

*Criterion VI*

***Governance, Leadership and Management***

## 6.1 Institutional Vision and Leadership

**6.1.1 State the vision and mission of the Institution and enumerate on how the mission statement defines the institution's distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, institution's traditions and value orientations, vision for the future, etc.?**

### Vision

- To empower the students through focused learning and research.
- To foster a world of joy through sharing and learning.
- To create and enhance teamwork and leadership qualities.
- To excel in interaction through the art of communication.
- To provide extension services to serve self and society.

### Mission

- Knowledge is all Ambrosia
- Academic excellence with character development
- Enthusiasm is the propelling force behind our success

The objectives of the Higher Education policies of the Nation is clearly reflected in our mission of providing education to all, by ensuring equity and increasing access to education. Inculcate value system by ensuring that academic excellence leads to character development. The vision statement is reflected in all the institutional activities. Excellent teacher student relationship is maintained, to make teaching learner oriented and we believe in sharing and learning through peer teaching. Teamwork and leadership qualities are promoted by projects, seminars, group discussions, industrial visits, education tours etc. Wide range of extension activities is conducted, involving a large number of students, to sensitize them with societal issues and develop humane qualities.

**6.1.2 What is the role of top management, Principal and Faculty in design and implementation of its quality policy and plans?**

The top management is highly responsive, plans in a meticulous manner to utilize the resources optimally. The empowered team of Principal, Vice Principal's, IQAC members, teachers and supporting staff and students help in design and implementation of quality policy and plans. The successful implementation of quality policy and plans is due to:

- Excellent communication at all levels, one to one

interaction.

- Excellent interpersonal relationship of the management with the Head of the institution, and head of the institution with staff and students.
- Head of the Institution believes in total transparency and participatory management involving all concerned individuals of the organization.
- Above mentioned criteria along with the information feedback tools like meetings of the staff, Heads of departments, Association meetings, students' council meeting's, examination committee meetings and various activities which are organized by inviting illustrious personalities.
- Regular meetings of the local managing committee, college committee and the managing committee.
- The management encourages staff to give suggestions for improving the efficiency of the institution. These are implemented on a priority basis.
- There is a sense of belonging among the staff and students due to the positive approach of the management.
- There are in-house committees involving every staff member.
- Fiscal accountability is accomplished through monthly accounts which give information on income and expenditure details. The accounts are audited by the statutory auditor appointed by the trust every year. There is also a government audit once in three years. The college pays timely dues to the affiliating University some of them are University share of tuition fees, examination fees, affiliation fees, fees for sports and cultural events.
- To address transparency in operations the fees to be charged from the student is clearly mentioned in the prospectus. The prospectus also clearly states rules and regulations for refund of fees, free ships and scholarships. The scheme of evaluation and the grievance redressed details are also explained in the prospectus.
- Protection of stakeholder interests is addressed by stringent adherence to insurance of all assets.

**6.1.3 What is the involvement of the leadership in ensuring:**

***The policy statements and action plans for fulfillment of the stated mission formulation of action plans for all operations and incorporation of the same into the institutional strategic plan***

Strategic plan and strategic planning process starts with the institutional vision and mission. The college has an internal Quality Assurance cell with members from teaching and non-teaching staff and administrators.

This body acts as a think tank and meets regularly to discuss various issues like changing scenario locally and globally in the field of education and employment. The peer team suggestion has accelerated and has provided the required direction for strategy development. To address the service and facilities for students and employers the IQAC suggested the following course of actions:

With the world becoming a global village and information being available at the click of a mouse the role of teacher has also changed. It involves a change from monologue to an interactive session. Knowledge base coupled with skill development. These require planning for new teaching aids, sophisticated instruments in science laboratories resource generation to meet these growing demands.

Strengthening the professional courses which are job oriented, increasing the employability of the students and also a source of revenue generation. Strengthening of placement and counseling cell to attract employers and providing correct information to the students for career planning.

Support services are made more student friendly. Automation of college office and library, visual management by signboards. Identifying needs of differently abled students and providing them with rails, ramps, special software for visually impaired students.

Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders. A SWOT analysis is an important component of the planning process. Our Institution is engaged in imparting higher education to urban but less developed locality of Ghatkopar. The students

joining the college are from marginalized section of the society and many of them are first generation learners. We gather information in various ways and the senior leaders analyze it in the following manner:

Student requirements in terms of course option, core and elective, job oriented courses, extra and co- curricular activities, student counseling and placements, learner friendly teaching learning process, learning resources.

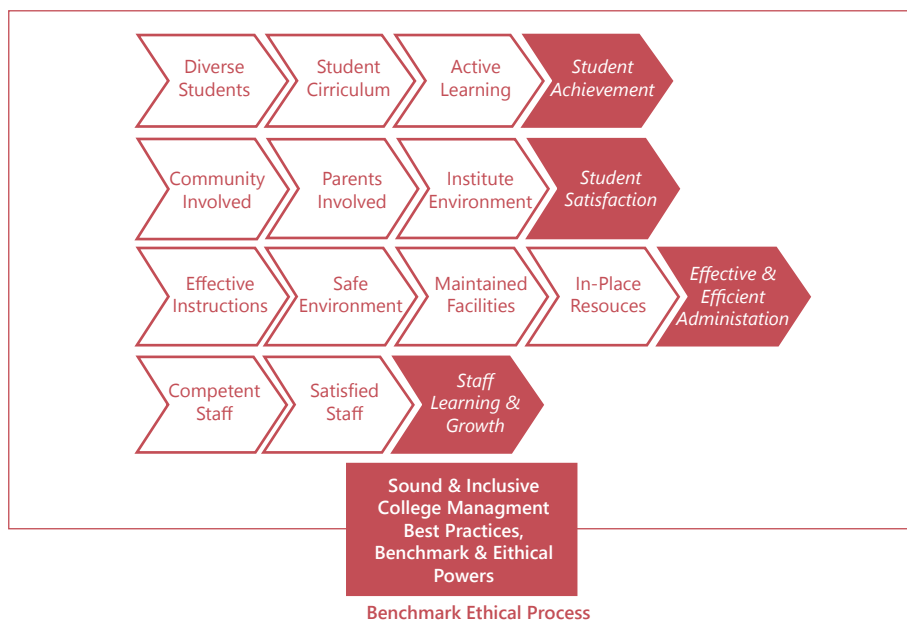
- Discipline
- Infrastructure and maintenance
- Student support processes
- Staff welfare and support processes
- Cleanliness
- Accreditation
- Funding and resource generation from various agencies
- Faculty development including promotion of research
- IT review for new hardware and software
- Upgrading laboratory equipment's

The college assesses its ability to execute the plan with a resource based approach. These are both human and monetary resources. To execute a plan a realistic time frame is essential and if there are many tasks to be achieved they are prioritized. Our key important goal is to encourage students to develop skills and acquire knowledge to emerge as a successful individual in the competitive world. We also believe in developing them as worthy citizens with a national spirit.

