonomy and participation as evident from the considerable difference between self-perception and assessment scores specially in these dimensions.

RESULTS AND BENCHMARK

AXIS 1 – CONTEXT, MISSION AND GOALS

A key element in defining university governance is the overall framework of the system and the interaction between the institution and the state (Jaramillo and al. 2012). In the case of **Dr Shyama Prasad Mukherjee Science & Commerce College Bhopal (Benazeer College)** the general mission and its specific goals are formally and clearly stated, as reflected by institution's score average on the Mission axis [2.75]. The institution's self-perception of its context, mission and goals [4.00] is different to its score in the questionnaire. The institution is still behind the perfect mark in terms of stability and alignment of mission and goals.

The mission and the goals are clearly stated in several official documents, like the Institutional Website on M.P Higher education Portal, Annual Report, AQAR, IDP (developed in the year 2016). The institution reports that the mission statement was stated at the time of first cycle of NAAC on 17th Feb 2006. The institution was key in

involving State Government, Civil society representatives the faculty and staff and IQAC committee members in framing/formulation of the mission. It was revised in the SSR for second cycle on 25[Th] May 2016 and subsequently in the IDP developed in September 2017. The specific goals of the institution are stated in Annual Reports, AQAR, and the IDP. The State Government, Institutional Leadership, members of the Social Council called the Janbhagidari and the members of IQAC oversees the achievement of the goals. The mission statement was revised in the IDP draft in 2017.

AXIS 2 – MANAGEMENT ORIENTATION

Strong leadership and strategic planning are key elements of a well-performing university (Jaramillo et al., 2012). Several features of daily management that are essential for good governance have been analysed to see to what extent the institution adopts a result-based management aligned with international best practices and new public management model.

Traditional or Result Based

The institution is more oriented towards the traditional mode of management practices and tends to understand its management orientation as the results of the score average on the Management axis [2.75] are almost identical to its self-perception [2.00] - the score average being slightly above the self- perception score. This implies that the institution management is to some extent traditional as apparent from the various features of daily management within the official regulatory limitations. However, the Institution's score in the questionnaire is also far behind the ideal score.

Strategic planning

The institution reports and seems to have a strategic process as reflected in the Annual report, AQAR, Future plans stated in the Annual Report, IDP, SSR, and NAAC observations and recommendations. There is no

well- defined Strategic Plan. The institution reports that the NAAC recommendations also could not be complied with, due to the paucity of space. The college is housed in the hostel of another Government hostel. Hence the NAAC recommendations for quality enhancement like starting of new interdisciplinary and Add- on courses, full automation of the library, conduction of FDPs, Research endeavours, consultancy services for revenue generation, hostel accommodation for boys and girls, improved student -computer ratio could not be achieved. But the SWOC analysis conducted at the time of NAAC and the Goals framed in the IDP for MPHEQIP of the World Bank , the activities undertaken by the institutional committees and cell suggests that the institute has made some well- intentioned efforts to promote and articulate values like access, equity, employment, excellence etc., embedded in   the institutional Mission and Vision. For increasing the GER or access, the institute reports to have conducted the College Chalo Abhiyaan and complies with the State Government orders for 10% increase of seats in admission. For ensuring equity the college grants   many state government sponsored scholarships like the SC/ST/OBC post metric scholarship, Minority Scholarship, Awagaman Yojana for Girls, Awas Sahayata Scheme, Pratibha Kiran scheme for girls, Gaon ki Beti yojana for Girls, Lalima yojana for girls, Mukhya Mantri Medhavi Vidhyarti Yojana fee waivers to meritorious students of all the categories securing 75%and above in M.P Higher Secondary Board Exam & 85% in the CBSC Exam respectively), Mukhya Mantri Jankalyan Yojana for wards of unorganized labor, Protsahan Rashi for ST students , Handicap Protsahan Rashi - a social welfare scheme, Central Sector Scheme - INSPIRE- to 1% students of basic science in order of merit from 1st year to PhD), civil service coaching,10% fee waiver to students of general category and provides book bank facilities to the reserved categories of SC, ST and OBC etc.. For enhancing employability there is the Tracking System introduced under the MPHEQIP of the World Bank since January 2019, the Vivekananda Career Guidance Cell conduced on

