Criterion 6 - Governance, Leadership and Management

6.1 Institutional Vision and Leadership

6.1.1

The institutional governance and leadership are in accordance with the vision and mission of the Institution and it is visible in various institutional practices such as NEP implementation, sustained institutional growth, decentralization, participation in the institutional governance and in their short term and long term Institutional Perspective Plan.

Response:

Response:

Brahmananda Keshab Chandra College is a Government sponsored college and recognized under section **2(f) and 12 (b) of the UGC Act**. It is currently affiliated with the **West Bengal State University,** formerly [1956-2009] affiliated with the **University of Calcutta**.

Vision:

To achieve excellence in higher education & provide comprehensive education so that students are equipped with knowledge, skill and values to face the future challenges.

Mission:

Brahmananda Keshab Chandra College believes in imparting education in a holistic environment that works to foster a student's all-round growth and development.

- **To develop an effective teaching learning process that encourages to nurture innovative thinking and creativity among the students.**
- **To provide a dynamic and flexible educational experience in response to the growing demand for multidisciplinary education, students are provided free choices for Multidisciplinary / Value Added courses, apart from their Core disciplines under both CBCS & NEP 2020.**

Perspective plan for Institutional Governance to fulfill the vision & mission:

The College is governed by the Statutes of affiliating University and Regulations of UGC. The leadership and governance of college ensured an environment conducive for attaining the **vision** and the **mission** of the college based on policies of participative management in decision making & implementation by the Governing Body in coordination with Principal and the IQAC. From various institutional activities and practices, **Implementation of NEP-2020 & Sustained Institutional Growth are perceived**.

Implementation of NEP-2020:

\# **NEP-subcommittee** & **Academic-subcommittee** work jointly for Successful implementation of NEP-2020 following University guidelines.

\# Several **certificate/Add-on/ Value Added Courses** are introduced to develop Holistic, Multidisciplinary Education and professional skills.

\# **Research/Consultancy & Developments** are monitored by **Research & Development Cell** and Incubation center, Intellectual Property Right cell, etc. under **Institution Innovative Council**.

\# **Equal Opportunity Cell, NSS and Internal Complaint Cell,** Students Grievance redressal cell, Anti-ragging cell, **Divyangjan Welfare committee** etc. are working for imparting Diversity & Inclusive education with social & moral responsibility.

\# Sustainable wi-fi enabled campuses facilitate use of **ICT in teaching - learning-examination financial & administrative** affairs of 3-PG & 18-UG-departments.

Sustained Institutional Growth:

\# **Extending Academic infrastructure:** Completion of Annex building for **new classrooms**.

\# **Commencing PG-Course in Physics** from 2022-23 in newly developed facilities.

\# Implementation of **Academic exchange** with other Institution under MOU & also interdepartmental faculty exchange for optimal use of human resources.

\# Participation in '**India Rankings 2024**' with Active **NIRF-Cell**.

\# **Utilization of Green Energy** from rooftop solar-panels & Installation of **Rainwater Harvesting System.**

Participative management by decentralization:

\# Policies adopted by GB are based on recommendations of IQAC and TC. Principal, IQAC & HODs implement the policies for management of administration.

\# Faculties actively participate in planning and execution of different academic and administrative policies as Coordinator/member of sub-committees/Cells of Teachers' Council approved by GB [Vide *Organogram*].

\# Teaching Learning Processes are mainly student centric based on their participation in academic, extra-academic, co-curricular, extension/outreach activities.

File Description	Document
Upload Additional information	[View Document](#)
Provide Link for Additional information	[View Document](#)

6.2 Strategy Development and Deployment

6.2.1

The institutional perspective plan is effectively deployed and functioning of the institutional bodies is effective and efficient as visible from policies, administrative setup, appointment, service rules, and procedures, etc

Response:

Functioning of the institutional bodies:

College has been functioning and deploying services as per Statutes of the WBSU. Service rules and regulations are in accordance with the UGC-MHRD mandates and Department of Higher Education, Govt. of West Bengal. The **Governing Body**, with the Principal as the secretary, governs the overall management of the college in compliance with the opinion of the majority of the members. Major decisions on financial, development of infrastructure/academic, admissions & administrative governance are taken in the Governing Body Meeting in compliance with recommendations/initiatives of IQAC, Teachers' Council & sub-committees.

The **Academic Subcommittee** with **Routine Sub-committee** helps for distribution of class and constructs a **master routine**, which is supplemented by the **departmental routines**. The Academic Subcommittee also supervises and **monitors examinations** of College/University.

