



# Criterion 6 Governance, Leadership and Management

**Prof. S. A. Pingle**

**Co-ordinator, IQAC**

**Sangamner Nagarpalika**

**Arts, D. J. Malpani**

**Commerce and B. N. Sarada**

**Science College, Sangamner**

**Teaching  
and  
Learning**

**Dr. Bharat Shinde**

**Principal**

**Vidya Pratishthans Arts**

**Science and Commerce**

**College Baramati, Dist.**

**Pune**

**Governance,  
Leadership  
and  
Management**

**Industry  
and  
Stakeholders**

**Research,  
and  
Knowledge  
Transfer**



# Criterion 6- Governance, Leadership and Management

Key Indicators	Total Metrics	QnM	QIM	Weightage
----------------	---------------	-----	-----	-----------

05

16

06

10

100

## Key Indicator

Key Indicator	QnM	QIM	Weightage
➤ 6.1 Institutional Vision and Leadership	00(00)	02	(10)
➤ 6.2 Strategy Development and Deployment	01(04)	02	(10)
➤ 6.3 Faculty Empowerment Strategies	03(20)	02	(30)
➤ 6.4 Financial Management and Resource Mobi.	01(08)	02	(20)
➤ 6.5 Internal Quality Assurance System	01(10)	02	(30)



# 6.1 Institutional Vision and Leadership (10)

Weightage

Total Metrics

Q<sub>1</sub>M

Q<sub>n</sub>M

10

02

02

00





## 6.1 Institutional Vision and Leadership (10)

**6.1.1** *The governance of the institution is reflective of and in tune with the vision and mission of the institution (5)*  
**QIM**

Describe the vision and mission statement of the institution on the nature of governance, perspective plans and participation of the teachers in the decision making bodies of the institution within a maximum of 500 words

### File Description

- Paste link for additional information
- Upload any additional information



## 6.1 Institutional Vision and Leadership (10)

### Shri Ram College of Commerce, New Delhi

Vision: "A College of **Global Choice**"

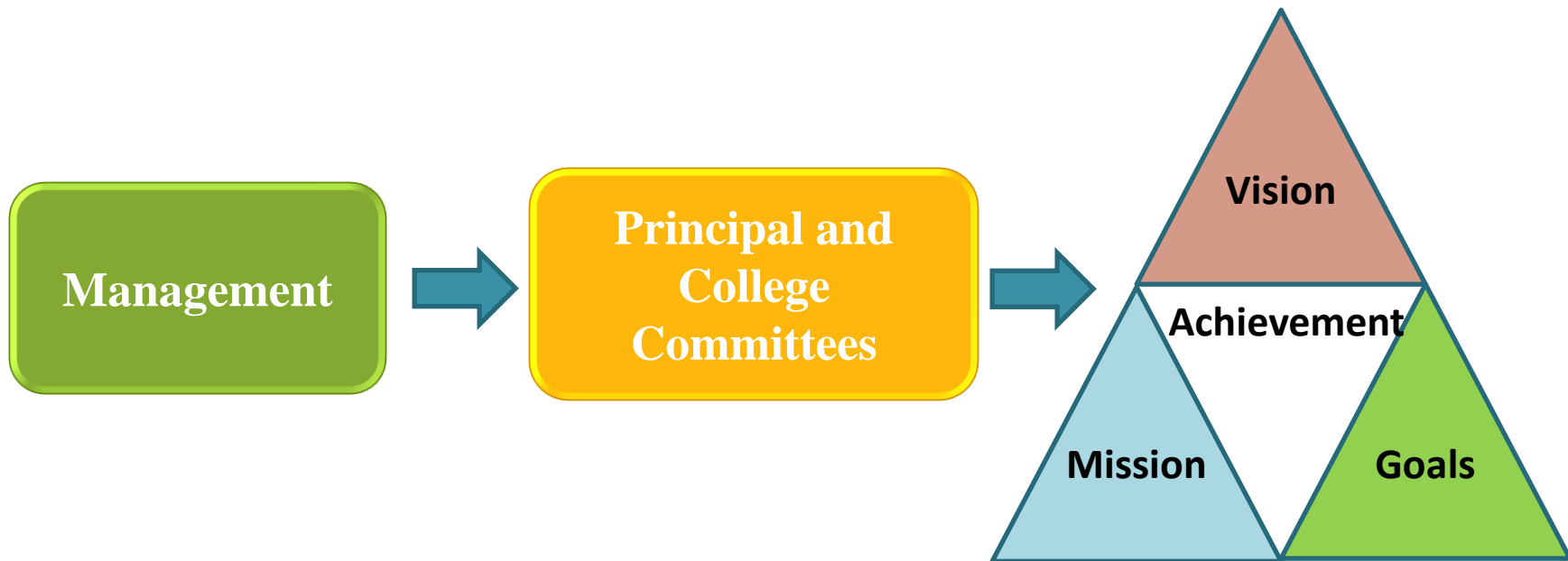
Mission: "To achieve and sustain **excellence** in teaching and research, and enriching local, national and **international** communities through our research, the skills of alumni, and the **publishing** of academic and educational materials"