- campus placement drives with companies like General Insurance Company, IIBM Bangalore, T-Tech Company Gujrat, LUPIN India, and organized training and workshops for students on Communication Skills, TALLY, Office Management etc., & skill development programs in Food and Bakeries, Candle making, Clay modelling etc.. Academic and Human excellence goes hand in hand through activities of NSS, which has 2 units for boys and 1 unit for girls, the NCC has Army Wing Senior with 1 platoon of 53 cadets and options for AIR &Navy wings are available. Extracurricular activities, Field visits, Yoga Trainings are some other activities etc. The action plans are reflected in the future plans in the Annual Report, in IDP, in AISHE & in the meeting minutes of the highest decision bodies. The departments also conducted activities like Entrepreneurship program on the applied aspects of Applied Science, Workshop on Instrumentation by the department of Chemistry etc. The activities of the institutional committees and cells reflect the internal regulation and procedures. For measuring the attainment of the specific goals of the strategy the institute has not consulted any Quantitative surveys conducted nationally but the institute reports that the same purpose is being realized by the annual uploading of the basic information of the college regarding course program, staff information, students enrolled, examination results, financial income and expenditure, infrastructural facilities , scholarships, accreditation status are on All India Survey of Higher Education- AISHE , conducted by the Ministry of Human Resource Development (MHRD). The feedback mechanism, Grievance Redressal Cell is part of the institutional mechanism that helps the institute in understanding its strategic achievements. Within the scope of ensuring results-based management, the institution has received National Assessment and Accreditation Council **(NAAC)** accreditation with **B** grade and a **CGPA of 2.79** in the year **2016** under the University Grants Commission (UGC) which reflects an upward trend of the institutional strategic goals. The institution reports to have MoUs with Bhoj University Bhopal, New

Milestone EDUTECH, NIIT etc. The Janbhagidari is the highest decision- making body in matters that demand long term strategy, academic issues like admission and appointments of faculty and support staff relating only to self-financed courses only. Budget issues are addressed in compliance with the recommendations of the purchase committee permissible under Madhya Pradesh Bhandaar Kraya Niyam (The State Government Purchase Rules)

E-governance:

The institution has also implemented several e-governance mechanisms. The College is gradually being brought under the **Integrated Financial System (IFMS)**initiated by the Govt, of MP in the year 2011 which aims at integrating various Financial Activities with a view to bring them under e-governance framework. The system caters to all processes in Treasury (Treasury Net), a system for Salary Payments, recording essential details of Employees and generate Salary bills and timely payment directly into the Bank Accounts of the employees. The system also ensures the maintenance of Annual Accounts, Refunds, General Annual Accounts Slips for employees covered under new Pension scheme (DCPS), Pension Payment timely payment of pension directly into Bank Accounts of Pensioners, Government Revenue Collection through payment Gateway, Bill Portal for preparation of different types of bill On - line. All the institutional purchases are conducted through e tendering on GeM (Government Electronic Market) as per the amended Purchase Rules 2018 commonly known as the Bhandaar Kraye Niyam. Under Human Resource Management System (HRMS) initiated by the Govt of MP in the year 2011, the Employee Record Sheet of the Govt employees are updated annually. As part of the Student Information Management System, tracking system has been introduced into all the programs at the graduation level under the MPHEQIP of World Bank since January 2019. In addition to this a student satisfaction survey was also conducted under the aegis of MPFEQIP in March 2019.

Furthermore, the institution has worked towards introducing e-resources. The College Website is active and updated with all the information about the college http://gscbhopal.in/ . The college campus is Wi-Fi. Admission has been on- line since May 2012. The institution reports that the Library has SOUL version 2.0 software. It has the annual membership of N-List & DEL-NET. The National Resource Centre is functional. The college has 01 Smart class & a Computer lab INFLIBNET and SOUL software. The installation of FTTP (Fiber to the Premises) to provide unprecedented Internet Access from Central point directly to the user is under process.