The **Admission subcommittee** supervises admission procedures of UG and PG-students following the University norms & Govt. reservation rules.

The Finance Committee, the **Purchase Committee** works together for fund utilization, monitored by the Principal and Bursar of the college.

The Building Committee prepares plans to oversee infrastructural development.

NIRF-Cell functioned successfully for participation in **'India Rankings 2024'.**

For all round development and to incorporate leadership qualities among the students **NSS, Swachhta Action Plan, Sports and Cultural Sub-Committees** encourage our students for active participation in different social, co-curricular and extra-curricular activities.

The Library Advisory Committee supervises **Library activities** with more than 21000 books and Library automation system using ILMS Koha software [Version 23.05.04] and OPAC service.

Newsletter reflecting reports on major events/news in college website are published biannually.

Subcommittees/cells are operational with active participation of Faculty members as convenors/members. IQAC takes the responsibility of quality assurance in respect to the overall performance of the institute.

Creation of new facilities:

- Extension of academic infrastructure through Completion of Annex building.
- Green Energy Installation,
- Introduction **PG-Course in Physics**,

- Uplifting of floor level & specially designed toilets for handicapped students,
- Installation of Rainwater Harvesting System.

Renovation/upgradation of Existing Facilities:

- Development of PG laboratory for Physics,
- Development of new Laboratory for Industrial-Fish and Fisheries (Fisheries Science),
- Renovation in Library through Upgradation with OPAC services,

New Developmental Plans:

- New **PG-Courses** in Humanities subjects,
- Museum & Archive in library in collaboration with Department of History
- Set-up of distance education centers are in our academic planning.
- Installation of lift facility for main building,

The Service rules & Procedure of all appointments are maintained as per norms of the UGC, affiliating University[WBSU] and Govt. of West Bengal. The **promotions of the teachers** are processed under the supervision of IQAC and approved by the Governing Body and Higher Education Department, Govt. of West Bengal.

The appointment policy: Teaching and non-teaching posts are created by the Govt. of WB followed by ROPA authentication & requisitions. Then appointment letters are issued with proper approval of GB after getting recommendations from WBCSC. Joining of incumbent & subsequent pay fixation and confirmation of service are approved by the GB.

Vacant seats in UG and PG courses are filled up maintining proper procedure.

File Description	Document
Upload Additional information	[View Document](#)
Institutional perspective Plan and deployment documents on the website	[View Document](#)
Provide Link for Additional information	[View Document](#)

6.2.2

Institution implements e-governance in its operations

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

Response: A. All of the above

File Description	Document
Screen shots of user interfaces of each module reflecting the name of the HEI	[View Document](#)
Institutional expenditure statements for the budget heads of e-governance implementation ERP Document	[View Document](#)
Annual e-governance report approved by the Governing Council/ Board of Management/ Syndicate Policy document on e-governance	[View Document](#)
Provide Links for any other relevant document to support the claim (if any)	[View Document](#)

6.3 Faculty Empowerment Strategies

6.3.1

The institution has performance appraisal system, effective welfare measures for teaching and non-teaching staff and avenues for career development/progression

Response:

Performance appraisal system:

For staff members there are

- Teachers' **Self appraisal Report** Dairy
- All round Performance Appraisal System of faculties
- Performance Based Appraisal System (PBAS) of faculties for Career Advancement Scheme (CAS) are objectively verified by the IQAC Coordinator and the Principal.
- Self-appraisal Diary for non-teaching staff.

Welfare Measures:

- "West Bengal Health Scheme for the Beneficiaries of Grant-in-aid Colleges and Universities 2017," availed by regular & in-service teachers and librarian. The medical reimbursement proposals are forwarded with Principal's recommendations to the DPI.
- Health related awareness program and medical checkups (eye testing, Thalassemia screening) are organized time to time.
- The College has facilities like first aid kit, blood pressure machine and wheel chair.
- The faculties are allowed to participate in the training, OPs, RCs and workshops assisting employees' career advancements thereby enhancing the quality and overall efficiency of the institution.
- Time to time online and offline training program on new technology are arranged for the staffs to enhance their professional expertise and hands-on knowledge.
- TA/DA as per rules are given to the employees whenever deputed for institutional assignments.

- Festival allowances are provided to casual staffs from college account and festival bonus are arranged to eligible non-teaching staffs according to government rule.
- Festival loan as advance from college account is arranged to non-teaching employees on request with 0% interest and is recovered the same in easy EMI installments.
- Loan facilities from Government Provident Fund are made available when required by employees as per government rules.
- Easy loan facility is available under **B.K.C. College Staff Cooperative Credit Society Ltd.** registered under West Bengal State Cooperative Act ,1993.
- Participation of the teaching and nonteaching staff are encouraged in Annual sports, cultural programs, seminars, etc.
- Book fairs are organized by Library.
- Staffs are encouraged to published their Creative writings in our college Magazine 'Lekhamanjori'.