#### Documentation

1. Draft and revisit Vision and Mission ( of college, not parent body)-  
Brainstorming
2. Provide due space in college website, letter heads, college magazine, college premises etc.
3. Should reflect through perspective plan.
4. Participation of teachers in decision making bodies- minute meetings of bodies such as CDC



# 6.1 Institutional Vision and Leadership (10)





## 6.1 Institutional Vision and Leadership (10)

**6.1.2** *The effective leadership is visible in various institutional QIM practices such as decentralization and participative management (5)*

Describe a case study showing decentralization and participative management in the institution in practice within a maximum of 500 words

### **File Description**

Paste link for additional information

Upload any additional information

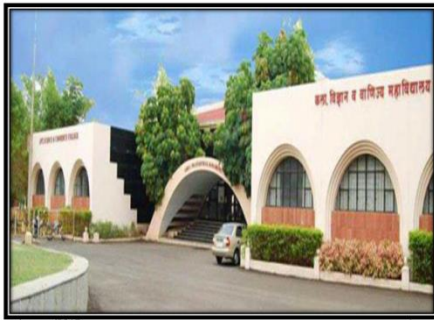


# Decentralization Practices – Case Study

**VIDYA PRATISHTHAN'S ARTS, SCIENCE & COMMERCE COLLEGE**

**Baramati, Pune, Maharashtra**

Swachh Bharat Mission & its accomplishment



## MAJOR OUTCOME OF THE EXTENSION ACTIVITIES AT VILLEGES

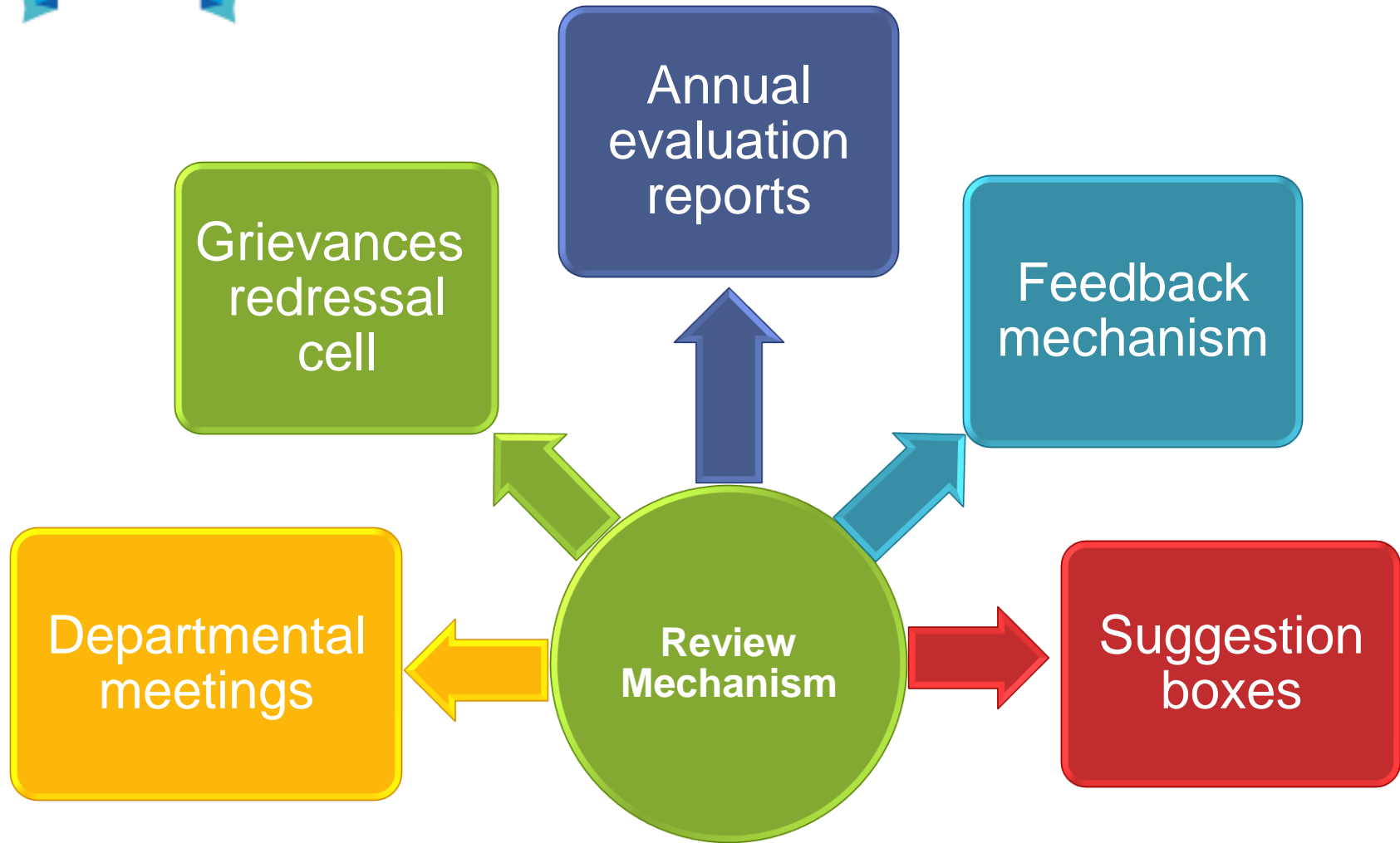
- Massive Tree Plantation-1,22,000 plant saplings planted.
- Awareness about personal hygiene, No plastic, waste management
- Construction of toilets,
- No open defaecation,
- No addictions.
- "Smart Village award" to Katphal amongst 13 Talukas- Rs.10,000,00 by Z.P., Pune in 2016-17
- Nominated at District level by Zilla Parishad, Pune in 2017.