Selection of decision makers

In the selection of decision makers, the Institution follows the traditional mode of Management. The Principal of the Institution is appointed by the State Government as per the service rules. He /She should be a senior academic and can remain in that capacity until transfer posting or retirement. The institution is presently being administered by an In-charge Principal. Heads of Department are selected in order of seniority and their tenure lasts until seniority. Members of the highest decision-making bodies such as IQAC (composition as per the UGC guidelines) and the Janbhagidari (composition as per guidelines of the State Government) are constituted by the Principal.

Evaluation of Staff

The institution has also introduced some tools for the performance evaluation of staff that support a results-based management. Establishment staff and accounts staff report to the Principal through Head Clerk and DDO. The teaching staff report to Principal through the respective Head of the Department. Each staff member has a job description with clear duties and objectives that are reviewed annually by the Principal. The performance and evaluation of staff is conducted online through Performance Based Appraisal System (PBAS). Career advancement are on performance and Seniority basis. In case of

professional misconduct punitive measures   such as show cause notice, suspension, and even termination are   meted out to the employees. These evaluation and incentive procedures are useful to improve the accountability of staff.

AXIS 3 – AUTONOMY

The institution presents a low level of autonomy which is consistent with the current state trends of Non- Autonomous institutions in this area of governance. For this dimension, the institution scored very low [1.56] reflecting a limited autonomous structure and management, which is also inconsistent with its self-perception of its autonomy as reflected [2.00].

The institution is a Government Non -Autonomous Affiliated College and has therefore limited autonomy to decide on introduction of new programs, the structure of curricula (the type of degrees), the type of courses. Only self –financed courses proposed by the Staff Council and approved by the Janbhagidari as per State Government guidelines can be introduced. As in other Govt Institutions of the state the number of hours per program per year is as stipulated by the govt guidelines   180 working days with an average teaching day of 140 (560 periods each of 40 minutes duration).   On all these issues it has to comply with the State Government guidelines and the affiliating University guidelines.

The institution has limited autonomy in determining the overall number of student admissions, the number of seats, the number of students per program, the admission mechanisms and the student profile it seeks. The admission process is fully online and conducted by the Department of Higher Education (DHE). The number of seats per programme is decided in the meeting of the HODs are submitted to the Department of Higher Education (DHE) for necessary administrative action and their inclusion in the Online Admission procedure. The application of the waitlisted candidates failing to qualify even after the additional increase of 10% of seats as per the State Govt. orders, stands cancelled.   The

Institution reports, having very limited autonomy on all aspects of human resource management like hiring, dismissing, promoting and assessing the permanent faculty and staff and professional development of the staff. This is carried out as per M.P State service rules and regulations. Only Janbhagidari appointees (faculty staff &) are dismissed on ground of misconduct after three warnings or on account of no work, in keeping with the State Governments' guidelines. Performance of administrative staff and faculty is assessed online under Performance Based Assessment System (PBAS) which mandates the forwarding by the Principal, reviewed by the Additional Director Higher Education and approved by the Commissioner Higher Education Government of MP.

The institution has limited autonomy in managing its financial resources. As reported by the institute the distribution of its revenue shows limited sources as well as a clear strong reliance on funds from the government (91%) and/or student fees (8.9%). As of now there is no provision of raising funds from private companies, nor from consultancy services nor revenues obtained from research grants. The institution has partial autonomy to use unspent funds from one year to another as unspent funds become reserve funds, which can be spent only with the due approval of Govt. It has no autonomy in setting the level of student fees only fees for self-Financed programs are decided in the staff council and enforced with the due approval of Janbhagidari in accordance with the Govt. guidelines. There is no provision or practice for running a deficit, use a multi-year budget and allocate funds inside a block-grant budget. It has no autonomy in defining the components of its financial structure, such as establishing endowments, investing money to obtain additional revenues, establishing public-private partnerships, contracting loans or granting scholarships and managing loan mechanism for students. However, the balance amount is invested in the format of Term Deposit Receipts (TDR) and interest is gained on the same. The college conducts the distribution/disbursement of Govt Scholarships to the stipulated beneficiaries in keeping with the Govt guidelines. The university owns