**Interaction with stakeholders**

**Senior leaders communicate, empower and motivate:** They believe in employee satisfaction which will lead to student satisfaction. Even though all activities

**Two way quality communication with all stakeholders:**



are student centric they are delivered through the employees. There is clarity of vision, passion for work and excellence. The senior leaders believe in empowerment, proper delegation of work by identifying the right person for the right job, motivating them to achieve excellence, recognizing them, allowing them to be recognized at public forums, and felicitating the achievers. To encourage teachers to take up research and publish in peer reviewed journals they are given cash incentives. The supporting staff is encouraged to participate in inter and intra collegiate sports meet and cultural activities. They are awarded prizes at the annual prize distribution function.

All the staff members were given a shield with their names inscribed on it when the college was re accredited as a token of appreciation for their contribution towards achieving higher grade. The members of the staff are encouraged to participate in faculty development programs. There is emphasis on sensitivity to less privileged. Readiness to change for the sake of institutional gain has been encouraged. All these have led to a sense of belonging among all those who join our college. The Head of the Institution believes in frank two way communication with the staff at all levels. This encourages employees to render innovative ideas that would go a long way in student support and services. RJC believes in two way quality communication with all stakeholders to ensure high performance.

#### **Reinforcing the culture of excellence:**

Participatory leadership is ensured at every level. Regular workshops for faculty is organized to update them in the recent trends in teaching, learning and other professional needs reinforcing the culture of excellence. The senior leaders have participated in various National and International consultations on education and thus are in a position to reinforce the culture of excellence and are able to identify emerging needs of the society and address them through organizational interventions.

#### **Championing Organizational Development:**

Prior to implementation of any program a feasibility study is made. Regular meetings at various levels ensure that the developments in terms of infrastructure, learning resources are upgraded to take care of the dynamic changing educational environment.

#### **6.1.4 What are the procedures adopted by the institution to monitor and evaluate policies and plans of the institution for effective implementation and improvement from time to time?**

Senior leaders create a focus on action: The senior

leaders hold regular meeting to review the progress of the students.

- The academic session begins with the meeting of the Principal with all the staff members.
- Then individual departments meet the Principal to discuss the plan of their departments for the year. The HOD's conduct departmental meeting to discuss about the teaching plan, requirements of books and other learning resources.
- An academic calendar is drawn and reviewed monthly
- Teaching methods like the chalk and talk is supplemented by more interactive learner oriented techniques like seminar, role play, quiz, case studies, projects etc. ICT enabled teaching is practiced to make the lesson interesting and visuals have a greater impact on the learner. This has been possible by strengthening the learning resources in terms of library stocks and audio visual aids. In some of the subjects feedback is obtained on curriculum design and the same is reviewed and implemented if it means value addition. The internal quality assurance cell (IQAC) of the college functions as a think tank to compile the suggestions and develop an annual action plan. There are regular meetings of the IQAC. Student feedback is collected analyzed and shown to the respective teachers for improvement. This has improved the performance of the teachers.

#### **6.1.5 Give details of the academic leadership provided to the faculty by the top management?**

- Academic leadership is provided to the faculty by setting up an example by the top management.
- The top management firmly believes in "Leading by doing"
- Academic excellence is ensured at all levels ensuring a lifelong learning experience
- Faculty is encouraged to participate in seminars, workshops, orientation and refresher courses. They are trained and retrained in evolving teaching learning methods.

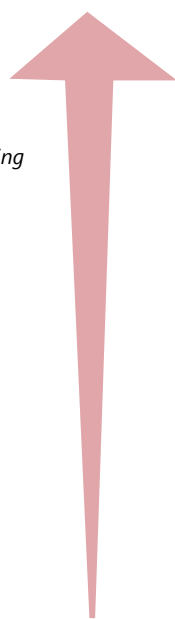
#### **6.1.6 How does the college groom leadership at various levels?**

The workforce learning and development system starts with orientation of new faculty by the head of the Institution and Head of the department through sessions on performance evaluation guidelines, technology support for the teaching learning process, ethical behavior and institutional practices. Knowledge is transferred through mentoring by the senior staff. Seniors work with their colleagues to develop an educational plan that supports individual goals as well

as organizational plan and goals. There is systematic succession plan in place which builds leaders at all levels and ensures sustainability. Work rotation ensures that there is bench strength and transition is smooth.

**Development and learning system for leaders:** To ensure that the institutional learning development system meets the needs of the college and all members of the workforce, RJC considers inputs from various sources during its strategic planning process. These are then linked with faculty needs. Senior leaders work with their colleagues to support their individual needs and organizational action plans and goals. RJC succession plan builds leaders at all levels and ensures sustainability.

- **Principal**
  - Learning in a culture of change
  - Data-driven decision making
  - Distribute leadership to empower
  - Building partnerships
  - Engaging the college community in achieving
- **Vice Principals**
  - Coordinating institutional activities
  - Supporting staff development
  - Building strong teams
  - Monitoring fidelity & aligning resources
- **Teacher as Facilitator**
  - Mentoring
  - Professional Development
  - Facilitating data-driven decision making
- **Teacher as Leader**
  - Leading 21st century learning
  - Catering to diverse needs
  - Teamwork
  - Effective two-way communication



**Leadership learning/ development process:**

| Area                                   | Examples   |
|--|--|
| Personal leadership attributes         | Faculty development plan/performance review                                    |
| Developing organizational knowledge    | Newsletter, College magazine, Special gatherings                               |
| Ethical practices                      | Accreditation training, University Local inquiry committee                     |
| Core competencies & Strategic planning | Meetings of the HOD's and senior faculty                                       |
| Performance improvement & innovation   | IQAC self-assessment, Academic and Administrative audits, NAAC self-assessment |
| Leadership development                 | Core competencies for Vice Principals  |

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succession plan builds leaders at all levels and ensures sustainability.