## 6.1 Institutional Vision and Leadership (10)





# Participative governance system

- **Effective leadership is seen across the board, both vertically and horizontally.**
- **The Principal as the keystone of the college oversees the working of several committees that have been functioning to implement academic, co-academic and administrative tasks.**

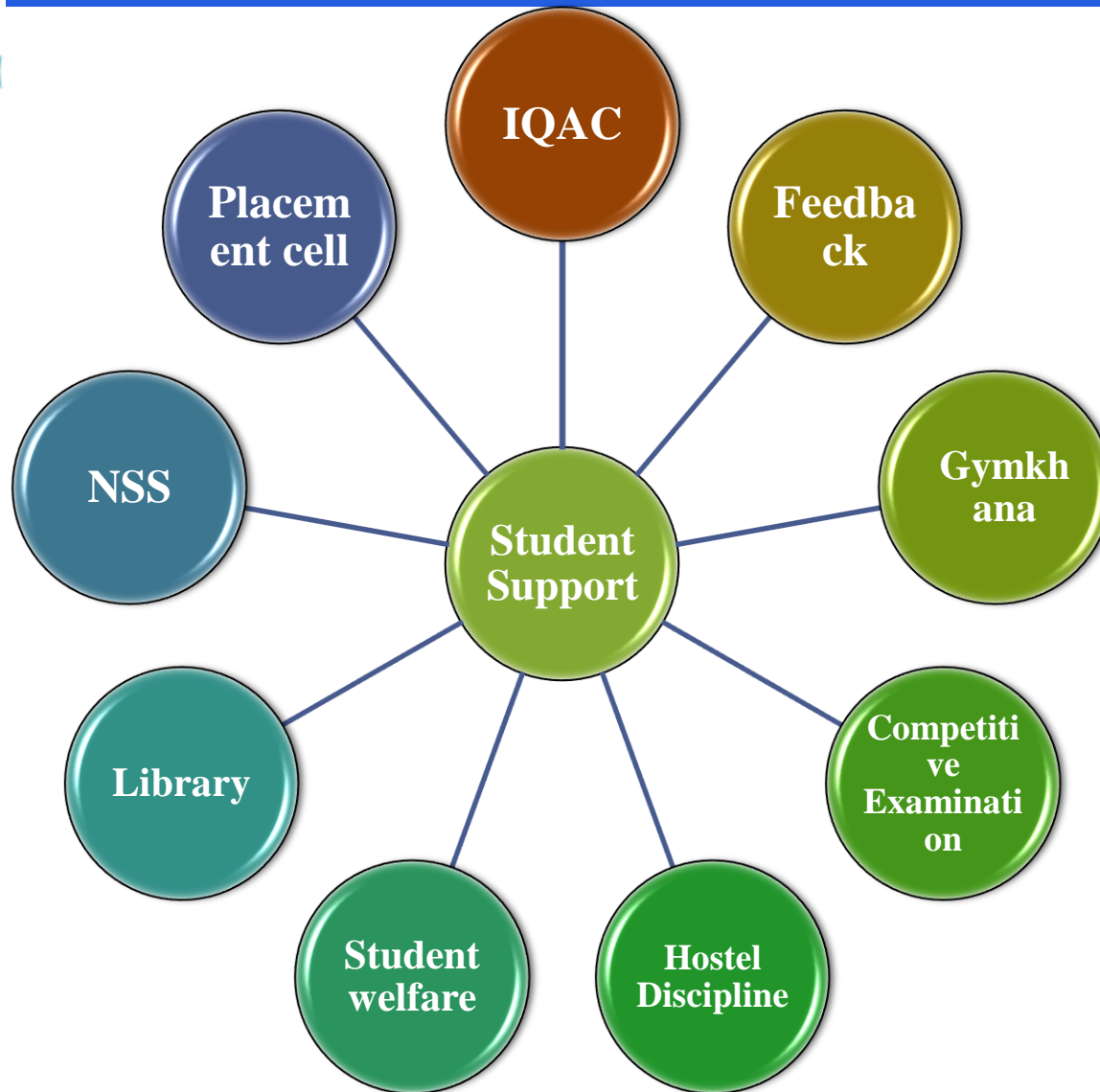


# Administrative Committees



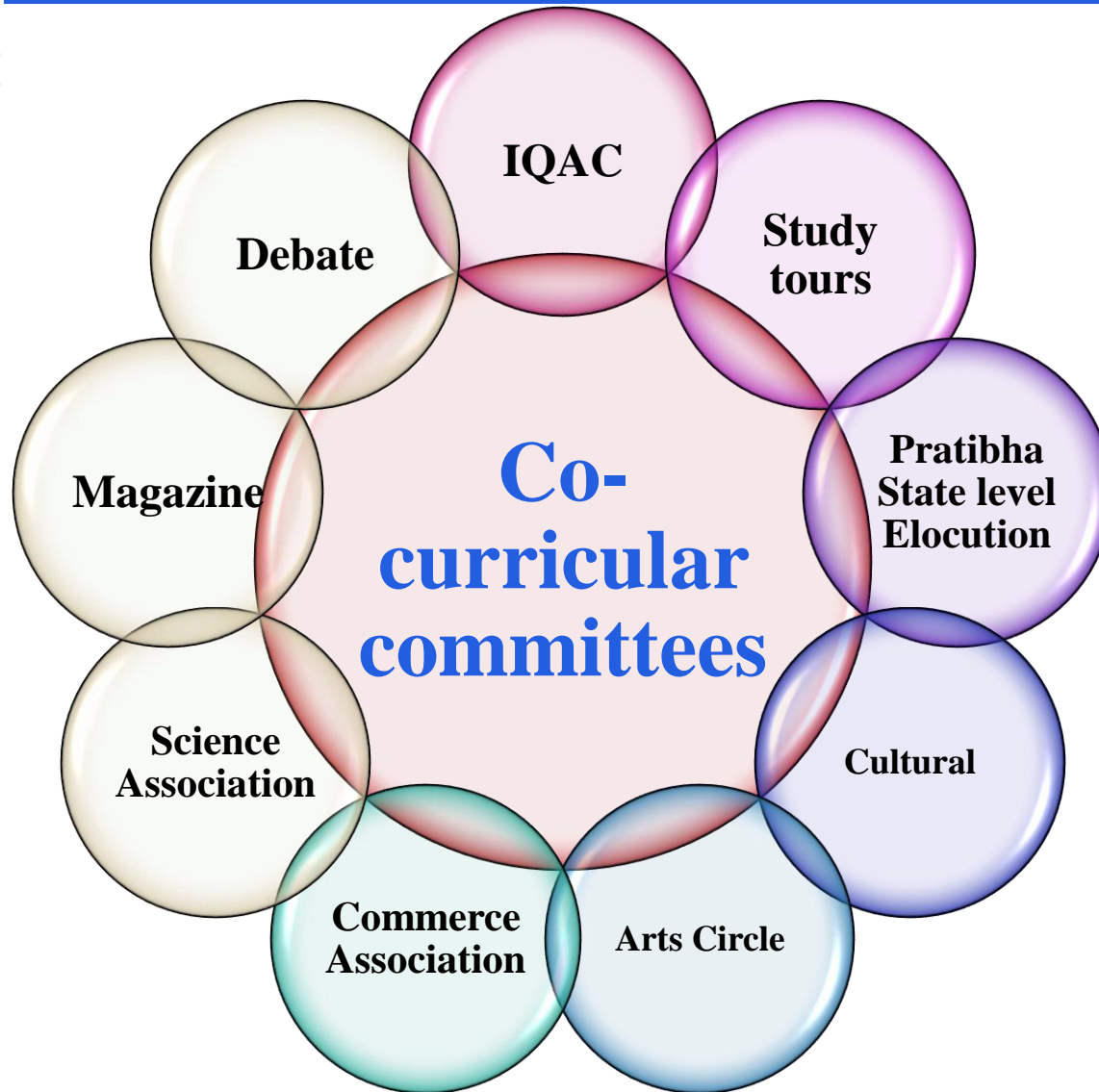


# Student Support





# Co-curricular committees





# 6.2 Strategy Development and Deployment (10)

Weightage

Total Metrics

Q<sub>1</sub>M

Q<sub>n</sub>M

