



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 elevate the college into one of the best learning centres.
- To empower every individual with honesty, sincerity, integrity and knowledge.

Mission :

- To Achieve excellence in education with the philosophy that Education is a prime contributor to the development of self, society and diverse human enterprises.

Higher Education Policy of the country lays a thrust on Human Resource Development, Economic Development, development of scientific temper, contributing to national cohesion and thus achieving the goals of socialism, secularism and democratic values while emphasizing on access to quality education by all cross sections including underprivileged classes and encouraging gender equity.

The different processes adopted in the college ensure that the vision and mission is in tune with the objectives of higher education. For example,

- the transparent admission policy giving due consideration to broadening access to education for underprivileged classes, ensuring gender equity by reserving 50% of the seats to girl students



- the teaching-learning process with emphasis on adopting the modern educational technology, enabling ICT education ,etc.
- the various co-curricular, extra-curricular activities, extension activities and sports in the college ensure instilling of values, leadership skills, lifelong learning experience, good citizenship, scientific temper, camaraderie, team building, global competitiveness, etc.
- Organizing events to foster universal and lasting values, tolerance towards social diversities, eliminating obscurantism, religious fanaticism, violence, superstition and fatalism.
- Integrating strategic plan with the short term plans of the institution with a perspective plan for growth and development.
- Effective budgeting, financial procedures for running the system, optimal utilization of resources
- Student empowerment through various life acquisition skills
- Proactively involving all stakeholders of the institution in continuous improvement and aim for future society
- Enhancing employability by various programs including the value added courses.

The mission statement very clearly identifies the potential outcome of education. The Mission statement is broad and encompasses the fact that education primarily contributes to the overall development of the society and the nation at large. The diversified courses in the college cater education to a diverse range of learners from diverse backgrounds and belonging to diverse cross-sections of the society.

The vision statement is translated into activities through various events organized in the college in addition to imparting the curriculum which ensures the holistic development of the student – mental, physical, ethical, moral, emotional, health and social. Thus the student is empowered to excel with the attributes of honesty,



integrity, sincerity and knowledge quite essential for a healthy society.

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 of the college comprises professionally competent, well educated (most of them are academicians, retired from service) and secular minded personnel.

The Secretary, Dean and Joint Secretary, the Principal, Vice – Principal, IQAC team and the heads of all departments work in coordination to design, modify and adopt the quality policy of the college. The quality policy is based on the fundamental concept that the control of quality is a team obligation which recognizes that quality is built into every aspect of the system. The quality policy is evolved based on the feedback received from various departmental meetings, general body meetings and meetings with Heads of Departments, the Admission Committee, Examination Committee and various other committees of the College and these are then taken up at the Governing Body / Management meetings for policy decisions. The institute is guided by the policies and plans of the BHS Higher Education Society.

Quality work will be the responsibility of every individual performing the work. Quality will be obtained through appropriate planning and control of various operations, particularly the academic and office administration, and by specific quality control activities such as reviewing, checking, inspecting, testing, and quality surveillance/audit.

The Principal provides academic leadership and in association with the various faculty members, evolves strategies for academic programmes. The HODs are actively involved in the decision-making process for academic programmes. These in turn are submitted to the Management and the Management arrives at



suitable decisions for implementation. The management periodically provides inputs for improvement of the system as and when deemed necessary.

The management decisions and suggestions are informed to the Heads of Departments (HoDs) and Staff during the meetings. The assembly of middle level managers at various meetings provides a platform for sharing of ideas and views aimed at enhancing the effectiveness of all the processes in the College.

6.1.3 What is the involvement of the leadership in ensuring :

- a. the policy statements and action plans for fulfillment of the stated mission
- The well defined hierarchical structure of the management holds no barriers for the functional freedom of the Principal, HODs, Conveners, faculties and administrative officers like the Office Superintendent and Accounts Superintendent.
- Periodic meeting of the Executive Committee members of the management and ex-officio committee members consisting of Heads of all institutions are held to evolve strategic plans, action plans and measures for the conduct of curricular and co-curricular activities. The heads of institutions are empowered to define the functional responsibilities and communicate to the staff for the effective implementation of the programs.
- The Principal formulates various committees for executing different functional parameters of academic, extracurricular, sports and student support activities. The class teachers are appointed by the Principal. The calendar of events are prepared in consultation with the HODs

- Periodic meetings of Conveners and HODs with the Principal are held to discuss the matters pertaining to policies of the management, communications from the Bangalore University and Directorate of Collegiate Education. HODs in turn appraise the faculty regarding the developments and evolve plans and responsibilities for further action to be implemented. Intervention strategies are evolved for monitoring and correcting the implementation of programs and the responsibilities defined thereon.
- General body meeting is regularly held to review the performance of the institution on various issues.

The Principal of the college plays the leading role in governance and management of the institution. The principal communicates the vision and mission to the faculty and plans accordingly with the help of the governing council / management and other sub-committees. Principal ensures transparency in the functioning of the college, implementation of the short term and long term plans and maintains core values.

b. **formulation of action plans for all operations and incorporation of the same into the institutional strategic plan**

Strategic plans of the top management would have been generally communicated to the Dean and Joint Secretary, Principal and Vice – Principal. It is the responsibility of the Principal to ensure that the strategic plans are subdivided into several small action plans to reach out to the bigger goals defined. The process is carried out as follows.

- Action plan for academic issues of the following academic year are evolved at the general staff meeting and later through the meetings with the heads of all departments. During the meetings the requirements in terms of

equipment, books and journals, ICT requirements, physical infrastructure requirements, furniture, etc. from various departments are collected on a monthly plan basis at the end of the academic year. These plans are consolidated on the institutional basis and presented to the top management. The budget requirements are then drawn. The management conducts the technical and economic feasibility and then the plans are evolved in consultation with the Dean and Joint Secretary, Principal and Vice – Principal to meet the different requirements.

- The faculty requirements including the non – teaching staff requirements are decided at the end of the academic year on the basis of the existing work load. Based on the work load submitted by the Heads of various departments of the college and the additional requirement specified thereon, the Management places an advertisement for the staff requirement in leading newspapers. The process of recruitment would be complete before the start of the next academic year.
- The admission process starts one month before the expected date of result announcement. The admission committee is formed, the seat matrix, fee structure for various courses and various categories of students is evolved in accordance with the government norms. This is propagated to the top management for approval process. Based on the approval, the fee structure is announced for the next admissions including the higher classes and the admission process started in time.
- Various committees are formed at the beginning of the academic year. Budget allocations are made to the departments and the committees. These allocations are



communicated to the conveners of different committees and heads of different departments. Action plans are then implemented at the committee levels and the heads level. The conveners and the heads constitute the middle level managers and are responsible for operationalization of the tactical plans.

- The actual teaching faculty and the conveners of various committees are then responsible for implementing the action plans.

The above process seen from bottom – up leads to the incorporation of strategic plan for the whole institution.

c. Interaction with stakeholders

Every effort is consciously put by the college authorities to ensure building a robust and healthy interaction with the stakeholders namely – Students, teachers, parents, alumni, industry.

- Interaction with the students is maintained by class teachers, heads of departments and conveners of different committees. The individual faculty members also encourage the students to freely interact with them during their free hours or after the class hours.
- Parents of the students are encouraged to meet the individual faculty members and heads of different departments to keep themselves abreast of the developments in the college and the academic development of their ward. Parent – teachers interaction is also encouraged during the Parent – Teachers Association meeting
- Alumni meet is held once in a year. Alumni visiting the campus also meet the concerned teachers in different departments.