**6.1.7 How does the college delegate authority and provide operational autonomy to the departments / units of the institution and work towards decentralized governance system?**

A decentralized functioning mechanism empowers the departments to function with a greater flexibility and at the same time they share the responsibilities. Departments are provided budget for their recurring and non-recurring expenses and also for purchase of library books. They spend the amount judiciously as per the requirement and approval of the purchase committee. Departmental heads also delegate work to their colleagues to ensure smooth completion of work in the expected time frame.

**6.1.8 Does the college promote a culture of participative management? If 'yes', indicate the levels of participative management.**

- One of the most important managerial concepts the college has implemented is that the college administration is managed by appointing teachers as chairpersons and members of various committees which also have student representation. This has created a sense of involvement and responsibility among all the staff members resulting in efficient administration of the college.
- Committees having staff from various departments.
- All functions involve many staff members working in various committees and providing their individual creativity and skills.
- Inter departmental support during seminars/ workshops/ programs.
- Staff academy which is a forum for the staff, by the staff involves exchange of ideas and sharing of experiences.
- Inter departmental teaching.
- Faculty development programs are organized for enhancing faculty skills in emerging areas.

**6.2 Strategy Development and Deployment**

**6.2.1 Does the Institution have a formally stated quality policy? How is it developed, driven, deployed and reviewed?**

**Quality Policy:**

We are committed to imparting quality education in the field of basic and professional courses to create empowered, socially responsible youth to face the changing needs of the society and times. By adopting

and continuously improving core and support functions. The quality policy is developed by the top management in consultation with the stakeholders. It is deployed across all the sections and is reviewed once in five years while framing the strategic plan for the Institution.

**6.2.2 Does the Institute have a perspective plan for development? If so, give the aspects considered for inclusion in the plan.**

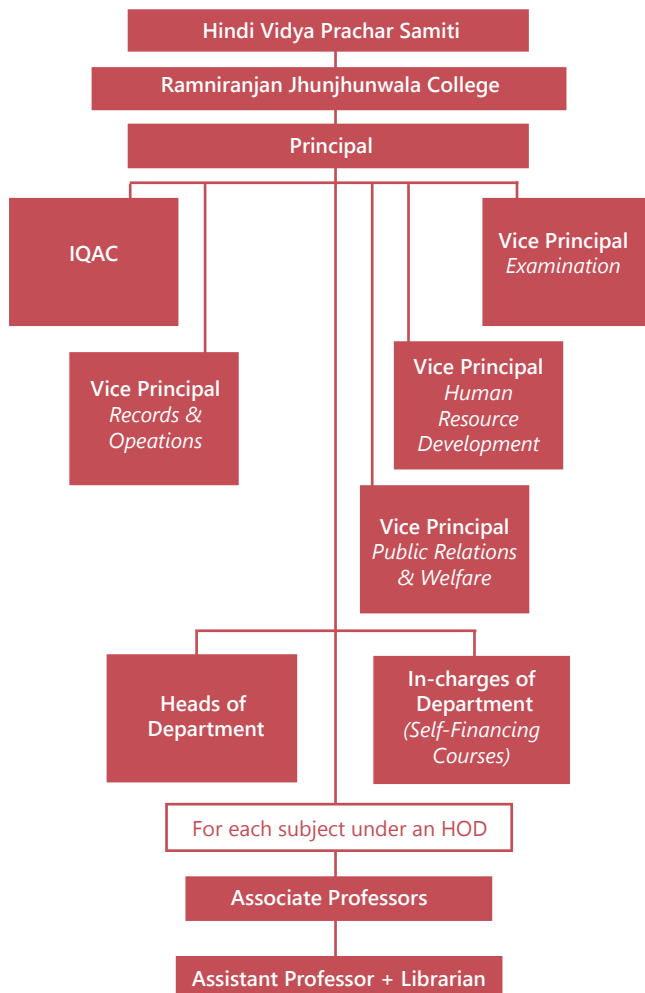
The institute has a perspective plan which considers the following aspects:

- Strengthening of student support services
- Improvement of students' performance in academics, co and extracurricular activities.
- 100% computer literacy among staff and students
- Encouraging community based research
- Eco friendly campus
- Improving the soft skills of students
- Centre of excellence in education

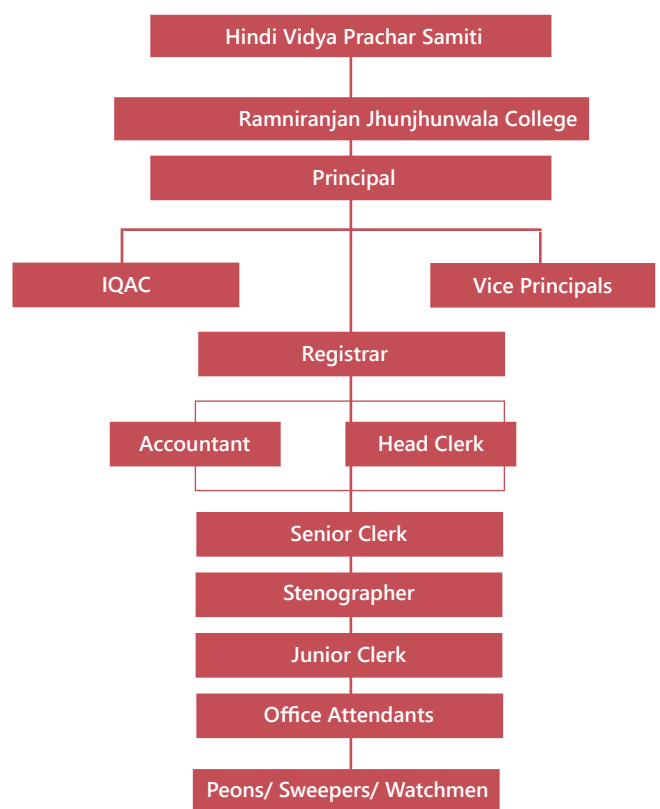
**6.2.3 Describe the internal organizational structure and decision making processes.**

The following chart depicts the organizational details allowing free flow of information and helping in smooth administration of the institution.