all kinds of assets like **Building** - Main building, Ramps and one cycle stand. **Land** of 2084 sqmts, **Financial assets** - (permanent deposit generated from students fee, Janbhaguidari deposits/ fees, self – finance fee, **Equipments -** Computer=52 Printer=12 Printer all in one=6 Inverter=1 UPS=12 CCTV Camera=24 DVR=2 Podium=2 Revolving Chairs= Dual Desk=255 Stools=23 Fans=23 Coolers=20 Photocopy Machine=3 LCD=2 Physics Equipment=19,Chemistry Equipment=17, Zoology Equipment=20, Botany Equipment=32, LCD Projector=5 Scanner=3 Refrigerator=15 Moulded Fibre Chairs=84 Bio Metric Thumb Machine =2 ACs=6 AIR Coolers=4 Almirah=102 Library Books= 27884

AXIS 4 – ACCOUNTABILITY

The institution appears to have a relatively low level of accountability [2.49], which is consistent with its self- perception of accountability measure [2.00], although a little underestimated. The institution presents some practices that could be further developed within the scope of transparency and accountability. However, when studied in detail, the level of accountability varies between academic, social and financial aspects.

The Institution has a quality assurance (QA) system that takes place both inside and outside of the institution. The institution reports there is no mechanism to evaluate its mechanism. Quality initiatives suffers delays due to the cumbersome procedures involved in the government approvals. The ownership of the college was received in June 2019. The institute attributes this delay as one of the reasons for the tardy pace of many quality initiatives like the FTTP (Fibre to the premises with funds sanctioned to the tune of 80 lakhs. Implementation of this project is afoot) internet cable for more speed. FTTP is the installation & use of optical fibre from central point directly to individual building to provide unprecedented broadband facility. In spite of this many initiatives have been addressed like issues of UGC recognition, institutional and

program accreditation – NAAC accreditation, assessing learning outcomes (AISHE, IDP etc.) ICT based teaching, research initiatives like organizing UGC sponsored national research seminars. The level of research is very basic. There is a research cell which monitors research activities like research publications, conferences and seminars, major and minor projects, Books publications. The students have no participation in research activities of the college. The IQAC has provided facilities like e- Learning Lab with 10 computers for IT, conference hall, FUNDFIST (Funds for Institutional Science and Technology) sanctioned by department of science & technology in 2016.Ownership of land has been received by the college in June 2019 order NO.542/152/2019/38-2 24TH JUNE 2019. Preliminerier is under construction , Risograph for bulk printing –cost effective, time effective, labour effective & economical, fibre mattress for sports like kabaddi & kho- kho, VPN (Virtual Private Network) – for the conduction of easy & secured financial transaction between treasury, college campus is Wi-fi, installation of sentry, every science department has documentary camera- ICT based teaching. In order to follow up on the results of the evaluation procedures, the institution has action plans in the form of decisions recorded in the meetings minutes of IQAC which have been implemented and links budget allocation with results through internal and external audit and submission of utilization certificates to the funding agencies like UGC ,World Bank etc. The institution has a feedback mechanism under which corrective measures are implemented in compliance with the feedback from stakeholders. There is a Grievance Redressal Cell which reviews analyses and redresses the complaints and suggestions received from students from time to time).

Standardized Sanctions

The institution applies standardized sanctions against such as examination fraud (UFM University guidelines. 10 UFM cases were recorded in 2018 -19). No issues of unethical behaviour of faculty, non-

compliance with admission standards, and the unethical management of faculty careers were reported.

Social Responsibility

Ensuring a prosperous future for students is an essential component of Institutional social responsibility. Measuring graduate employment outcomes is critical in collecting relevant data and promoting continuous improvement of academic systems. The institution reports that it has implemented tracking surveys across various programs at graduation. This being a recent initiative the indicator therein has not been disseminated neither on the college website nor through any technical or promotional reports, or at Labour market laboratories. However, the institutional mission and goals have been disseminated through the SSR, IDP & Annual Report and its Strategic plans through the college Newsletter. Results of the College evaluation are uploaded annually on AISHE conducted by MHRD and minutes of the meetings of the highest decision – making bodies are published in the Newspapers of the State. Being a government institution, the college adheres to the Right to Information Act, which mandates the dissemination and display of all the Institutional information.