- The faculty members along with the support staff constitute the lifeline of the college. Interaction between the different stakeholders including the non – teaching staff is facilitated during the lunch programmes organized at various events in the college. This generates a sense of belongingness for the all those concerned in the institution.
 - Limited Linkages have been established with industries and their involvement in college activities through the add – on courses and the industrial visits. Guest lectures by industry experts provide a platform for interaction between the students, the faculty and the industry. Campus placement programs, competitive examinations and interviews are conducted on a regular basis where students and faculty can interact with the industry experts.
- d. Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders

The analysis of the reports based on the needs analysis, performance evaluation, research inputs and interactions with the stake holders, the Principal and two of the senior teachers nominated on the governing council provides all the necessary help in ensuring appropriate modifications to the policy, if required, and the necessary planning for its implementation. The principal is responsible for academic and administrative functioning of the college.

e. Reinforcing the culture of excellence

- Academically merited students are recognized by honoring them during the annual college day functions and supporting them with endowment prizes. Special



endowment prizes are provided to students who have secured centums in different subjects.

- Teachers awarded with M.Phil. or Ph.D. are felicitated during the annual college day function in recognition of their endeavors
- Students who have excelled in co – curricular and sports activities are felicitated during the annual college day function
- Sports stars/achievers are provided special incentives like sports colors, sports kits, etc.
- A warm and rousing reception is accorded to students of NCC who have excelled in Republic Day (RD) parades, received gold medals, commendation certificates, and such other events. An exclusive function is held to celebrate the excellence.
- Rank holders and Gold medalists are honoured at the inaugural function of the I semester classes to set an inspiring tone for the new entrants.
- The regularity and seriousness with which the academic programmes are held, the conduct of variety of co-curricular activities, sports activities and socio-spiritual programmes carried out bear a testimony to culture of excellence being fostered in the college.

In reinforcing the culture of excellence, opportunities are given to facilitate all round development, students are encouraged to excel in curricular , co-curricular and extra-curricular activities.

f. **Champion organizational change**

- **The authorities encourage experimentation and innovation in bringing about a change in the existing administrative system.**
The computerization of admission process, fee receipt generation, day book generation, etc. was introduced during

the admission process of the academic year 2012 – 13. The system was strengthened during the admission process of 2013 – 14. During the academic year 2014 – 15, the Id card issue was also initiated in the college during the time of admission. The automation process is further enhanced to generate the day book and month book entries.

- The attendance registers consist of computerized print outs so that the sheets can be retrieved and the attendance shortage process taken up without causing any hindrance to the attendance marking in the classes. This has facilitated compilation of attendance shortage every month. Such of those students having attendance shortage are counseled by the class teachers.
- The teacher attendance is also streamlined by maintaining computerized attendance sheets. Plans are ahead to introduce the Biometrics for attendance.
- The library automation has resulted in enhanced and efficient transaction process with regard to issue, return, search and book accession.
- The university process of admission approval, examination remittances, generation of admission tickets, etc. have been made online minimizing the efforts and errors in the university processes. The college has been able to shoulder the change with ease for which there has been constant support from the Principal and the top management.
- The top management pilots the new reforms in the organization including the deployment / redeployment or retirement of personnel from key posts.

- 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?

Monitoring Policies and Plans:

- Principal, Vice – Principal, HODs and IQAC are the main agencies monitoring the success or failure of the policies and plans of the institution. All activities carried out on the campus are monitored and evaluated by Principal and Vice – Principal to see whether they are consistent with the philosophy incorporated in the vision and mission statement. Similarly, HODs keep track of the effectiveness of the plans and programs of the institution in relation to their respective realm of activity. IQAC is also entrusted with the same responsibility.

Evaluation of Policies and Plans :

- There is a system for evaluating the effectiveness of institutional policies and plan of action. The Management, IQAC, teachers, students, parents and Alumni are the main components of this evaluation system. The feedback, both formal and informal, received from different stakeholders provide a measure of the effectiveness of the procedures in different activities of the college. The annual meeting usually held at the end of an academic year carries out a detailed examination into the success and failure of policies and programs during the previous year. The discussions in these bodies constitute the chunk of the entire process. It is this process that enables the institution to implement its policies more effectively.



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

- The value of peer coaching to be explored as a component of an overall leadership development strategy so that mediocre teachers are brought to the level of excellent teachers
- Teacher is expected to deliver the teaching content to the best possible extent and enable the students to feel the teaching excellence
- Skillful teachers should focus efforts on confronting mediocre teaching to prevent lost opportunities in learning
- Functional freedom is provided to the teachers of the college to enable better delivery of the teaching content
- Teachers are expected to manage the class room in terms of maintaining discipline, manage the routines of the class room and maintain the respect and dignity
- In terms of curriculum planning, the teachers are expected to clearly communicate objectives of the lesson plan set and assess for student quality work and produce desirable results
- The teachers are expected to use a variety of instructional and explanatory devices to reach out to varieties of learners. The subject matter should be imparted effectively.
- The teachers are expected to motivate students through enforcing high standards and expectations, maintain personal contact with the students, and involve students in their own learning styles.

In order to achieve the following, freedom or power is vested with the teachers



- The faculty are deputed to capacity building measures to strengthen their academic values
- The faculty of respective departments and the heads are free to decide the nature of the equipment and the supplier to ensure full academic freedom.
- The head and faculty of different departments are empowered to hold seminars, workshops, etc.
- The conveners of different committees are given full powers to hold the lecture competition, debates and quiz competition, etc.
- The responsibility of identifying a speaker for the invited guest lecture is left to the individual departments
- The top management instills confidence in the faculty through the informal talks held on the corridors about the academic experiences of the past and the present and ways of improving it better.

6.1.6 How does the college groom leadership at various levels?

- Leadership amongst teachers is groomed by appointing them as heads of departments, conveners of different committees and as class teachers
- Nomination of two senior faculty members to the governing council of the college is yet another measure for grooming leadership amongst senior faculty
- One of the senior faculty member is appointed as the coordinator for IQAC and some more faculty members along with the non – teaching staff and students to ensure assurance of quality in different processes of the system
- College provides platform for leadership development to its staff through seminars and workshops, both within and outside the College



- Leadership skills among the students are honed by nominating them as representatives and volunteers of different committees. These student volunteers are responsible for managing the different events in the college. Thus, leadership skills of the students are brought to the fore
- Leadership qualities in students are also developed through the activities, like quiz competitions, class seminars, and tours.
- The regular student development programmes and activities help improve the students' personality and leadership abilities.

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?

The entire operation and the processes of the college are decentralized with each unit of the process being managed by middle level teacher managers. Processes are subdivided into Academic, Administrative – Personnel and Financial, Co-Curricular, Sports, Stakeholder relations and student support.

Academic Processes are managed jointly by the Principal, Vice-Principal, HODs and the teaching – learning committee. The HODs are responsible and accountable for academic commitments to the stakeholders. Administrative Processes connected with Personnel, Financial and Accounting are carried out by the Office Superintendent and Accounts Superintendent with assistance from other non-teaching staff members in consultation with the Principal, Vice-Principal and HODs.

Co-Curricular activities are managed by Conveners of different committees and a body consisting of both teaching and non-teaching staff. Sports activities are managed by the Physical Education



Director supported by a sports committee. NSS and NCC activities are managed by respective officers appointed for the purpose.

The faculty of respective departments and the heads are free to decide the nature of the equipment, requirement for books and journals, field visits, invited lectures, conduct of seminars, workshops, etc. to ensure full authority in these matters well within the limits of sanctioned budget.

The HODs and Conveners of Committees along with the administrative staff have an important role to monitor quality issues within the departments and the college as a whole.

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

YES

The college has been practicing the participatory and democratic style of management in almost all issues.

- Heads of all departments are responsible for providing suggestions to improve the system in variety of ways through the meetings held with the Principal, Vice – Principal and the Dean & Joint Secretary. All plans and decisions are made and taken through consultative meetings.
- Conveners and members for different committees are formed with the representation from teaching, non – teaching and student community. All decisions pertaining to each committee is taken through the participation of all the members in meeting with the Principal and the Vice – Principal.
- HODs plan for the budget of their respective departments, conveners plan the budget for their committees, the accounts section plans for other important budgetary

considerations including the fee structure and the overall budget requirements for the next financial year (1st April to 31st March) is drawn through debates and consultations. This is presented to the management for approval.