10

03

02

01





## 6.2 Strategy Development and Deployment (10)

**6.2.1** The institutional Strategic/ perspective plan is effectively  
**QIM** deployed (2)

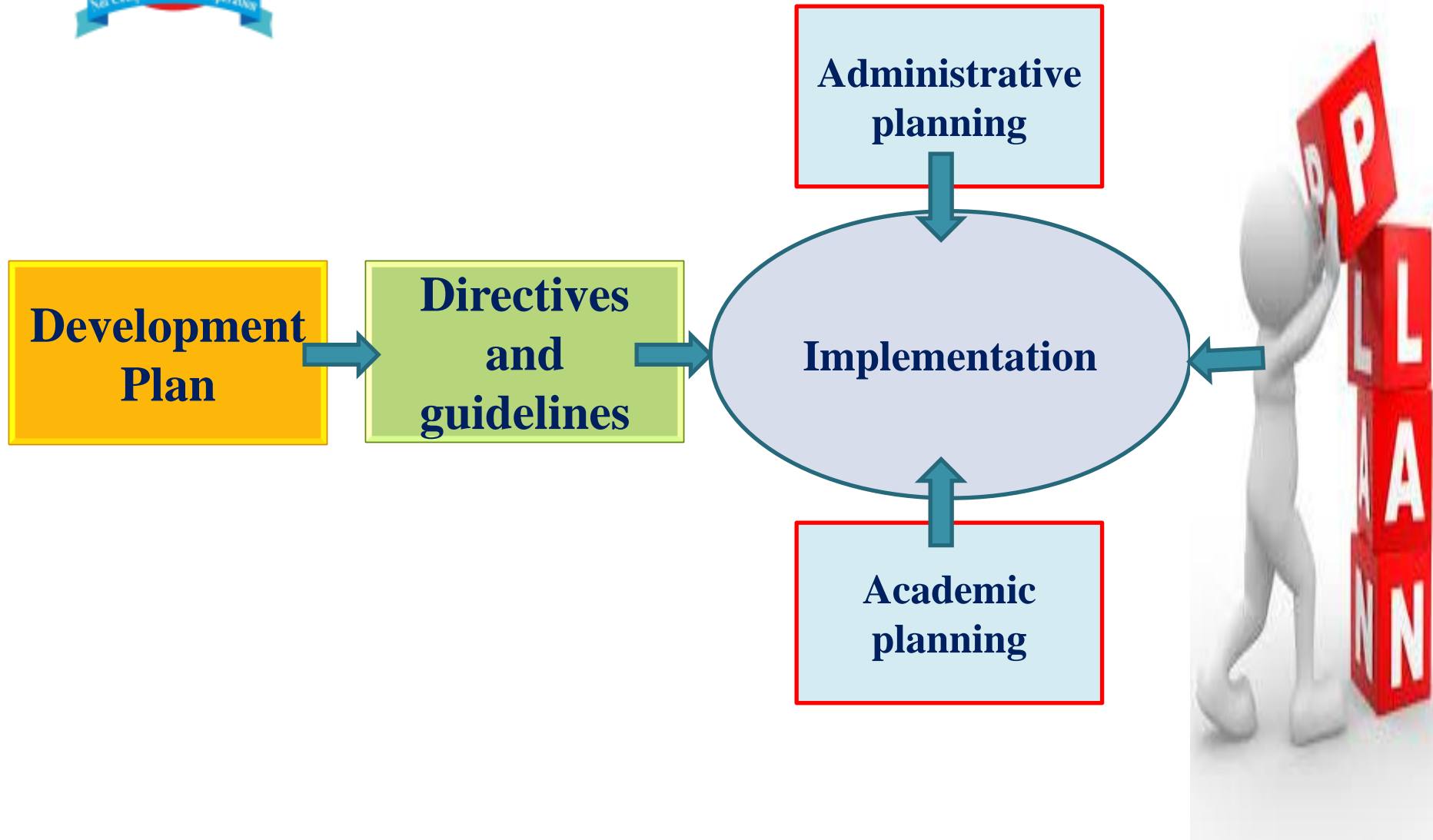
Describe one activity successfully implemented based on the strategic plan within a maximum of 500 words