The institution also shows a good level of financial accountability as financial documents are available to several stakeholders, including State Government, to Non – Teaching and Administrative Staff, to Senior Faculty (Internal Account Verification Committee verifies the DFC -Daily Fee Collection), to students, Media or public audience (to students on demand by Student Union- when existent or through the RTI to media also), . The institution is submitted to an annual financial audit conducted by an external body (by authorized CA and AGMP-Auditor General of Madhya Pradesh). The CA report is made available to the institutional leadership and to the inside audience on demand published in Annual Report. The report is disseminated outside the college through NAAC SSR, Annual Report, etc. However, the **CA report for PD**

(Permanent Deposit) & Janbhagidari Account of 21/08/2019 reflects poor accounting system, which mandates immediate reformatory interventions by the Institutional & Departmental Leadership.

The Institution has an internal account verification committee which enforces standardized sanctions against embezzlement, inappropriate spending, and mis procurement and also through the strict compliance to the State Govt. purchase rules commonly referred to as Madhya Pradesh Bhandar Kraya Niyam 2015 with amendment of 2018.

AXIS 5 – PARTICIPATION

Limited Stakeholder participation: Stakeholder participation in the decision-making process is an area in which the institution presented the lowest score than on the other dimensions. The institution is not well aware of its actual orientation in terms of stakeholder participation as reflected by the gap between the institution's self-perception score [2.00] and the score obtained in the questionnaire [1.63], which means that the institution has a lower level of active and formal stakeholder participation in decision making than what the leadership thinks it has. The results in the participation axis are very low like the average scores of other local participating Non – Autonomous affiliated institutions of the State.

Only academic staff has a formal mode of representation and they actively participate in the decision – making for the definition of the goals of the institution, elaboration of the strategy, budget allocation and academic programs. They have representation in boards and council, they vote in highest decision – making bodies and has a consultative role in Academic Committees and its equivalent. But their representation in the research Council is nil. The mode of participation within the Institution is by inclusion of the faculty to the committees constituted by the Principal. Other stakeholders like Students, private donors, Alumni,

Private sector representative do not have any representation or participation in the decision – making process of the institute.

POINTERS FOR ACTION

The report indicates that the institution seems to be doing better than it perceives in terms of management orientation and accountability although there is room for improvement in these dimensions. There is need for focused improvement in the dimensions of Mission, autonomy and participation as evident from the considerable difference between self-perception and assessment scores specially in these dimensions. Performance in other axis also needs interventions for improvement. Some of the pointers for perspective action are stated below

- The Institute should **aspire to become an Autonomous institution** to better manage the academic, administrative and financial process independently and also **aim for a higher NAAC Grade.**
- The college needs a proper building with land area for quality enhancement and expansion   initiatives. It is currently housed in a hostel in a total area of 2084 sqmts. The college reports that the ownership of the college was received on June 2019. The NAAC recommendations could not be implemented due the paucity of space. Hostel facility for students is needed to increase GER of the college. Business Lab could not be reinstalled due to paucity of space in the present accommodation
- **Axis 2   Management Orientation reveals that-:**
  1. Though the various activities undertaken in compliance with the State policies & directives reflect the efforts of the college to articulate the Institutional Mission & Goals it lacks a regular follow -up system for periodic review of the initiatives of the college. Therefore **the college needs a specifically well-defined**

Perspective Strategic Plan for five years based on a master plan comprising a comprehensive set of objectives viz. periodic review of existing governance and administrative structure, achieving global excellence in academics, teaching and learning to facilitate student centric development, providing state-of-the-art infrastructure, promoting cutting edge Research and Development and identifying sources for mobilizing funds etc. At the micro level the departments can develop their own strategic plan. Faculty members can visit premiere institution of the country and identify the best practices being followed there. This exercise will reveal or point out the areas where the institution can improve.