**Hierarchy of teaching staff:**



**Hierarchy of non-teaching staff:**



**6.2.4 Give a broad description of the quality improvement strategies of the institution for each of the following**

Following strategies are adopted for quality improvement in the specific areas:

- **Teaching & Learning:** Staff is encouraged to be a lifelong learner by continuously enhancing their skills. They are encouraged to attend workshops to acquire new knowledge and improve their practical skills. Faculty is encouraged to use ICT as an effective teaching tool and are trained wherever needed. Staff members who attend training programs share what they have learnt. Faculty is also encouraged to visit other institutions of academic excellence and adopt their best practices in teaching and learning.
- **Research & Development:** Staff is oriented on writing research proposals to funding agencies. Support is provided in terms of administrative support. Providing learning resources and encouraging them to do doctoral and postdoctoral research. Student research by providing them small projects related to the curriculum or of societal interest.
- **Community engagement:** Inculcating social responsibility in staff and students. Besides various forums like NSS, NCC, Extension activity, Rotaract club individual departments are also involved in community engagement either by promotional activity or by working in real life situations.
- **Human resource management:** The progress of an organisation depends upon the Human resource.

- **Industry interaction:** We believe in a smooth transition for our students from campus to corporate. We engage with the industry in mutually beneficial dialogues and we implement their suggestions.

**6.2.5 How does the Head of the institution ensure that adequate information (from feedback and personal contacts etc.) is available for the top management and the stakeholders, to review the activities of the institution?**

To review and analyze its performance and capabilities a systematic approach is used. The management, senior leaders and committees use a wide array of data, information and reports to review organizational performance on a regular basis. The process is designed to monitor and improve performance at all levels.

**Review of organizational performance**

| Title                                       | Frequency                   | Purpose and Expected Outcomes   |
|---|-----------------------------|---|
| Managing Committee                          | Quarterly                   | Related to administrative functions which directly or indirectly affect the quality of education in the Institution. Short term and long term plans. Financial review.  |
| College Committee                           | Quarterly                   | Update on various activities of the college and to invite suggestions for quality sustenance and enhancement  |
| Local Managing Committee                    | Quarterly                   | Advisory in nature for reviewing institutional progress and exploring new avenues.  |
| Purchase Committee                          | Yearly                      | For purchase of consumables and non-recurring items in the science departments  |
| Library Advisory Committee                  | Twice a year                | Managing library resources, purchases and planning activities   |
| Heads of the department                     | Quarterly                   | To exchange ideas and discuss best practices in the departments   |
| Supervisory rounds (includes safety rounds) | Daily at least twice        | To maintain discipline and be proactive to assess any risk factors like chemical spills, fire safety  |
| Ethic Committee                             | As scheduled                | As per requirement of Animal ethics committee   |
| IQAC  | Monthly                     | To review stake holder satisfaction, provide suggestions for quality enhancement and sustenance. Discuss "Best Practices" of institutions that the members have visited |
| Gymkhana Committee                          | As scheduled                | To discuss and plan sports events, plan for introducing new sports, purchase of sports related equipment.   |
| Students' Council                           | As scheduled                | To elect the General secretary and Joint secretary to the student council of the college. Take suggestions from student council and assess student satisfaction         |
| Parent-Teachers meeting                     | As scheduled by departments | To develop a close tie between the stakeholders and the institution. Inviting inputs for institutional progress.  |

**6.2.6 How does the management encourage and support involvement of the staff in improving the effectiveness and efficiency of the institutional processes?**

Our ethos of participatory management is reflected in decentralized administration. Involving the members of the teaching and supporting staff in the activities of the college. Identifying the right people for the right job and empowering them to excel ensures the effectiveness and efficiency of the institutional processes.

**6.2.7 Enumerate the resolutions made by the Management Council in the last year and the status of implementation of such resolutions.**

- The managing committee resolved to upgrade the computers in the college in view of the changing requirements and this was promptly done.
- The need for conserving water was unanimously felt and a ring well was set up to ensure that the rain water is harvested and ground water is recharged.

**6.2.8 Does the affiliating university make a provision for according the status of autonomy to an affiliated institution? If 'yes', what are the efforts made by the institution in obtaining autonomy?**

Yes, our Institution believes in involving all the stakeholders in the decision making process. Our University provides autonomy for conduct of first and second year evaluation process. Since many staff members are involved in curriculum design and the University has implemented the credit based semester system as of now we have not applied for autonomy.

**6.2.9 How does the Institution ensure that grievances/complaints are promptly attended to and resolved effectively? Is there a mechanism to analyze the nature of grievances for promoting better stakeholder relationship?**

Precautionary measures are taken to abet complains these are as follows:

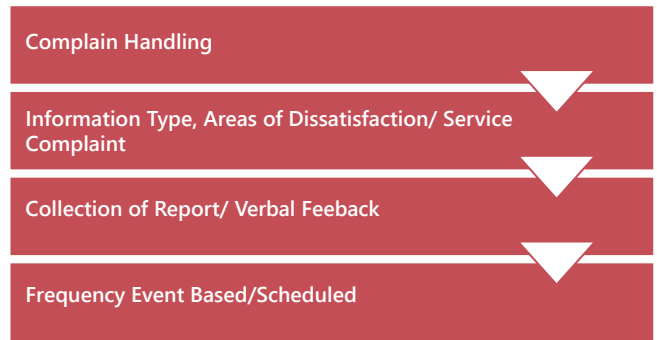
- Stake holders have information easily available to them by visuals, notice boards, web site, newsletters, college magazine, enquiry counter, help desk during admission time.
- The college conducts an induction program for the first year students wherein they are provided with all the relevant information which will make their campus life a memorable one.