- Policy decisions impacting the institution are taken in the general staff meetings.

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?

Yes. The institute has formally stated quality policy that emphasizes facilitation of excellent learning experience for diverse range of learners, provide equitable access to education, value based education and aim at continuous development / improvement. IQAC is the main agency endowed with the responsibility of setting generally acceptable quality benchmarks in the institution.

The policy is developed and deployed by

- setting the academic calendar of events and time table into action.
- ensuring that the teachers work as per the schedules stated in academic calendar and the time table.
- ensuring that the regular class work and other activities are run according to the set plans.
- enabling the committees to conduct various co – curricular and extra – curricular activities as per the set calendar

The publicity about the quality policy is made through the web site and interaction with the students during the various committee events.

The quality aspects are developed and reviewed through dialogue with different stakeholders as follows.



- Staff meetings are held to review and evaluate the policies formed, deployed and deficiencies experienced.
- The suggestions received from students, parents, alumni, teachers, non – teaching staff and committees are discussed in detail during the IQAC meetings. The deliberations are then placed in the meeting with the HODs and then in the general body meeting. The final outcome is summarized and presented to the Governing Council / management for final approval for any change in the policies and plans.
- Faculty members are reviewed through the process of feedback from students, peer review and review by the head.
- The examination results of the subjects concerned are closely scrutinized and analyzed. A report is sent to the management.

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

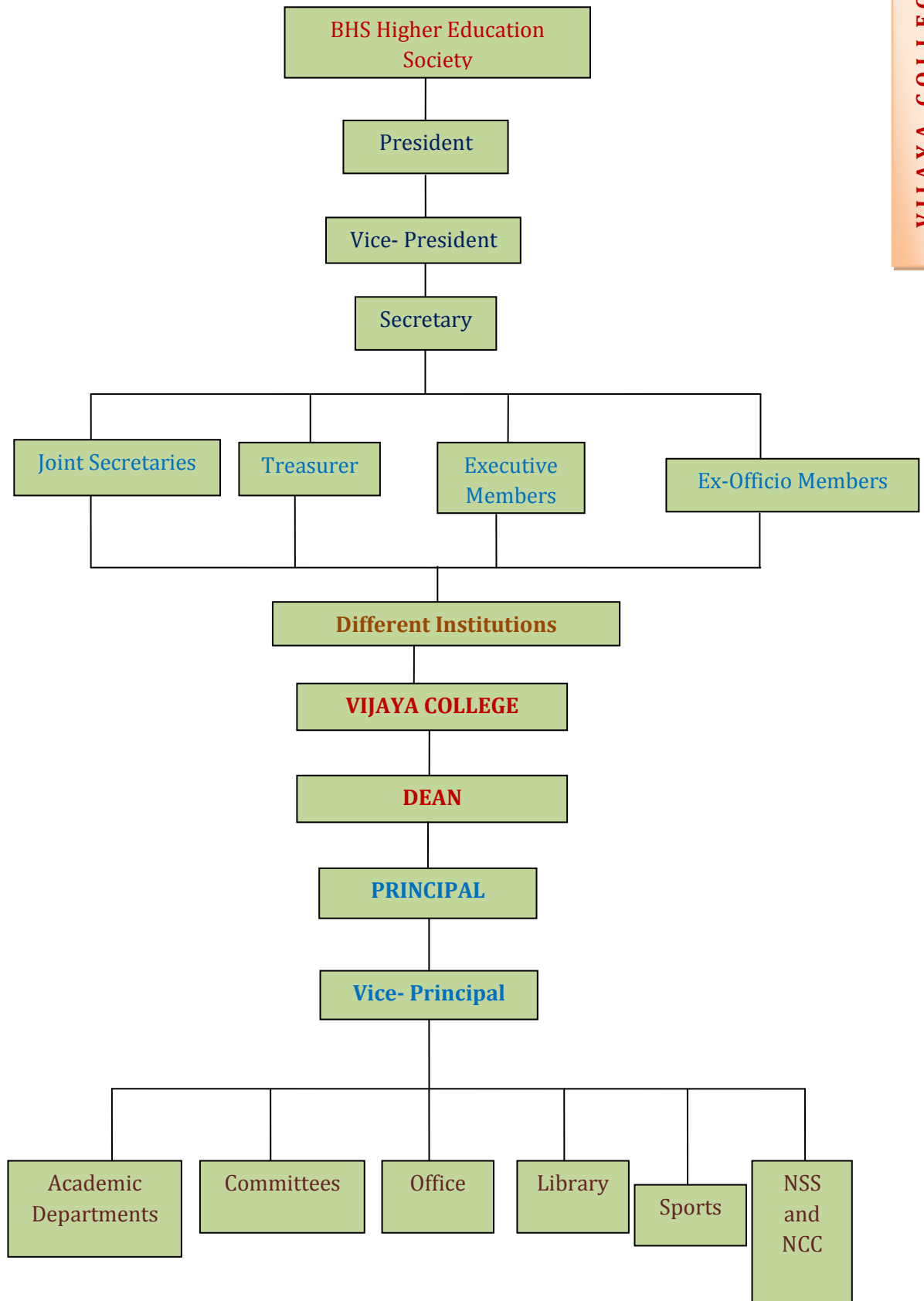
YES. The college has a perspective plan for development.

The aspects considered for the perspective development are academic issues, introduction / upgradation of new courses, infrastructure issues, laboratory equipment – modernization and strengthening, ICT issues, modernization of class rooms, improvement of hostel facilities, etc. Training needs of staff in adopting the new pedagogy in their respective classes and laboratories.