2.Decision Makers -Absence of regular Principal, Inadequate permanent staff and high dependency on temporary staff and guest faculty has severely hampered qualitative progression. Implementation of NAAC recommendations should be enforced in toto.

- **Axis 3 Autonomy reveals that**
    1. As a Non- Autonomous Affiliated Institution the college has limited autonomy in Academic and human resource management More autonomy be granted to the college to define, design course content and start new interdisciplinary courses which are socially relevant, job oriented, meeting needs of students and other stakeholders; Short Term ,Value Added , skill based UGC career oriented courses should be introduced to help students pace up with globalization; Establishment of Language Lab; More Faculty Development Programmes (FDPs) and capacity building programmes for teaching and non- teaching staff be organized; Students and staff quarters; enhancement of Research collaborations; Full automation of Library; student – computer ratio be improved with latest configuration etc.
    2. **Regarding Financial Autonomy** the college should make every possible efforts towards resource mobilization beyond the salary grants from the State government and revenues generated from the self-financed streams. It should scout for

oppurtunities to receive grants and financial assistance from various government agencies, generate revenues through consultancies ,and also tap private fuding agencies. The College should generate and augment its revenue through intellectual capital in academia such as technology transfer, consultancy and training. It should also promote endowment culture by getting well-placed alumni donate generously for infrastructure development and research funding for the institute and tap other possible sources of revenue

3. In the light of the audit objections recorded in the CA report **as on 21/08/2019 reports** regarding **Permanent Deposit & Janbhagidari Account,** the Institutional Accounting system needs reformatory interventions by the Institutional leadership and Department of Higher Education.

- **Axis 4 Accountability reveals that** in spite of the college exercising reasonably good accountability, the quality initiatives in academics has not been very satisfactory as reflected by the NAAC grade. The IQAC though functional needs to be revamped and strengthened. It should-:

  ✓ Develop a strong feedback mechanism to promptly address the general academic and career requirements of the stakeholders and ensure that they are brought forth by the concerned functionaries
  ✓ Ensure acceleration of the automation and computerization of office
  ✓ Augment Research culture – Initiate Research centers at the institute, ensure participation of students in research through field projects, in-house projects, motivate faculty to undertake major and minor projects, develop well equipped instrumentation facility center, encourage interdisciplinary research and publication of collaborative research activities, establish functional MoUs with private colleges in the areas of academia and research, exchange of learning facilities

among colleges and sharing of resources, provide residential facilities with computer and internet facilities for research scholars, provide information and guidance to faculty about various funding agencies, Publish institutional Research Journal free access to anti plagiarism software

- ✓ Promote departments to conduct subject based National & International Seminars/Conferences/Trainings /Workshops
- ✓ Conduct ICT enabled spoken English classes for students of all the departments
- ✓ Implement CBCS system
- ✓ Establish skill development centre in coordination with MHRD
- ✓ Establish   Language Lab for imparting communication skills in global languages such as English, French, mandatory computer and soft skills which will enhance employability of students
- ✓ Organise capacity building programmes periodically (at the beginning of every academic session)for teaching and No-teaching staff;
- ✓ Periodically upgrade and update the college website;
- ✓ Revamp Laboratories with modern equipment.
- ✓ Own an Institutional You tube channel to disseminate audio –video lectures of the faculty.
- ✓ Establish a sport complex for indoor games like Judo, Badminton, Table Tennis, Wrestling, Chess
- ✓ Establish Reprographic facility in the Library for students
- ✓ An Auditorium for academic and public gatherings.
- ✓ Establish a Business Lab.