File Description

- Strategic Plan and deployment documents on the website
- Paste link for additional information
- Upload any additional information



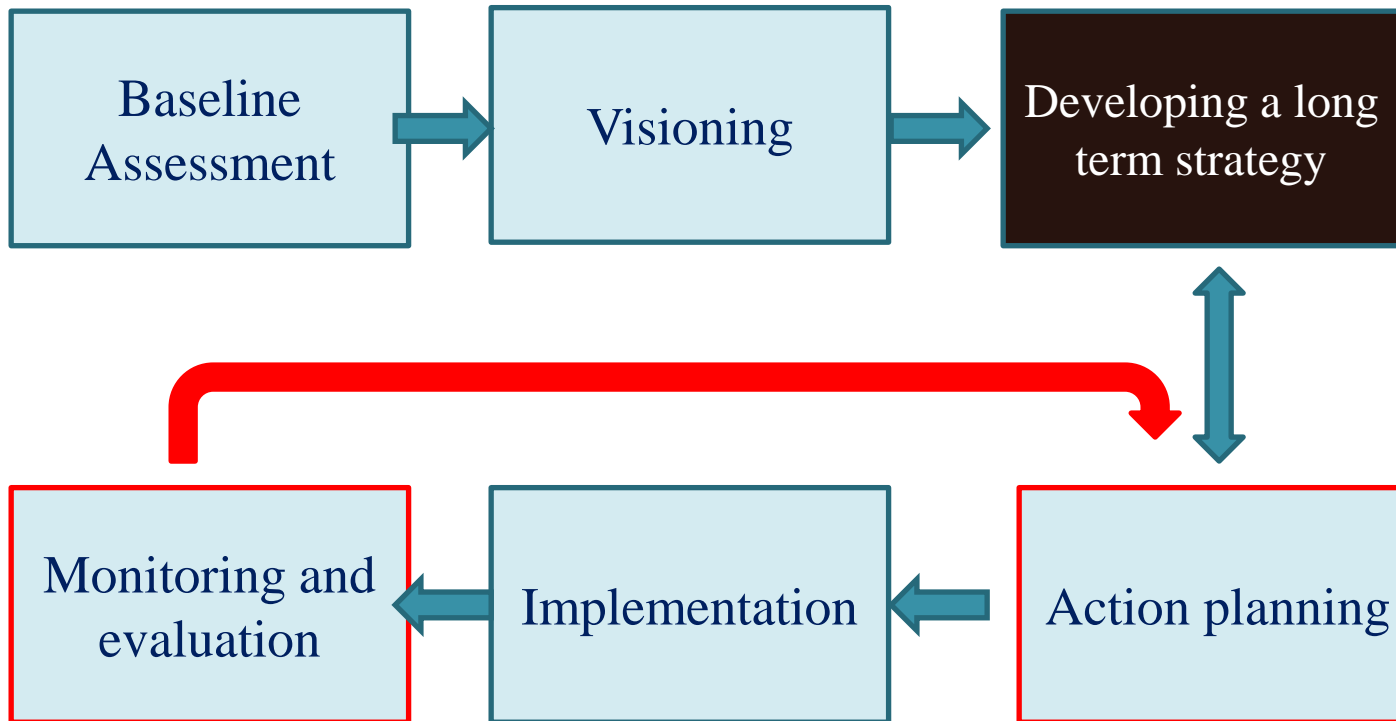
## 6.2 Strategy Development and Deployment (10)