6.2.3 Describe the internal organizational structure and decision making processes.

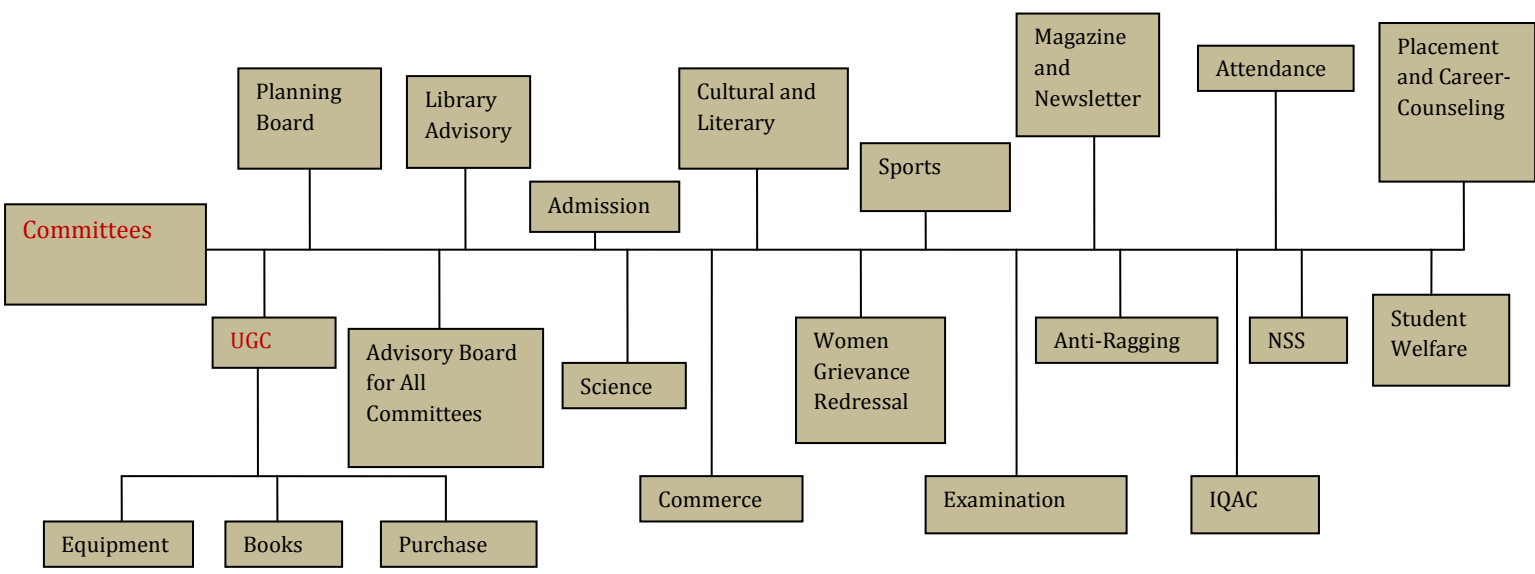
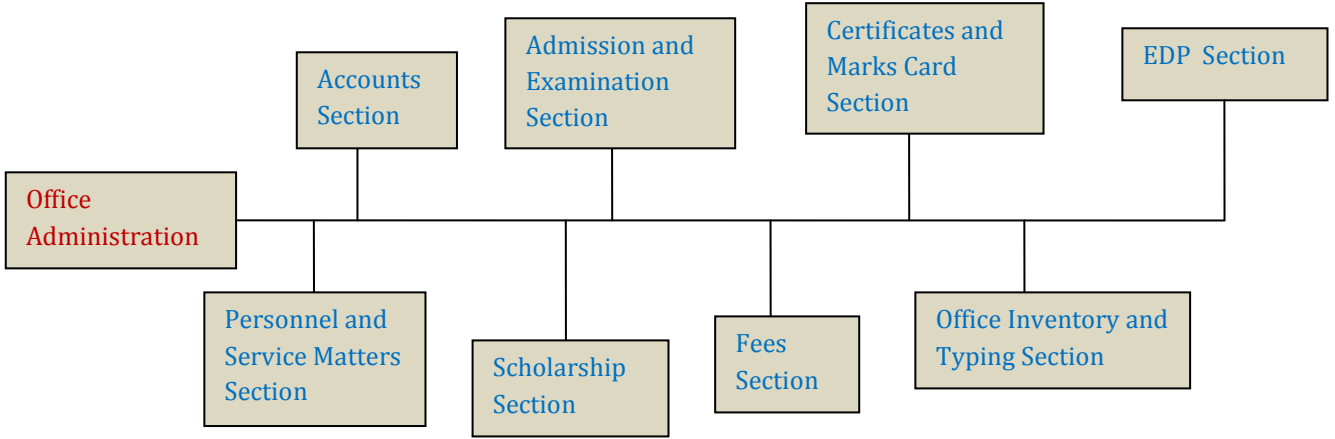
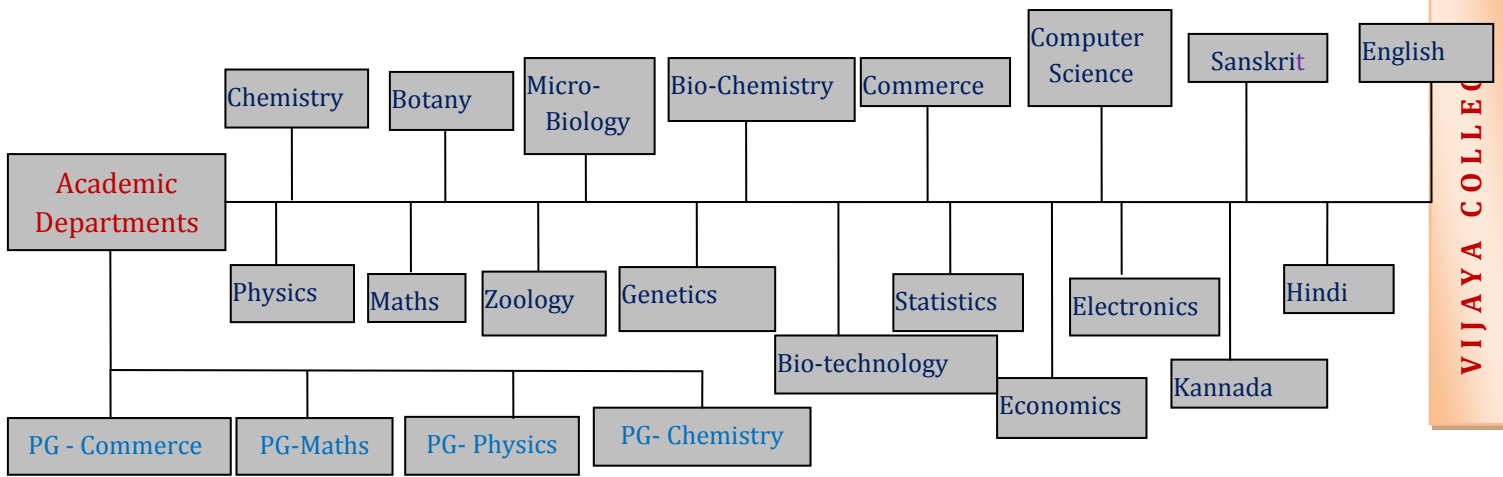


Organization Structure





VIJAYA COLLEGE





The Management consists of two categories of members – Executive Committee members and Ex-Officio Committee Members. Executive Committee consists of President, Secretary, Vice-President, Treasurer and Joint Secretaries. Many of the executive committee members happen to be retired teaching staff of the Institutions under the Management. The posts of President, Vice-President, Secretary and Treasurer are democratically elected posts. The executive committee members are eligible for contesting to these posts. The Ex-Officio members have the voting power. The elections are held once in five years. The executive committee members are nominated as Deans and Administrators to each of the Institution running under BHS Higher Education Society. The executive committee members assist the Secretary and President in Strategic Management of the Different Institutions and have designated areas of responsibility. The Managing Committee has a broad Policy for Planning and Strategic resource issues. The entire body of the society, both Executive Committee members and Ex-Officio Members, are involved in strategic decisions.

There are about SEVENTEEN different Institutions under the banner of BHS Higher Education Society each managed independently by the Principal of that institution. Vijaya College is one Component of BHS HES established in 1945 to serve the purpose of UG and PG education in Science, Commerce and Management. The College is Managed entirely by the Principal in consultation with the executive committee. The entire operation and the processes of the college is decentralized with each unit of process managed by Middle level teacher managers. Processes are subdivided into Academic, Administrative – Personnel and Financial, Co-Curricular, Sports, Stakeholder relations and student support.

Academic Processes are managed jointly by Principal, Vice-Principal and HODs. The HODs are responsible and accountable for academic commitments to the stakeholders. Administrative Processes connected



with Personnel, Financial and accounting is carried out by Office Superintendent and Accounts Superintendent with assistance from other non-teaching staff members in consultation with the Principal, Vice-Principal and HODs.

Co-Curricular activities are managed by Conveners of different committees and a body consisting of both teaching and non-teaching staff. Sports activities are managed by Physical Education Director who is directly monitored by a sports committee comprising of a board of teachers.

The HODs and Conveners of Committees along with administrative staff, Office superintendent and Accounts Superintendent have an important role to monitor quality issues within the departments and the college as a whole.

Executive Management team consists of Executive committee and Ex-Officio members. The executive management team meets every second Saturday of the month. The executive committee also meets on important decisions to be taken whenever the situation demands like during that of admissions or important Policy matters impacting the institution.

The Governing Council consisting of Secretary, President, Principal, Vice-Principal, teacher representatives and University Nominee meets every quarter. Important decisions are taken at the governing council meetings.