- **Axis   5 Participation reveals that** the participation   of stakeholders barring faculty in the decision – making processes has been nominal. In spite of there being a mandate for participatory management the involvement of the stake holders has not been enforced. **Active participation of all the stakeholders** in the elaboration of the strategy and budget

Planning should be ensured. Engaged participation of students and the alumni in the decision- making bodies with voting capacities rather than consultative role will positively impact the institutional development. But student absenteeism is a grave challenge. Attendance should be given weightage in internal CCE examinations to facilitate regularity in college. The student union elected or by nomination should be made functional to enable them to play leadership roles by shouldering the responsibilities of active participation in the activities of the institute organizing various events in the college. Greater involvement of the Non-teaching staff can be secured by organising periodic motivational workshops and professional and digital trainings. The college should launch an Alumni portal to connect with them and utilize their services –guest lectures, internships, placement etc. . Alumni Activities Calendar can be developed and planned to ensure their active presence in the college campus. Periodic meetings, for curricular support occasional interaction with students within the campus, cultural presentation during social gathering week, institution of awards, creation of facilities etc. can be some of the activities of the Alumni. The college should promote endowment culture by getting the Alumni to donate generously for infrastructural development and research funding for the institution. Well–placed Alumni can provide training and internships, campus placement, sponsored projects etc..

2807. Govt.Benazir College Bhopal

		Mission	Management	Autonomy	Accou
Govt.Benazir College Bhopal	Self-Perception	4.00	2.00	2.00	
	Score Assessment	2.75	2.75	1.56	

Govt.Benazir College Bhopal
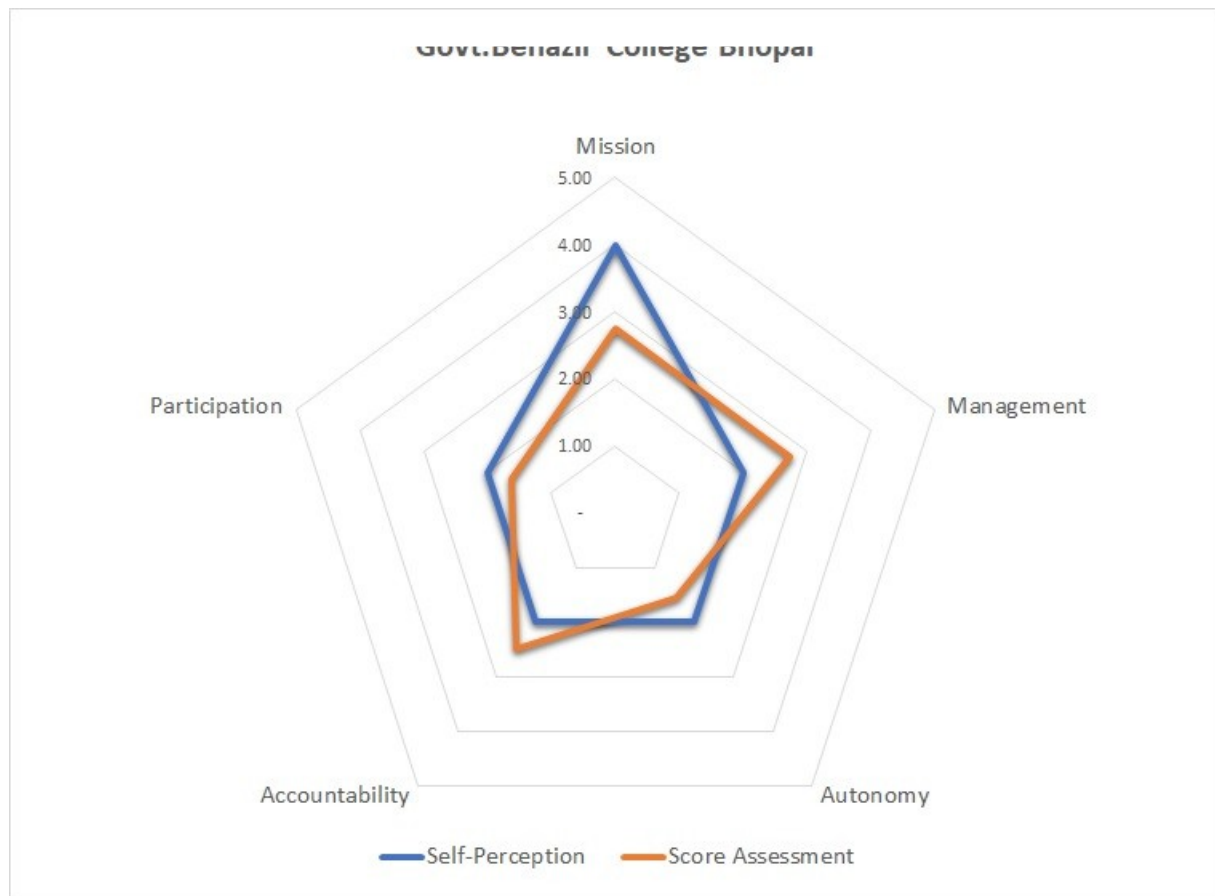
ACTION PLAN TEMPLATES