However in case there is dissatisfaction over an issue

following channels are used:

- There is an open door policy. Students, staff can approach the Principal and any of the Vice Principals for problems which require immediate attention and they are immediately attended to.. Appreciation box is available to appreciate efforts of our colleagues. The student council has selected representatives from each class and student representatives from the NSS, NCC, sports (Gymkhana) and girls. They convey the requirements of the students to the authorities.
- There is a duly formed grievance redressal cell for students, teaching and non-teaching staff members.
- The Local Managing Committee has elected representatives from the teaching and non-teaching staff, management and the Principal. The complains of the teachers and supporting staff are conveyed by these representatives during the LMC meetings which are held at least four times a year and the issues are amicably resolved. There are suggestion boxes which are reviewed regularly. Issues which are non-value are sorted out those which need immediate actions are resolved. Students also provide information through feedback forms and also by responding to the information sought through our website.

**Complain handling mechanism:**



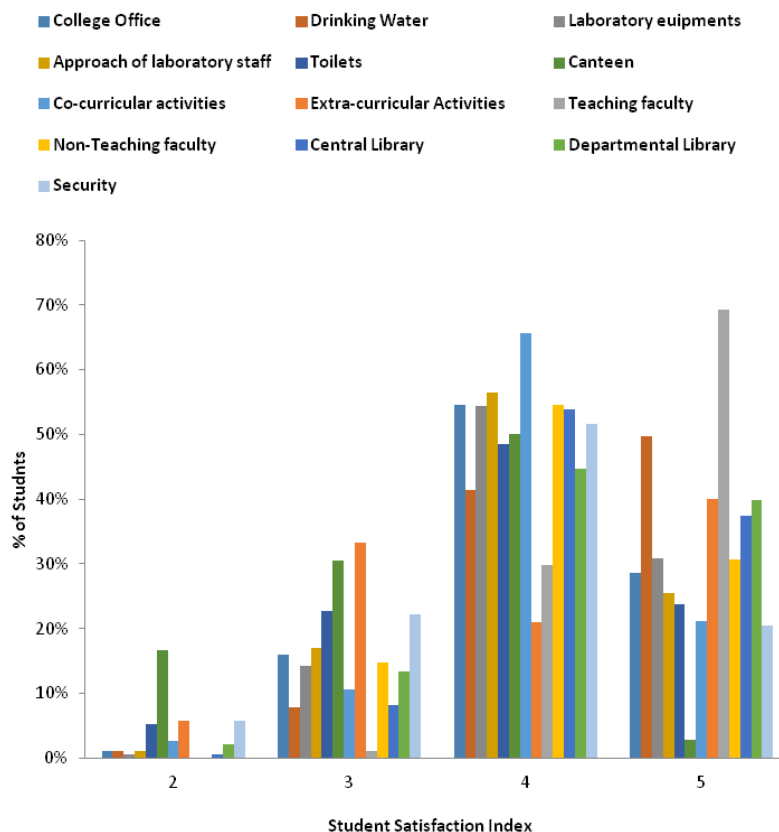
**6.2.10 During the last four years, had there been any instances of court cases filed by and against the institute? Provide details on the issues and decisions of the courts on these?**

Nil

**6.2.11 Does the Institution have a mechanism for analyzing student feedback on institutional performance? If 'yes', what was the outcome and response of the institution to such an effort?**

Our institution conducts an annual student satisfaction survey for assessing the institutional performance. The students also fill a self-analysis form which provides inputs on facilities they like and give suggestion for improving in some areas. These are analyzed, discussed and implemented on a priority basis.

**Student Satisfaction Survey**





### 6.3 Faculty Empowerment Strategies

#### 6.3.1 What are the efforts made by the institution to enhance the professional development of its teaching and non-teaching staff?

We as an Institution have evolved an excellent work culture of respecting each other and thus creating an ambience congenial for academic and personal growth. We believe that when the staff grows the Institution also grows.

Steps for professional development of teachers:

- Workshops and talks for team building, time management, stress management, enhancing ones IQ, EQ and SQ are conducted.
- Faculty is encouraged to register for Ph.D and avail leave under UGC FDP.
- Facilitating sanction of travel grant for attending conferences abroad.
- Timely information is provided on deadlines for research grants.
- Orientation on career advancement schemes for teachers and ensuring smooth processing of their applications.
- Periodic staff get together
- Recognition of the achievements of the staff at appropriate forums.
- Our extremely supportive nonteaching staff is encouraged to hone their technical, academic and soft skills.
- Workshops to train them in acquiring computer skills.
- Encouraging them to participate and organize intercollegiate competitions.
- Encouraging them to acquire higher qualifications.
- Training in new areas like Tally for accounts department, SOUL software when it was implemented.
- Training for supporting staff by the departments in specific areas like preservation of plants and animals, preparation of stock solutions, chemicals, storing of chemicals, safety in laboratories, maintenance of electrical equipment's to name a few

#### 6.3.2 What are the strategies adopted by the institution for faculty empowerment through training, retraining and motivating the employees for the roles and responsibility they perform?

- Orientation of new recruits
- Workshop on funding agencies and how to write a research proposal
- Faculty development programs for teachers on specific areas

- Encouraging teachers to organize and/or participate in workshops, conferences at National and International levels
- Workshop on CAS for teachers
- Training in new areas whenever the curriculum is revised/upgraded

#### 6.3.3 Provide details on the performance appraisal system of the staff to evaluate and ensure that information on multiple activities is appropriately captured and considered for better appraisal.

- Teachers are evaluated by students by filling structured feedback forms, self-appraisal is done by filling self-appraisal forms, evaluation by the Heads of the Departments and Head of the Institution. The API forms are being used since 2010.
- Maximum involvement of staff in various activities of the college.
- Total involvement of staff in key programs.
- Sharing of information at various forums.
- Student feed-back shared by the Head of the Institution with the staff in areas of concern has resulted in a very positive outcome in terms of teaching and participation in various activities of the college.
- In some departments feed backs are taken by teachers after a particular topic or programs so as to get necessary inputs leading to improvisation.

#### 6.3.4 What is the outcome of the review of the performance appraisal reports by the management and the major decisions taken? How are they communicated to the appropriate stakeholders?

Performance reports are analyzed by IQAC and communicated to the top management. Those who have satisfactory performance are appreciated at appropriate forums, corrective measures are taken wherever needed.