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

a. Teaching & Learning

- Deputing the teaching staff to refresher and orientation courses to build capability into individual staff members
- Deputing the teaching faculty to attend and present papers



in workshops, seminars and conferences

- Providing training on the use of modern pedagogic tools in the classes and laboratories
- Providing financial support to conduct the workshops, seminars and conferences in the college
- Strengthening the infrastructure and learning resources in the laboratories and the library
- Follow up measures on students' performance in the test and examinations
- Organizing guest lectures from eminent resource persons belonging to industries or research institutions.
- Academic calendar ensures clarity, co-ordination, planning and distribution of classes properly.
- Presence of add – on courses in a few subjects and CPT for commerce students.

b. **Research & Development**

- Subscription to many peer reviewed journals in the library
- Subscription to INFLIBNET
- Existence of broad band internet connectivity to access e – resources
- Deputing teachers to complete M.Phil. or Ph.D. either on UGC – FIP scheme or by making flexible time table arrangements for teacher research scholars
- Registration fee for participation in attending conferences, workshops and seminars borne by the management
- Seed money for starting research projects
- Full autonomy granted to principal investigators and co – investigators of research projects.

c. **Community engagement**

- Blood donation camps
- Raising funds and materials for natural disaster struck victims



- Gender sensitization programmes and awareness on female foeticide issues
- Tree plantations
- Pulse polio immunization programmes and traffic management programmes
- Visits to SOS Village and blind associations through voluntary monetary contributions
- Intercollegiate competitions in sports, commerce and science exhibition
- Environmental awareness through the Nature club
- Orientation workshops and content enrichment programmes for staff of high school and PU college

d. Human resource management

- Robust policy for Recruitment, monitoring and retention of the faculty
- Grant of maternity leave with pay even to new recruits during probationary period to retain talent in the institution
- Staff development programmes for skill up-gradation
- BHS Higher Education staff welfare scheme in existence
- Fee concession to children of faculty and non – teaching staff
- Training on modern pedagogic skills
- Deputing staff to and Conduct of seminars, workshops and conferences
- Mechanisms for performance assessment of teachers and non – teaching staff
- Deputation of staff to M.Phil. or Ph.D. programmes
- Career counseling and Placement Cell to cater to the needs of students for guidance, information and training for improving employability

e. Industry interaction

- MOU with tetcos, Vasundhara Automation and Engineering



Services, Karnataka German Technical Training Institute, a Govt. of Karnataka funded organization to train as well as subsequently increase the opportunities for better technical jobs.

- Linkage with Dr. Sridhar Bhat's Laboratory
- Invited lectures by eminent persons from industries
- Organizing industrial visits

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?

- The report on the feedback received from the students is sent to the Secretary through the Dean & Joint Secretary. This feedback is reviewed during the management committee meeting held every second Saturday of the month
- The university result analysis report is sent to the management course – wise, gender – wise, category – wise and subject – wise. The overall analysis is discussed in the managing committee meeting
- The financial grant received from UGC or any sponsorship amount received by the college is informed to the management during the meetings and a written document is sent to the management.
- Informal feedback collected from students, teachers, parents and alumni are also propagated to the management
- Proceedings of the periodic review meetings held with the HODs or the general staff are propagated to the management for its perusal
- The report on the different activities held by the different committees and their review is also sent to the management
- Copies of annual LIC reports sent to the Bangalore University, the AQAR sent to the NAAC and the college magazine are made available to the management

After thorough discussion and deliberations, the existing facilities and activities of the institution are reviewed and decisions are taken for modifications and their implementation.



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

- Most of the institutional processes are carried out by the faculty and the staff with necessary support from the Principal and the Management. The Principal is empowered to implement the execution of the processes. The good rapport and the friendly attitude of the Principal and the Secretary have been encouraging every faculty and staff to develop the feel of ownership component in the system.
- Timely processing of appropriate placement papers encourage the involvement and moral commitment of the faculty and the staff. Necessary support, both financial and moral, is garnered in case any staff member is to undergo major medical procedures. Members of the institution are treated as members of one family with one objective.
- Subsidized fee structure and guarantee of admission to children of employees of BHS institutions is practiced. Employment is provided to kith and kin in case of death of any employee while in service. This ensures social security in the system and hence demands greater involvement.
- Having defined the functional components like admission committee, examination committee, advisory committee, planning committee, etc., the conveners are given freedom to evolve the implementation strategy with information to the Principal. The Principal or the Management never interfere in the process until intervention strategies are called for. The necessary financial support and infrastructural support is made available by the Principal and the Management.
- The faculty members are encouraged to enhance their academic accomplishments by deputing them to attend



seminars/workshops/conferences or conduct such events with necessary financial support.

- During the execution of a process, any shortcomings observed are resolved amicably and improvement in the working conditions is ensured. Corrective measures are adopted rather than punitive measures which instills confidence in the system and thereby guaranteeing involvement of all the staff members.

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

- The resolutions on regular staff requirements are always implemented like hike in the DA, increments and placements / promotions of staff
- The following are the resolutions adopted by the managing committee during the year 2013 - 14

Sl.No.	Resolution	Status
1	Creating English Language Laboratory with necessary infrastructure requirements	Implemented
2	Constructing Organic Chemistry Laboratory for PG	Implemented
3	Creating additional space for Girls' hostel and separate mess unit in the ground floor	Implemented
4	Construction of eight class rooms with toilet in the second floor of the old block	Implemented
5	Installation of CCTV for enhancing security in the college	Implemented



Sl.No.	Resolution	Status
6	Bifurcation of e – library and creating a separate space for accessing e – resources	Implemented

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

The college is weighing out the options of merits and demerits of the autonomy by studying some of the good autonomous institutions in Bangalore. Based on the inputs received and orienting the staff towards seeking autonomy, the college would apply for autonomy in the next two years. Some of the considerations before the management are the following.

- **Advantages of the existing system**
 - Standardization in courses of study
 - Examinations have greater objectivity and uniformity of assessment
 - University certification has greater value attached than that granted by an autonomous institution imparting pre – dominantly conventional UG courses.
- **Challenges of autonomy**
 - Continuous commitment to institutional image building for improved student placement
 - Non-performance may lead to a total collapse since we would have detached from the parent university.
 - Student input may dwindle if we are not alert and don't cater to the market demands.
 - Loss of work load and insecurity in the system due to redeployment policy of the government



- Retirement of senior staff and policy of freeze on appointments by government is posing yet another hurdle.

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?

The grievances of the employees are directly heard by the Secretary, Principal and HODs and necessary remedy is obtained to the satisfaction of the employee. The grievances with respect to the salary arrears of attenders and teachers were heard by the Principal. With necessary intervention strategies, the problem was solved and the arrears were procured from the Directorate of Collegiate Education on processing relevant papers from the college office. Matters of immediate attention are addressed to the Principal or Secretary directly and the necessary intervention strategies are adopted to resolve the issue.

Grievance Redressal Mechanism.

- The student complaints are generally processed by respective class teachers and propagated to higher authorities. The higher authorities deal with the complaints to remedy the issues arising.
- The purpose is to set out procedures which enable the college to address individual student complaints promptly and fairly. Complaints are defined as expressions of dissatisfaction from students concerning the services or information provided by the college. This procedure is applicable to complaints from alumni as regards to their certificates are concerned and the time delays involved.
- The complaints will be taken seriously and treated in confidence as far as possible with their resolution. Complainants will not be disadvantaged by making use of this



- procedure in good faith. Students who are making a complaint are encouraged to seek advice from the class teacher
- Where any individual named in the formal procedure is the subject of the complaint which he or she would otherwise be asked to consider or where a member of staff of his/her department is the subject of complaint, the Principal shall nominate an alternative individual of equivalent status to act in his/her place. Where the Principal or Vice-Principal is the subject of the complaint, the Grievance Committee Convener shall approach the Secretary to act.
 - The complaint should be made in writing or in person to the class teacher or to the convener of the grievance redressal committee or the principal.
 - The Principal shall consider the matter at the earliest opportunity and may undertake initial investigation. The response to the student shall be within 15 working days and with one of the following decisions.
 - ❖ Dismissal of the complaint as unfounded.
 - ❖ Determination that the complaint is trivial and that no further action be taken.
 - ❖ Proposal of a resolution to the complaint
 - ❖ Determination that the matter may be investigated further within the next 30 days.