Retirement Benefits and Leave Rules:

- The institution for the benefit of employees implements GPF, Gratuity and Encashment of Earned

Leave for retired employees.

- The employees of the college are eligible for casual leave and earned leave as per WBSU Statutes.
- Maternity Leave, Child Care Leave and Paternity Leaves are also granted to the faculty members as per requirement.
- Duty Leaves are granted to faculties to participate in various Academic Conference/courses as per Government norms.
- Study Leaves are also sanctioned as per requirement.
- Duty leaves are granted for performing college related works.

Support facilities:

- Computer facilities are provided to each department, office, account section for regular academic and administrative work.

- EPABX facility, Wi-Fi connectivity is available in whole campus.

- Maintenance support is provided to different machines (Aqua Guards, CCTV etc.) and equipment, Software's (Koha, CAS), etc.

- Campus is under CCTV Surveillances for boosting security services.
- Good number of books are available in Library for lending and reading in a peaceful space of Library.
- In campus subsidized Canteen is available for all.

File Description	Document
Upload Additional information	[View Document](#)
Provide Link for Additional information	[View Document](#)

6.3.2

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

Response: 1.58

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

2022-23	2021-22	2020-21	2019-20	2018-19
5	0	0	0	0

File Description	Document
Policy document on providing financial support to teachers	[View Document](#)
Institutional data in the prescribed format	[View Document](#)
Copy of letter/s indicating financial assistance to teachers and list of teachers receiving financial support year-wise under each head.	[View Document](#)
Audited statement of account highlighting the financial support to teachers to attend conferences / workshop s and towards membership fee for professional bodies	[View Document](#)
Provide Links for any other relevant document to support the claim (if any)	[View Document](#)

6.3.3

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

Response: 17.92

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

2022-23	2021-22	2020-21	2019-20	2018-19
14	16	21	08	17

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

2022-23	2021-22	2020-21	2019-20	2018-19
17	20	22	23	26

File Description	Document
Refresher course/Faculty Orientation or other programmes as per UGC/AICTE stipulated periods, as participated by teachers year-wise.	[View Document](#)
Institutional data in the prescribed format	[View Document](#)
Copy of the certificates of the program attended by teachers.	[View Document](#)
Annual reports highlighting the programmes undertaken by the teachers	[View Document](#)
Provide Links for any other relevant document to support the claim (if any)	[View Document](#)

6.4 Financial Management and Resource Mobilization

6.4.1

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

Response:

Our college is Government Sponsored (Grant-in Aid) College and is affiliated to West Bengal State University. The financial resources are available from State Government of West Bengal and college fund.

The institution mobilizes the funds from salary Grants, non-salary grants, fee collection from students.

Time to time college obtained development grant from MPLAD and Higher Education, WB.

College utilizes overhead charges of major research project and consultancy for development of Laboratories.

Often college generate funds by conducting different academic events through registration charges.

All the transactions and expenditures on recurring or non-recurring incurred through the banks, online

transactions mode, PFMS, cheques and vouchers. Various software systems as part of e-governance are used for financial transparency and accountability.

Institution has established defined procedures and processes for planning and allocation of financial resources.

- The institution has developed strategies for mobilizing resources and has ensured transparency in financial management of the institution conducting regularly internal and external financial audit.
- Financial matters are routed through Accountant and monitored by the Principal in consultation with Finance committee of Governing Body.

- The Finance Committee of Governing Body prepares the annual budget every year by taking into consideration of recurring and nonrecurring expenditures.

- **The college has constituted separate Purchase committee governed by the Principal, Bursar and the members of purchase committee.** Regular meetings are conducted for the financial evaluation such as fund generation, mobilization and utilization.
- Most of the purchasing and maintenance are done according to the decision of purchase committee. Prior to attaining of items and services tenders inviting quotations are uploaded in college website. Decisions are taken in purchase committee meeting comparing price and quality of requisite items mentioned in received quotations in usual manner.
- The bill payments are passed after testing & verification of items or services.
- Only GB approved authorized members of the institution operate the transaction through bank.
- Transparency is maintained throughout the entire process and allocated funds are optimally utilized. For each Government funding Utilization Certificates prepared by Government registered Chartered Accountant is submitted within stipulated period.

- All the financial transactions are properly analyzed and verified by the Principal, Accountant, and Bursar.