#### 6.3.5 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?

- Payment of advance through management support, whenever the salary grant is delayed.
- Festival advance for members of supporting staff payable in easy installments before the financial year ends.
- Annual celebration of Ganesh festival and Satynarayan Pooja.
- Tuition fee waiver, book bank support and coaching

for the wards of supporting staff.

- The class IV employees are given free uniforms. The color and quality of the cloth is left to their choice.
- Encourage staff to participate in programs organized by our college and other colleges.
- The non-teaching staff of the chemistry department is provided free milk daily.
- Deserving wards of retiring/deceased members are given preference in jobs.
- Non-teaching staff welfare fund which receive liberal donations from members of teaching staff on their superannuation.
- Free computer literacy and training for non-teaching staff.
- Free medical camp and financial support in case of major illness.
- Financial assistance to wards of non-teaching staff who join professional courses.
- Admission to the wards of staff and faculty.
- Staff welfare fund for teaching staff.
- Processing of loan application of staff and faculty.
- Encourage supporting staff to participate in intercollegiate sports and cultural activities.

#### 6.3.6 What are the measures taken by the Institution for attracting and retaining eminent faculty?

- Fair procedure for the selection and recruiting staff.
- Encouragement of staff to participate in various faculty development programs.
- Transparent administration, identifying the right person for the right job.
- Congenial working conditions
- Providing facilities as per the requirements of the eminent faculty and giving them freedom to work.

### 6.4 Financial Management and Resource Mobilization

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

The institution prepares yearly budget for allocation of funds for optimal utilization of available resources.

#### 6.4.2 What are the institutional mechanisms for internal and external audit? When was the last audit done and what are the major audit objections? Provide the details on compliance.

Our college has an institutional auditor who audits all the accounts yearly. The audit reports are sent and there have been no major objections. The Government

auditor also audits our accounts. There are no adverse comments on the accounts.

#### 6.4.3 What are the major sources of institutional receipts/funding and how is the deficit managed? Provide audited income and expenditure statement of academic and administrative activities of the previous four years and the reserve fund/corpus available with Institutions, if any.

The major sources of the institutional receipts are the salary grants received from the State Government, the fees collected from the students under various heads as prescribed by the University of Mumbai, the fees received from the self-financing courses, the grants from funding agencies like UGC, DST, industry etc and to minimal extent the sponsorships for various activities of the college. A copy of audited statement of accounts is attached as Annexure III.

#### 6.4.4 Give details on the efforts made by the institution in securing additional funding and the utilization of the same (if any).

Our institution applies for funding to different funding agencies. In the last four years additional funds have been obtained and utilized as per details provided below

| Sr. No. | Funding Agency                  | Amount    |
|---------|---------------------------------|-----------|
| 1.      | UGC UG Development grant        | 21 Lakh   |
| 2.      | UGC PG Development grant        | 24 Lakh   |
| 3.      | UGC Merged scheme               | 6.7 lakh  |
| 4.      | UGC Additional Grant            | 37.5 lakh |
| 5.      | UGC Career Oriented course      | 7 lakh    |
| 6.      | Research grants from University | 2 lakh    |
| 7.      | Research grants from UGC        | 15 lakh   |
| 8.      | Research grants form HUL        | 13 lakh   |
| 9.      | Sponsorships                    | 1 lakh    |
| 10.     | Seminar sponsorships            | 3 lakh    |
| 11.     | DST                             | 67 lakh   |

## 6.5 Internal Quality Assurance System (IQAS)

### 6.5.1 Internal Quality Assurance Cell (IQAC)

**A. Has the institution established an Internal Quality Assurance Cell (IQAC)? If 'yes', what is the institutional policy with regard to quality assurance and how has it contributed in institutionalizing the quality assurance processes?**

Our college IQAC is vibrant and is constituted as per the norms of NAAC. It has representation from most of the departments and has an amalgam of senior and junior teachers. The meetings are held on every first Thursday of the month. These meetings help in reviewing our bench strength and ensuring institutionalization of the quality assurance process.

**B. How many decisions of the IQAC have been approved by the management/ authorities for implementation and how many of them were actually implemented?**

With a highly responsive management all the decisions of the IQAC have been implemented.

| Year      | Decisions Approved   | Implemented               |
|-----------|--|---------------------------|
| 2009-2010 | Renewal of ISO certification<br>Academic and Administrative audit of the Institution<br>IQAC workshop for re accreditation of neighboring colleges<br>IQAC workshop on PBAS for our college teachers and administrators for other colleges<br>National seminar on Best practices of re accredited Institutions<br>Appointment of full time counselor<br>Developing an Environmental friendly campus plan for the next five years | All have been implemented |
| 2010-2011 | Establishment of a rain water harvesting system<br>International seminar on Hindi<br>Training of teaching staff in uses of teaching aids<br>Beautification of the street outside the college and promotion of ecofriendly ways through community participation<br>Security of college students and assets by installing CCTV   | Implemented               |
| 2011-2012 | Promotion of organizing seminars in collaboration two or three departments<br>Disaster management workshop to be strengthened<br>Seminars on implementation of credit system to all stake holders<br>Women empowerment year  | Implemented               |
| 2012-2013 | Preparing for EMS certification<br>Renewal of ISO certification and training<br>Applying for Funding to funding agencies like DST and DBT<br>Planning for e waste management   | Ongoing                   |

**C. Does the IQAC have external members on its committee? If so, mention any significant contribution made by them.**

Yes, three external members have been inducted on the IQAC committee. All of them have made significant contributions:

- Mr. Ganesh Malvankar (alumni), is an auditor for QMS, EMS and Operational, Health and Safety Management. He has contributed by providing inputs on quality process and sustenance. With his inputs our college which was ISO certified has undergone audit and has been certified for environmental management system.
- Mrs. Chandra Rao our alumni, who practices and promotes ecofriendly ways in her community, has helped us in implementing some of them in our premises like use of cloth bag, educate our colleagues to segregate waste and compost biodegradable waste.
- Mr. Joy Parekh Inquisitive Learning who has helped in skill enhancement programs for the students to make them employable.