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?

NO

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?

YES



- Library services are improved
- Office administration services has been generally improved
- Communications Skill course has been introduced

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?

- The faculties appointed in collaboration with the Directorate of Collegiate Education (aided staff) are allowed to avail the FIP scheme for professional development like enrolling for M.Phil. or Ph.D. as per the UGC norms.
- The faculty members can utilize the amount set aside under the UGC grants for participating in Conferences/Seminars/Workshops. The fund is available under the title of UGC fund PTAC (Participation of Teachers Attending Conferences). The college has also a component of budget sanctioned to support the teachers and non – teaching staff to participate in conferences, workshops, etc. to meet registration charges and limited travel support.
- The college has budget allocation for encouraging the conduct of in-house seminars/workshops/conferences.
- Guest lectures are organized periodically on various topics in the college through which the professional development is partially encouraged. Budget allocation is also made to meet the travel expenses and the honorarium to guest speakers at invited lecture sessions.
- Many of the teachers in the college have membership in professional bodies like teachers' forum, etc. Many teachers are executive members holding responsible positions like that of secretary, treasurer, vice-president, etc. In Physics department, two of the faculty members are executive committee members of Indian Association of Physics Teachers and one of them is the Secretary for Bangalore University First Grade College Physics Teachers' Forum.



Office bearers of Botany Teachers' Forum, Chemistry Teachers' Forum and Zoology Teachers' Forum are present in the college.

- Many of the faculty members are well identified in the teaching community as resource persons which entails them to be present on various committees for syllabus design, examination paper design, as Chairpersons of Board of examinations and members within the Bangalore University and other universities.
- ICT enabled class rooms are available for the faculty to use modern pedagogic tools

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?

The staff members are motivated to attend Refresher Courses, Orientation Courses, Seminars, Workshops and Conferences and other training programs. The Principal motivates the staff to improve their educational qualification such as M. Phil, or Ph.D. The faculty of the college is given pedagogic training in using ICT resources. The college enables a conducive environment motivating the staff to make the best use of their capabilities and to realize their latent potential to the benefit of both the institution and themselves.

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.

The performance appraisal system in the college consists of two components : Self Appraisal and Peer review. These appraisals are carried out based on several aspects of information in the form of a questionnaire. These capture information on multiple issues like academic activities, seminars, workshops, refresher courses attended, research projects being handled, etc. The peer assessment is based on the individual teachers ability to handle a certain topic with diligence, class room management,



etc. The departmental heads provides report on the performance of teachers, coverage of the syllabus, results, etc.

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?

The best performers are commended informally and the poor performers are suggested to adopt corrective measures to remedy the defects. The management shares the perceptions with the heads of the departments and the Principal about the performance appraisal. The outcome of the appraisal is later communicated to the concerned faculty by heads of departments / coordinators. Those requiring policy decisions are taken up by the Principal to the Governing Body / management.

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?

- The wards of the staff are given admission in any of the BHS institutions at highly subsidized fees.
- Appointment to kith and kin of the employee in case of fatalities while in service.
- Loan to employees from BHS Staff Welfare Association at subsidized interest rate.
- Raising of funds from all the employees of BHS institutions whenever any employee is to undergo major medical procedures.
- Group Insurance to all employees.
- Conduct of Teachers' Day on a grand scale where all the employees of the BHS institutions come under one roof, develop good will and foster harmony. This provides a platform for the employees to relate themselves to the family of BHS. Employees retired in the previous academic year in all institutions will be felicitated together.



- Maternity Leave and Paternity Leave facility is provided to all management appointed staff, including the probationers, with full salary benefit.
- Two and three increments in Basic Pay as an incentive to the in-service teachers appointed by Management on being awarded with M.Phil. and Ph.D. degrees.
- Grievance redressal of both teaching and non-teaching staff directly by the Principal and the Secretary

On an average atleast 20% of the staff have availed each of the welfare schemes listed above in the past four years.

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

- The well described job profile at the time of recruitment, the salary package offered with increments based on past experience and qualification, the promotional prospects and the encouragement to research by the faculty are some of the strategies adopted to attract talent to the institution.
- The orientation program to the new recruits helps them understand the vision, mission and the quality objectives of the institution. The policies for feedback, corrective measures adopted and the promotional benefits are made very clear during the orientation. The salary increments provided on par with the UGC basic scales and promotional prospects are some of the measures which encourage retention of the talent in the institution.
- Academic freedom and functional freedom given to the faculty and other staff establishes a moral loyalty binding on the part of the employees. The flexible timings for those who register for research leading to M.Phil. and Ph.D. is yet another motivating factor for retention measures.
- Grant of maternity leave even to the new recruits during the probationary period with full salary incentive is yet another strong

factor for women candidates to be bound to the organization both morally and loyally. There are instances where teachers preferred to stay in the institution even though they were offered placement by Karnataka Public Service Commission for the Posts like that of KAS officers and teachers' posts in Govt. colleges. Some of them have stayed back in the institution inspite of a higher pay package offered elsewhere due to the non – interference by the higher authorities in day – to – day affair and functional freedom allowed in the college.

- Contribution of one component of employee provident fund (EPFO) at the rate of 12% of Basic + DA to employees appointed by the management (unaided staff – both teaching and non – teaching) to a ceiling of Rs.1800=00 per month.

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 preparation of budget is based on the following factors
 - actual expenditure of the previous year
 - requirements for the new financial year
 - justifications for the requirements

The requirements with justifications are provided by heads of different departments for books, journals, equipment and any other infrastructure required. Based on the past expenditure incurred, conveners of various committees provides the budget for the activities and the prizes including the refreshment expense requirements. NSS and NCC Officers prepare budget on the proposed activities for the year including camp outside the college. Accounts section, Vice – Principal and the Principal prepare the budget for general requirements in the college like for salary of unaided staff, maintenance purposes, remittances of water bill, electricity bill, telephone bill, contingencies, etc. The consolidated budget is sent for approval by the management.



- The management, subject to scrutiny and discussions wherever required, after being satisfied provides the approval to the budget presented
- Every month, the salary statement of all the aided staff approved under grant-in-aid is prepared and submitted to the Directorate of Collegiate Education
- Auditing of accounts is made every year by an internal auditor. External audit is conducted by the Directorate of Collegiate Education and the AGS Office.
- Usually the purchases are regulated by the Equipment Committee, Books Committee, Purchase Committee and the Principal.

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.

A) Institutional Mechanisms for Internal and External Audit:

The college accounts section has been co-operating with the audit team whether Internal or External by providing the Auditors relevant voucher files of respective bank accounts in which the college has its active transactions. Both Manual and Computerized Accounts are being maintained in the college for feasibility and flexibility for the Audit Work. Books of Accounts are maintained for the final period that starts from 01st of April and ends on 31st of March every year. Compliances for queries are also given as and when raised by the auditors. Ledgers, Cash Books are provided for Audit Work.

B) Indian Audit and Accounts Department: (AGS Audit)

Audit Period: 1998-99 to 2008-2009. (Latest) Dated: 12-10-2010.

Objections/Observations from AG Audit Team:

- a) Para No: Para 5/IIB/89-90: Sanction of Advance Increments for Graduate Qualification

b) Para No: Para 2/IIB/89-98: Excess Payment of Pay and Allowances to Stop-Gap Lecturers.

Compliance from College for Observations/Objections:

Sl.No.1: Para No: Para 5/IIB/89-90: **Sanction of Advance Increments for Graduate Qualification.**

In Observation (a) Para No: Para 5/IIB/89-90: Sanction of Advance Increments for Graduate Qualification in respect of 4(Four) Employees namely: a) C.S.Shankar Murthy, SDC (b) M.H.Rajashekar, SDC (c) SriHari, SDC (d) V.S.Venkatesh Rao, SDC the AG had objected that two advance increments for acquiring higher qualification was withdrawn by the Govt. vide order No: FD 14/SRP(1) 77 Dtd: 25-05-1977 and the excess payment from time to time may be worked out and recovered and pay regulated accordingly, in consultation with the department.