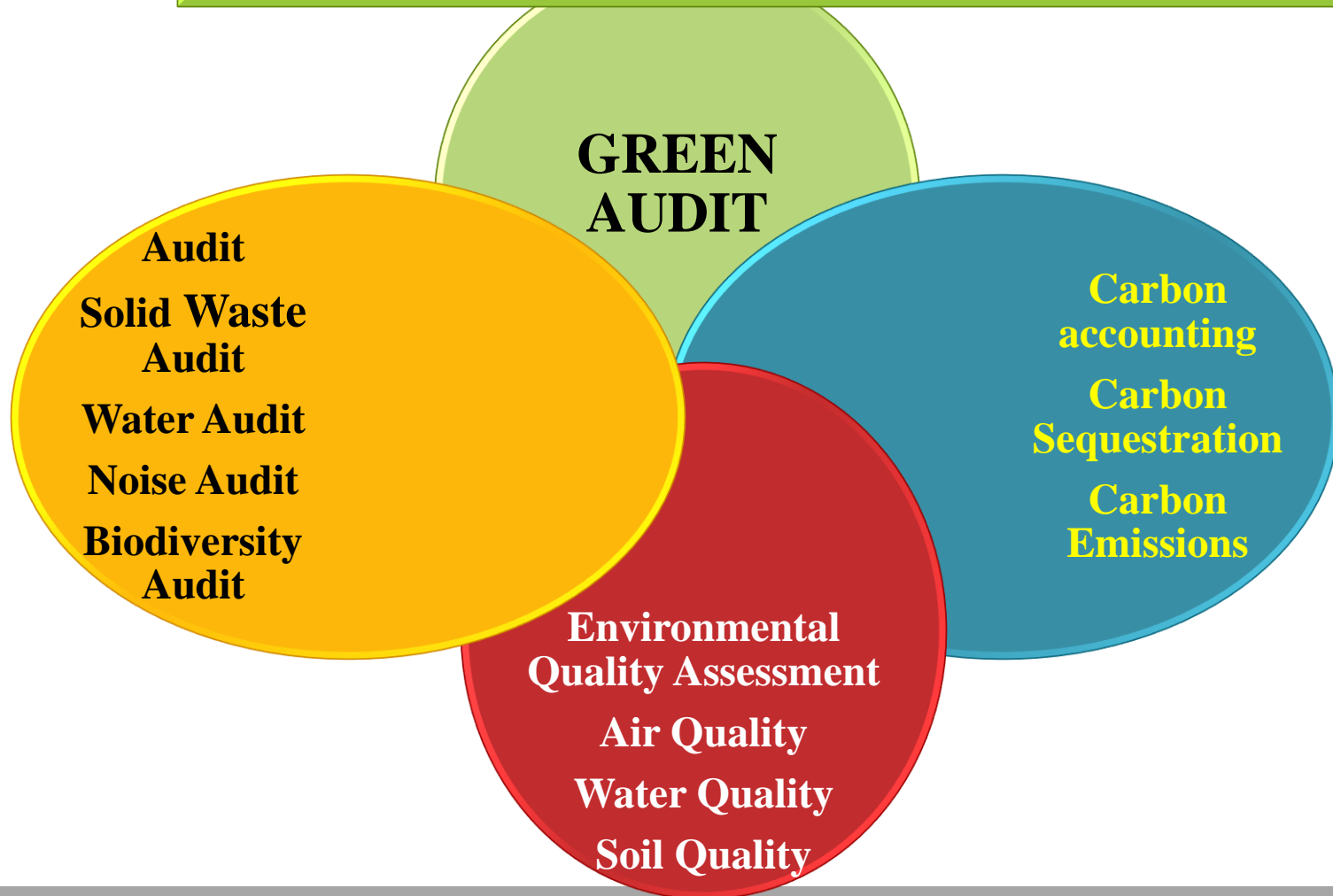
## 6.2 Strategy Development and Deployment (10)





# Case Study of One Activity: GREEN AUDIT

6.2.1 Describe one activity successfully implemented based on the strategic plan (500 words)





## 6.2 Strategy Development and Deployment (10)

**S**

**Specific**

**Do:** Set real numbers with real deadlines.

**Don't:** Say, "I want more visitors."

**M**

**Measurable**

**Do:** Make sure your goal is trackable.

**Don't:** Hide behind buzzwords like, "brand engagement," or, "social influence."

**A**

**Attainable**

**Do:** Work towards a goal that is challenging, but possible.

**Don't:** Try to take over the world in one night.

**R**

**Realistic**

**Do:** Be honest with yourself- you know what you and your team are capable of.

**Don't:** Forget any hurdles you may have to overcome.

**T**

**Time-bound**

**Do:** Give yourself a deadline.

**Don't:** Keep pushing towards a goal you might hit, "some day."



## 6.2 Strategy Development and Deployment (10)

**6.2.2** *The functioning of the institutional bodies is effective and efficient as visible from policies, administrative setup, appointment and service rules, procedures, etc.(4)*  
**QIM**