**D. How do students and alumni contribute to the effective functioning of the IQAC?**

Student and alumni are represented in the IQAC. They give suggestions during the meetings of the IQAC. Student representative

**E. How does the IQAC communicate and engage staff from different constituents of the institution?**

As mentioned earlier the constitution of the IQAC is dynamic and the departments are represented in the IQAC who communicate the decisions taken to their colleagues. In addition there is excellent communication at all levels. There are frequent meetings with the staff members at various forums and these meetings ensure that all staff are engaged in the quality policy making and implementation of the same in the Institution.

**6.5.2 Does the institution have an integrated framework for Quality assurance of the academic and administrative activities? If 'yes', give details on its operationalization?**

The institution has an integrated framework for Quality assurance of the academic and administrative activities through a long term strategic plan and an annual operative plan.

- Budget to support the planned operations

- Review meetings with the stake holders.
- Monthly reviews of IQAC to ensure they align with the current accreditation and regulatory requirements.
- They also focus on the current educational needs, the financial and competitive environment. This enables the institution to quickly detect any change and respond to those changes. To keep abreast with potential changes there are representatives in accreditation, and regulatory bodies who provide inputs to the review committees as and when it is needed.

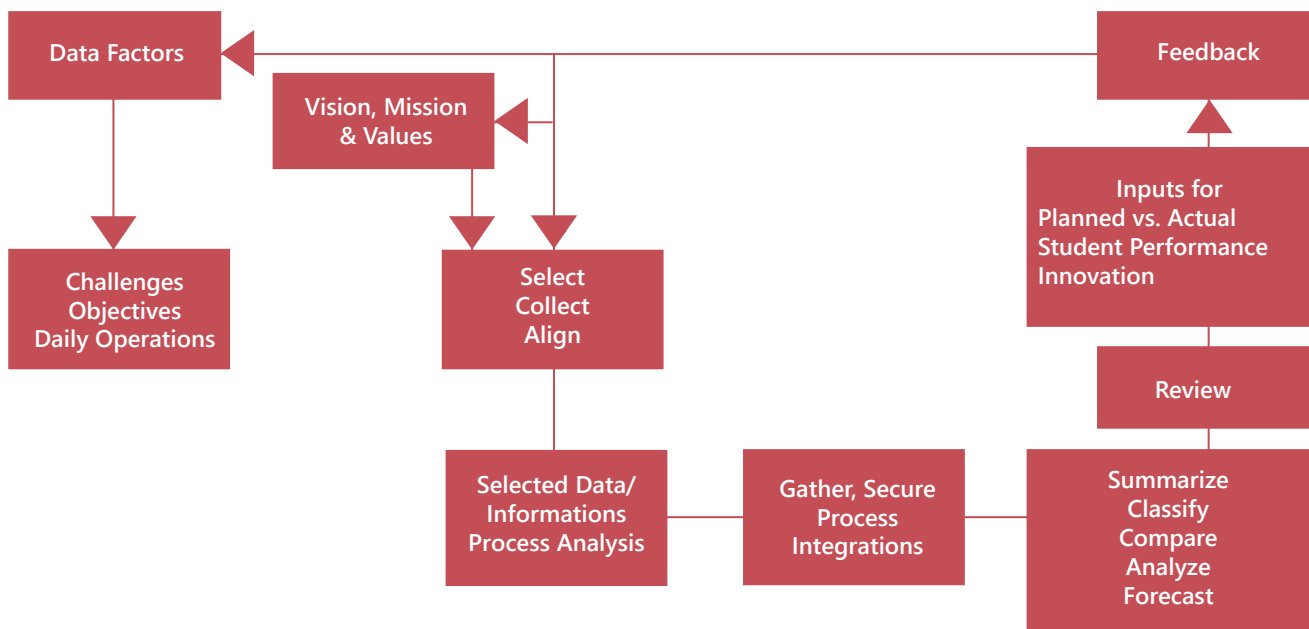
**6.5.3 Does the institution provide training to its staff for effective implementation of the quality assurance procedures? If 'Yes', give details enumerating its impact.**

| Training provided to staff:          |  |                  |   |
|--------------------------------------|--|------------------|---|
| Trained by                           | Topic  | Frequency        | Impact  |
| ASC University of Mumbai             | Leadership training                              | 2011             | Leaders at different levels                                     |
| Principal's Association              | Leadership training                              | 2010             | Leaders at different levels                                     |
| NAAC, Bangalore                      | NAAC Assessment process                          | 2010             | Opportunity to assess and learn from other HE institutions.     |
| IQAC                                 | NAAC Assessment process                          | 2010, 2011       | Quality Assurance and sustenance                                |
| Indian Merchant Chambers RBNQA trust | Certified examiner for Quality Assurance         | 2010-2011, 2012  | Opportunity for the staff the quality of different Institutions |
| IQAC and SAP                         | Life skills, emotional and spiritual quotient    | 2010-2011, 2012  | To become aware of oneself and be sensitive to the society      |
| IQAC                                 | ICT training for teaching and non-teaching staff | 2010, 2011, 2012 | Use of technology   |

**6.5.4 Does the institution undertake Academic Audit or other external review of the academic provisions? If 'yes', how are the outcomes used to improve the institutional activities?**

Our institution undertakes Academic and Administrative audit by inviting external experts.

| Experts Invited  | Year      | Suggestions  | Outcomes   |
|--|-----------|--|--|
| Dr. Naresh Chandra, Principal, Birla College<br>Dr. S. Gadade, Principal C K Thakur College Panvel | 2009-2010 | <ul style="list-style-type: none"> <li>• Effort to be made to overcome space constraint.</li> <li>• Teachers be encouraged to pursue and guide research.</li> <li>• Unaided courses at UG and PG level to be strengthened.</li> <li>• National and International linkages to be strengthened.</li> <li>• Students be encouraged to develop soft skills.</li> </ul> | Teachers are encouraged and motivated to take up research projects and participate in National and International conferences Special bridge course are provided for enhancing soft skills. |
| Dr. Mahajan Principal Pragati College, Dombivili<br>Dr. B. B. Sharma Principal KET's Vaze College  | 2010-2011 | National and International linkages to be strengthened Credit system to be adopted   | Credit based semester system has been adopted  |
| Dr. Shobhana V. Principal R. A. Podar College<br>Dr. Vijay Joshi Principal K.J. Somaiya College    | 2011-2012 | Science departments have exploited consultancy services adequately however it may be encouraged in humanities and commerce departments. Employability skill enhancement through curriculum enrichment may be encouraged  | Efforts are underway to implement these suggestions  |