2807 - Govt. Dr. Shyama Prasad Mukharjee Science & Commerce College, (Old Benazeer), Bhopal

MARCH 2020 – NOVEMBER 2021

College current status	Actions to improve quality and governance	Expected Outcomes	Indicators	Monitoring Mechanisms	Time-line	Resources
Axis -3 Autonomy The institution presents a low level of autonomy which is consistent with the current state trends of Non- Autonomous institutions in this area of governance. For this dimension, the institution scored very low [1.56] reflecting a limited autonomous structure and management.	(a)Conduction of FDP on to strengthen their understanding of core general management as well as gain exposure to advanced topics, learn and experiment with effective pedagogical techniques, and gain familiarity with essential aspects of carrying out research studies.	Enhancement in the skills of academician	Quantitatively- increase 2-3% excellence	By decisions taken in staff council, Janbhagidari meetings and with regular dialogues with student and staff (overall coordination will be done by Chemistry & Botany Department.)	March2020 July 2020	Trainer's remuneration and hospitality expenditure
	(b)Open Self finance course like PG DIPLOMA In forensic science(Under process)	Enhancement of development fund	Quantitatively- increase 10-20% access participation	Chemistry department and the concerned department.	July 2020	Guest Faculty Establishment of forensic lab Chemicals, Reading Materials, Books & affiliation fees
	(c)pursue for Corporative Social Responsibility fund (state govt's order)	The institute will be able to promote Mission and vision and institutional articulate values like access, employment		Janbhagidari Committee	March2020	Travelling allowance for faculty (For Meeting purpose)
	(d)Automation of Library					
	(e) Automation of office			Librarian	May-June 2020- after receiving fund	Human resource and software and non recurring expenditure

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Axis 5- participation Limited Stakeholder participation: Stakeholder participation in the decision-making process is an area in which the institution presented the lowest score than on the other dimensions. The institution is not well aware of its actual orientation in terms of stakeholder participation as reflected by the gap between the institution's self-perception score [2.00] and the score obtained in the questionnaire [1.63].	(A)Develop Alumni portal - Dialogue with students. - Feedback obtained from various committees of college. - Guidance from Janbhagidari	active participation in decision making process by all the stakeholders	Quantitatively- increase 10-20% participation of Alumni	Under guidance of head of institute internal committee decide action plan of alumni portal and the constant evolution by IQAC.	April 2020	Registration fee, furniture Part time human resource
	(b) Computerization and Automation of office (after training program)	improved efficiency of office work	Quantitatively- increase 10-20% access participation	Office management by Department of Physics and Internal Committee of College	July 2020	Training fee
	(c) MoU'S for research with Govt. & private Institutions.	Research,skill development and active participation	participation	Research committee	After receiving fund (Already proposed in IDP)	Establishment of 100-student capacity Computer Lab
	D) - Display of mission ,vision and goal (1) Display on different media on college website and different location of college campus. (2) Involvement of Janbhagidari Committee. (3) Involvement of Alumni, industries and teacher guardian interaction committee.	Increase participation of everyone		IQAC who follow-up the action plan after the end of every month		Board, flex , display board, stand etc.
	(E)Organize workshop, awareness program, seminar on relevant current topics environmental issues, new technology, cyber security etc.					Resource person's remuneration and hospitality Flex, refreshment/lunch etc. other miscellaneous expenditure

Dr. Ila Jai
Coordinator

Principal