In reply to the above, vide College Ltr No: VC-027/12-13 Dtd: 22-05-2012 to AG, it was clarified that:

All the 4(Four) Employees had either attained the age of superannuation or had taken VRS from service. Out of the four employees Srihari has expired. M.H.Rajashekar had taken VRS and before his pension/retirement benefits were finalized, the due amount to be settled by the incumbent to the Govt. was calculated and submitted to the Department. M.H.Rajashekar from his side had filed a petition from the Hon.Court not to recover any amount and also quoting a similar case of Smt. G.N.Sharada, Superintendent, Sheshadripuram College wherein the AG had dropped the observation, hence M.H.Rajashekar also had requested to drop his case as well. AG in their letter No: Pr.AG(G&SSA)/OAD-Spl.Cell/B/2012-13/50 Dtd: 27th June 2012 had "**Dropped**" the Para 5/IIB/89-90.

Sl.No.2: Para No: Para 2/IIB/89-98: **Excess Payment of Pay and Allowances to Stop-Gap Lecturers.**

In reply to the above objection, the college in its Ltr No: VC-027/12-13 Dtd: 22-05-2012 to AG, below compliance was given:

The Stop Gap Lecturers whose salary was drawn in UGC Pay Scales instead of State Scale Pay, the total excess drawn salary amounting to **Rs.1,36,141.00**(Rupees One Lakh Thirty Six Thousand One Hundred and Forty One Only) in respect of such lecturers has been recovered from them and the amount has been remitted through challan no: **40305679** dtd: **02-09-2011** to Govt.Account No: **020203800204**.

C) Department of Collegiate Education: (DCE Audit)

Audit Period: 2006-2012 (25th, 26th & 27th September 2014).

Remarks: Audit cum Inspection was carried out during 25th, 26th & 27th September 2014. Audit Report is awaited from DCE.

D) Internal Audit:

Period	:	Date of Audit Report
a) 2009-2010	:	06 th September 2010
b) 2010-2011	:	29 th August 2011
c) 2011-2012	:	25 th August 2012
d) 2012-2013	:	19 th August 2013
e) 2013-2014	:	18 th August 2014

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 institutional receipts / funding are

- the Salary grant from Government of Karnataka
- the general development grant and additional assistance grant from UGC



- tuition and college fees from students
- sponsorship of activities from external agencies

Audited Income and Expenditure Statement for the years 2011 – 12 till 2013 – 14 is provided under

APPENDIX : III – AUDITED STATEMENT

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

The college puts in sincere efforts to secure funds from government agencies and other organizations supporting the cause of higher education. Some of these include UGC, RUSA and DST. Also the following funds are received.

- Additional funding from UGC XI Plan period funds
- Funding from Sponsorships
- Voluntary donations from Parents
- Fees from career oriented add – on courses

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?

YES

The institutional policy regarding quality assurance :

“The institute will acknowledge the observations, analysis and recommendations of the IQAC to maintain and improve its developmental activities”

The following improvements hold a testimony to institutionalizing the quality assurance processes in the system



- Enhance quality consciousness in every aspect of the activity in the college
- Enhance computerization of many processes in the system, particularly administration and library services
- Maintain computerized day book for admission process
- Streamlining admissions of students to various programmes and computerization of admission process including on – the – spot issuance of identity cards and library cards
- Enhance the general and academic discipline in the College
- Ensure that ICT is being adopted in the regular class room work other than the traditional chalk and talk method
- Equip the class rooms and laboratories with teaching tools like the smart board and LCD projectors with internet connectivity
- Ensure effective delivery of teaching content in the regular classes and laboratory works including remedial measures
- Undertake checks on students attendance and performances
- Generate the result analysis on various parameters and hold regular introspection meets on the results so obtained involving the Dean and the Joint Secretary
- Monitor and evaluate students' and staff's programmes
- Strengthen the Women empowerment cell in the college and its activities
- Administer the student feedback forms, analyze, communicate to the individual teachers about the performance and suggesting corrective measures
- Steps are ahead to implement online student appraisal system from the following academic year 2015 – 16
- Enhance the soft and professional skills of students
- Co-ordinate Departmental activities
- Ensure smooth conduct of Internal Examinations (Terminal, preparatory and unit Tests)



- Coordinate the Academic Calendar and academic planner evolution in each department
- Provide forum for airing students' grievances
- Encourage and coordinate co-curricular activities (cultural, literary, science, commerce, sports etc. including intercollegiate events)
- Encourage teachers to participate in conferences, workshops, etc.
- Encourage departments to conduct workshops, conferences, etc. at regional level, state level and national level
- Receive, Evaluate and Adopt Corrective Measures on peer assessment feedback
- Initiating career oriented add – on courses and PG programmes

Since its inception, the IQAC has become one of the pillars for academic excellence of the College. It has enhanced the academic atmosphere in the College, creating a conducive environment for learning and holistic growth of the students and faculty alike.

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

The recommendations of the IQAC have always been deliberated upon at length by the management. Practically, all decisions taken by IQAC have been implemented by the College authorities.

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

YES

We have three academicians from outside the college on the IQAC. They have contributed in terms of providing academic knowledge and skills and also suggested changes in infrastructure and



procedures. An exclusive PG advisory board has also been formed with external academic experts on it.

- d. How do students and alumni contribute to the effective functioning of the IQAC?
- The students, through the student representatives, give regular feedback to the IQAC for improvements in the system, introduction of relevant programmes and activities.
 - Through the assistance of alumni, career guidance programmes are regularly provided to the students, thereby enhancing students' prospects for career and employment.
- e. How does the IQAC communicate and engage staff from different constituents of the institution?

The composition of IQAC comprises senior faculty members from different subjects. The IQAC meetings are conducted from time to time as required for the planning and implementation of quality enhancement measures. The decisions taken are communicated to the staff and students for effective execution through the IQAC representatives and also through the principal.

- 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.

YES

There is coordination between the academic and administrative activities so as to maximize the quality of the services provided by the institution. It is done by a team consisting of Principal, Vice – Principal, Office Superintendent and IQAC Coordinator. Following are the some of the major tasks addressed.

- Formation of joint committees/teams for the smooth conduct of college activities.
- Special efforts have been made to ensure proper sharing of information and resources between the academic and administrative branches.



The IQAC of the college has been constantly endeavouring to promote and nurture quality consciousness so essential in our present education system, especially at the college level. The IQAC is endowed with the task of defining the academic plans for every year, short term and long term strategic plans in consultation with the Principal, Heads of Departments and the Managing Committee. The IQAC chaired by the Secretary of BHS Higher Education society has The Principal, Vice-Principal, Senior Faculty Members, Administrative Head (Office Superintendent), Librarian, Joint Secretary and other Members that include a retired Professor from Bangalore University, Chairman of the Mathematics Department of Bangalore University and an alumni who is also CEO of a company is on the panel of IQAC team.

Every faculty member is responsible for ensuring quality in the delivery of teaching content, quality in the evaluation techniques, and quality in providing feedback to the students on the performance and counseling the weak students to motivate them to perform better in the following test. A student database is maintained up to date. Class teachers have been appointed to nurture a sense of belongingness among the students, addressing their specific grievances while at the same time suggesting corrective measures in their study plan and providing them with the necessary information regarding the availability of scholarships and so on. Attendance shortage is notified twice every semester. Class teachers have the responsibility to counsel such students who have attendance shortage and motivate them to attend classes further. Parents are also informed about the attendance status. Plans are in place to notify the student information pertaining to attendance, performance, scholarship availed, etc. on the institutional website so that the parents get to know about their wards. The student results are analyzed statistically and the progress of students assessed and monitored. Statistical data about the gender based performances, performance of socially oppressed classes and backward classes, etc. are generated. Departmental performances are also evaluated and discussed in the HODs meeting. Periodic seminars, workshops, guest



lectures, project works and field visits add to the quality culture in academics. Career opportunities and options existing for pursuing higher studies are provided to the students by teachers as well as alumni.