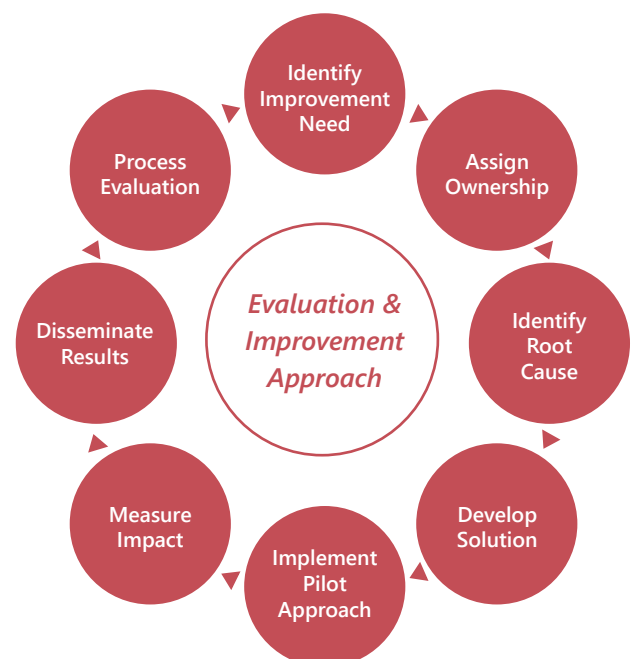
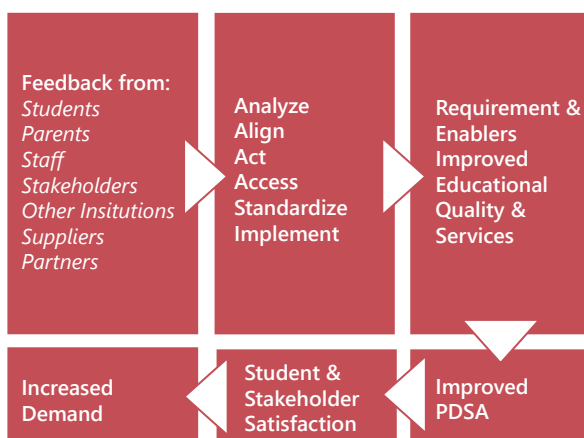
**6.5.5 How are the internal quality assurance mechanisms aligned with the requirements of the relevant external quality assurance agencies/regulatory authorities?**

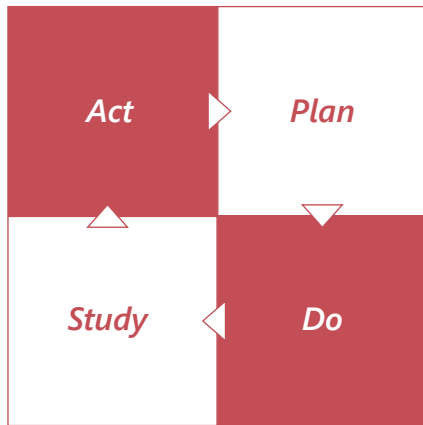
- The Internal quality assurance mechanism involves all the members of the teaching and non-teaching staff who are oriented through the IQAC members to maintain high quality standards in all the processes and operations of the institutions.
- The suggestions made by the NAAC peer team members, suggestions of the external reviewers for academic and administrative audit, surveillance audit reports for maintaining quality standards are taken into consideration for planning, implementing, reviewing and continuously improving to meet the requirements of the relevant quality assurance/regulatory authorities.
- We work with our on campus partners and external agencies to ensure compliance with regulatory, safety, accreditation and legal requirements.
- Key Processes, Measures and Goals meeting regulations and requirements

**6.5.6 What institutional mechanisms are in place to continuously review the teaching learning process? Give details of its structure, methodologies of operations and outcome?**

- We as an Institution firmly believe in imparting quality education to all our students by continuously innovating on the programs to be offered and the teaching learning techniques to be employed to meet the diverse student community that we are catering.
- The teaching learning process is continuously reviewed by the top management, the Head's of the departments and the teacher mentors.
- Structured feedback is taken from the student theses are analyzed and appropriate action is taken to meet the standards
- Student-Parent-teachers meetings are conducted at the departmental level and the suggestions relating to teaching learning process are considered for further improvement.

| Areas                | Group                  | Processes  | Measures   | Goals              |
|----------------------|------------------------|--|--|--------------------|
| Regulatory           | Audit                  | External & Internal audits                             | Compliance                                       | 0 adverse findings |
|                      | University             | LIC  | Compliance                                       | 0 adverse findings |
|                      | Safety                 | Safety training  | Injuries   | 0 injuries         |
|                      | PH                     | Facility review  | Percentage accessible facilities                 | 90% accessible     |
|                      | State, UGC, University | Recruitment  | Faculty competence                               | 100% competent     |
| Accreditation        | NAAC                   | Self-study report, Annual IQAC report, reaccreditation | Meet and try to exceed requirements of standards | 5 year cycle       |
| Ethics               | Managing Committee     | Monitoring of code of conduct                          | Ethical breaches                                 | 0 violations       |
| Environment concerns | IQAC                   | Safe disposal of waste, Recycle                        | Percentage safe disposal and recycling           | 100%<br>75%        |





**6.5.7 How does the institution communicate its quality assurance policies, mechanisms and outcomes to the various internal and external stakeholders?**

- The communication regarding the quality assurance policies, mechanisms and outcomes is carried out through the members of the teaching, non-teaching staff and students.
- The QA policies and mechanisms and outcomes are communicated to all the stakeholders through various forums like meetings with them, programs, award functions, through the quarterly newsletter of the college "The R J Herald" college magazine etc.
- The website of the college has enhanced the communication worldwide.

**Any other relevant information regarding Governance Leadership and Management which the college would like to include.**