- IT and GST returns are submitted every year within the stipulated filing date.

- It is a continuous process in which a government registered Chartered Accountant is appointed by the institution to conduct regular audit of all college accounts and certifies its Annual Financial Statements. All utilization certificates of various grant giving agencies are also counter signed by the CA. All financial statements up to current year 2022-2023 have been certified by the CA for the purpose of **internal audit** .
- The **external audit** is carried out by an auditor appointed by the Govt. of West Bengal. External

audit for the F.Y. 2018-2019 and 2019-2020 are done.
- Finally, all the reports are placed before the Finance Sub-committee and endorsed by GB.

File Description	Document
Upload Additional information	[View Document](#)
Provide Link for Additional information	[View Document](#)

6.5 Internal Quality Assurance System

6.5.1

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

Response:

Since its inception the IQAC has played a very important role to consistently improve the performance of the institution by monitoring and taking necessary actions with a view to improve available facilities for its stakeholders.

- The IQAC also monitors the academic and administrative activities of the college. Our college performs **Academic & Administrative Audit, Green Audit, Energy Audit and Gender Audit** under the supervision of IQAC.
- It prepares Annual Quality Assurance Report (AQAR) as per guidelines of NAAC.
- IQAC takes initiatives to finalize a comprehensive **Academic Calendar** at the beginning of the academic session.
- **Academic Plan** is prepared by the departments on the basis of Academic Calendar. A consolidated and Structured **Routine** is prepared for each semester by the routine committee under the supervision of IQAC. **Mentor, mentees** for each class are set to guide the students properly.
- The IQAC had also developed CO-PO modalities that helps teachers to frame teaching methodology with futuristic approach for improved learning outcomes.
- IQAC also implemented Learning Management System (LMS) in the institution to ensure quality learning among the learners through centralized study materials, video lessons and academic plan.
- The IQAC of the college gives primary importance to **career guidance** of students by organizing career fairs, seminars and direct placement events through the Career Counselling and Placement

Cell.

- To increase academic industry interaction IQAC conducted student **visit to MSME** Tool room, Bon Hooghly.
- IQAC works towards quality improvement of teachers through encouragement in research activities. It encourages faculty member to undertake research projects, publish papers in reputed Research Journals and also pursue PhD work. 5 (five) faculty members had been awarded PhD during the period 2018- 2023.
- For qualitative improvement all round **appraisal of teachers** is conducted. The appraisal is conducted through individual performance appraisal of teacher and feedback from students. Necessary suggestions are given based on this information for improving the performance of the concerned teacher.
- Feedbacks are collected through Guardian meeting, regular annual reunion of alumni and analyzed for smooth running of Academic and Administrative activities.
- For promotional benefits under Career Advancement Scheme (CAS), Performance Based Appraisal System (PBAS) of faculties is checked and verified by the IQAC. It maintains records of Self-Appraisal Forms from teaching and non-teaching staff.
- The IQAC regularly organized several outreach programmes. Activities like welfare programmes for the adopted slum are conducted along with the NSS unit of the college.
- IQAC took initiative and helped the process of filling up vacant teaching and non-teaching posts in the college.
- IQAC organized several Faculty Development Programme and staff training programme, add on courses, state and national level seminars, workshops on issues related to academics, administration, gender awareness, IPR, Physical and Mental health, career guidance and environment.
- The College has academic linkage and MoUs with different HEI to provide & improve quality teaching to the students. Faculty exchange with the partner institution has been a hallmark of the achievements & mutual benefits of the institutions.

File Description	Document
Upload Additional information	[View Document](#)
Provide Link for Additional information	[View Document](#)

6.5.2

Quality assurance initiatives of the institution include:

1. **Regular meeting of Internal Quality Assurance Cell (IQAC); quality improvement initiatives identified and implemented**
2. **Academic and Administrative Audit (AAA) and follow-up action taken**
3. **Collaborative quality initiatives with other institution(s)**
4. **Participation in NIRF and other recognized rankings**
5. **Any other quality audit/accreditation recognized by state, national or international agencies**

such as NAAC, NBA etc.

Response: B. Any 3 of the above

File Description	Document
Quality audit reports/certificate as applicable and valid for the assessment period.	[View Document](#)
NIRF report, AAA report and details on follow up actions	[View Document](#)
List of Collaborative quality initiatives with other institution(s) along with brochures and geo-tagged photos with caption and date.	[View Document](#)
Link to Minute of IQAC meetings, hosted on HEI website	[View Document](#)
Provide Links for any other relevant document to support the claim (if any)	[View Document](#)