Quality in administration is ensured by simplifying many procedures and adopting partial automation. The plan is to take the system towards paperless office and thereby ensuring environment friendly system. The admission process is fully automated along with the receipt generation. The students' database is created simultaneously along with the admission of a student. The payroll process of the staff is completely automated. Scholarship process is partly automated. An EDP (Electronic Data Processing) section is in place to keep the student and staff information up to date. The entry of internal assessment marks of students is taken care of by the EDP section, the marks are notified on time by individual departments and grievances heard and modifications, if any, are implemented. Payment of fees is made directly to the bank account. Examination system is fully automated and Certificate issue is automated as well.

The college faculty has a commitment to ensure that all the students graduate with a sense of confidence and competence. The members of the faculty and other stakeholders work in unison to achieve performance standards that can match with the needs and challenges of the real world. This is reinforced by the combined implementation of quality in instruction, processes and leadership.

The college is actively engaged in applying the Total Quality Management principles to improve performance of key processes and to maximize their effectiveness. Every effort is being made to reshape the relationship with the future employers by developing partnerships; track performance, understand students and other stakeholders and provide the public with credible quality assurance concerning higher education.



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.

No formal training is provided by the college to implement the quality assurance procedures. However, to execute the quality assurance plans, the administration and the IQAC always keep involving and encouraging other staff members by sharing their valuable experience with them.

In order to ensure the effective implementation of quality assurance programmes, the following trainings have been provided to the staff.

- ICT teaching methodologies
- In – house training programmes on using the computer for internet browsing, use of excel and MS- word, etc.
- Provided opportunities to participate in quality assurance programmes like workshops and conferences outside the college
- Encourage teachers to apply for major and minor research projects

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?

Academic audit is a regular feature aimed at continuous improvement in the academic performance. Academic audit is undertaken through:

- Performance of the staff
- Feedback from students and other stakeholders
- Monitoring students' attendance
- Peer assessment
- Internal Examination Marks
- Internal assessment marks
- Semester end Examination Results



- Performance of students in seminars, intercollegiate competitions, etc.

This kind of an audit provides insights to usher in improvement measures from time to time with regards to the academic and other institutional activities.

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

- An external review of the academic provisions is done by the Bangalore University during the LIC visits for renewal of affiliation. The recommendations and suggestions of the university authorities are implemented.
- The directorate of Collegiate Education also receives the inputs from the college and provides recommendations occasionally
- The internal quality assurance system is aligned with the requirements of the regulatory and funding agency like UGC and NAAC
- Feedback is also taken from the industry professionals who visit the campus for interviews and invited lectures. This feedback is taken up for discussion during the IQAC meetings.

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?

The teaching – learning process is monitored by the top management, Principal, HODs, IQAC, the teaching – learning committee and also the individual teachers. Quality enhancement in teaching process is structured as follows .

- Every department is expected to provide the academic planner every semester for all the classes with the syllabus being unitized



- Work diary is to be maintained by individual staff members detailing the coverage of the topics in different classes. This is monitored by the respective departmental heads
- Encourage research in areas of relevance to national needs
- Teacher deputation to Seminars, workshops, conferences on a periodic basis
- Conduct workshops, seminars, conferences for the teaching and non-teaching community periodically
- Faculty training and development with regard to teaching pedagogic skills, communicative skills, and information communication technology (ICT) skills
- Research on part-time basis as well as on full-time basis by the faculty of the college either funded by UGC or on deputation shows commitment of the college towards the quality enhancement.

Quality enhancement is taken to mean the following deliberate steps to bring about continual improvement in the effectiveness of the learning experience of students.

- Facilitate higher learning to serve as an engine of socio-economic development.
- Provide equity of access to higher education. Ensure equal representation for the socially oppressed and backward classes by lowering the fee structure. Provide gender equity by reserving 50% of seats to girl students in every category.
- Ensure transparency in every process of the system like admission, fee process, purchase process, etc.
- Student seminars, assignments, project work, field visit, guest lectures etc. arranged periodically
- Developing partnership between staff and students to determine delivery mode, pace and content of study and flexible approaches



to learning being addressed in some courses and a need for addressing this in other courses is also being explored.

- A transition to higher education is ensured in the first semester of the course by providing induction/Orientation program during the inauguration of the semester classes and also during the first few weeks of the first semester course. The students are made aware of the student support services available and academic support provision available to them. The emphasis is on an integrated coordinated activity between services, faculties, departments and students, with recognition - and an assumption - that the institution has an increasingly diverse student body that includes widening participation of students.
- Preparation of statistical data and bar charts showing the performance of students in the examinations.

Academic quality processes examine some or all of:

- the academic standards attached to the curriculum, and associated methods of teaching, learning and assessment;
- the quality of methods of teaching, learning and assessment, and the various resources that support students' learning;
- the robustness of procedures intended to assure academic standards and to promote quality of learning opportunities;
- promotion of quality as a process of strategic management.
- production of a review report that comments on strengths, suggests areas for improvement, and makes recommendations for further action. Some review reports make (or made) formal summary judgements on specific aspects of performance.

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

The quality assurance policies, mechanisms and outcomes are communicated to the internal stakeholders in the staff meetings, student



assemblies and other internal functions of the college. The same policies, mechanisms and outcomes are communicated to the external stakeholders in the college functions, campus recruitments, LIC visits by Bangalore University officials, annual reports and the college magazine. Every major policy and decision relating to quality assurance and allied subjects are uploaded to institute website.

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

- Strategic planning and evolving short term and long term plans
- Defining calendar of events and circulating to staff and students
- Existence of local advisory committee and planning committee. Staff meetings are held regularly. An efficient internal coordinating and monitoring mechanism in existence.
- Leadership is fairly participatory. The governance is highly transparent and administration is decentralized.
- Management provides requisite authority to the local leadership (the Principal) and encourages autonomy to manage the institution. The management is largely non- interfering.
- **Effective budgeting and utilization procedures. Accounts of the college are well maintained and are audited regularly by internal and external auditors.**
- **Ease of access to Secretary, Dean and Principal helps address the problems of staff quickly, efficiently, without any cumbersome procedures and with confidentiality.**
- Faculty development programmes.
- **Maternity leave to women teachers even during probationary period.**
- **Conduct of Teachers' Day by the BHS Higher Education Society to develop good will, foster harmony and establish unique identity of employees of BHS. Felicitation of retired employees of all institutions under BH HES.**



- Self appraisal of faculty as per the norms of Directorate of Collegiate Education which has resulted in enhanced staff competencies. Peer review introduced in the system
- Staff welfare measures like subsidized fee for children of employees, job appointment for kith and kin of any employee who were to decease while in service, extension of the service through management funds for retired employees, raising funds for meeting expenses of any major medical procedure, reduced rate of interest on loan borrowed from the BHS staff Welfare Association are all motivating factors for increased satisfaction, boosting employee morale and establishing the ownership element.
- Student welfare measures through Book Bank, Endowment scholarship, prizes, note books and practical records at subsidized rates, medical checkup and healthcare.
- Highly competitive fee structure for all courses. A few courses like B.Sc. with PCM, CBZ, MES and PME have largely subsidized fee structure comparable to the neighboring colleges in order to encourage input to Pure Science streams.
- Courses like B.Com., BCA and BBM have low fee structure compared to many other colleges.
- Instructional leadership is demonstrated by most of the teachers in the college. A good and harmonious student-teacher relationship exists in most of the activities including academic work.