Describe the Organogram of the Institution within a maximum 500 words

### **File Description**

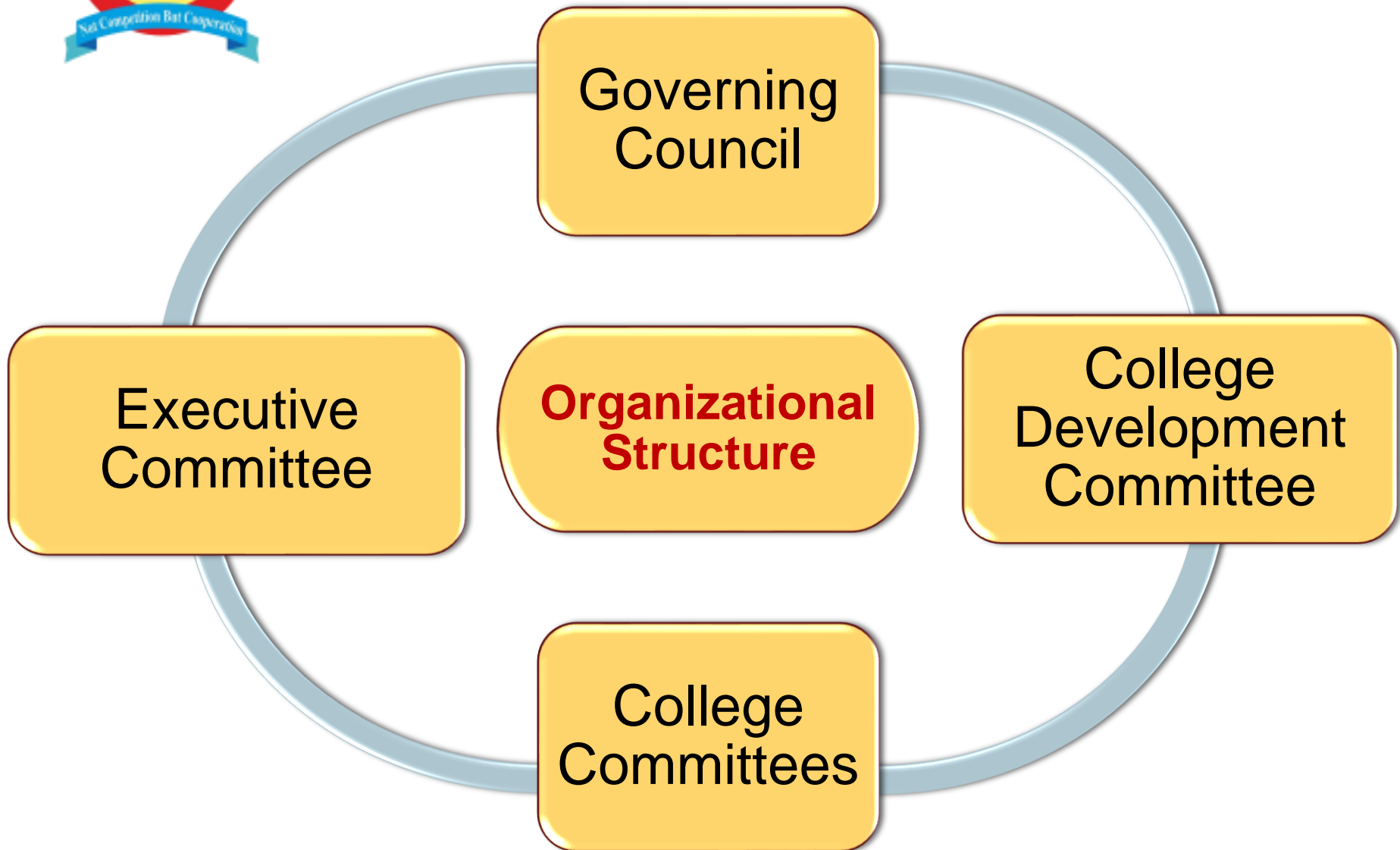
Paste link for additional information

Link to Organogram of the Institution webpage

Upload any additional information



# Organizational Structure





# Organogram

**GOVERNING COUNCIL**



**EXECUTIVE COMMITTEE**



**PRINCIPAL**



**LOCAL MANAGEMENT COMMITTEE /  
COLLEGE DEVELOPMENT COMMITTEE**



**HEAD OF  
DEPARTMENT**

**VICE PRINCIPAL**

**INTERNAL  
QUALITY  
ASSURANCE  
CELL**

**REGISTRAR**

**OFFICE**

**TEACHING  
STAFF**

**PARENTS**

**STUDENTS**

**EMPLOYERS**

**NON TEACHING  
STAFF**



## 6.2 Strategy Development and Deployment (10)

### 6.2.3 Implementation of e-governance in areas of operation (4)

#### *QnM*

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

Data Requirements: (As per Data Template)

Areas of e-governance

- Administration
- Finance and Accounts
- Student Admission and Support
- Examination
- Name of the Vendor with contact details
- Year of implementation

*Options:*

*All of the above*

*Any 3 of the above*

*Any 2 of the above*

*Any 1 of the above*

*None of the above*

#### **File Description (Upload)**

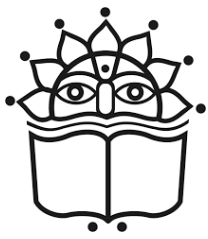
ERP (Enterprise Resource Planning)

Document

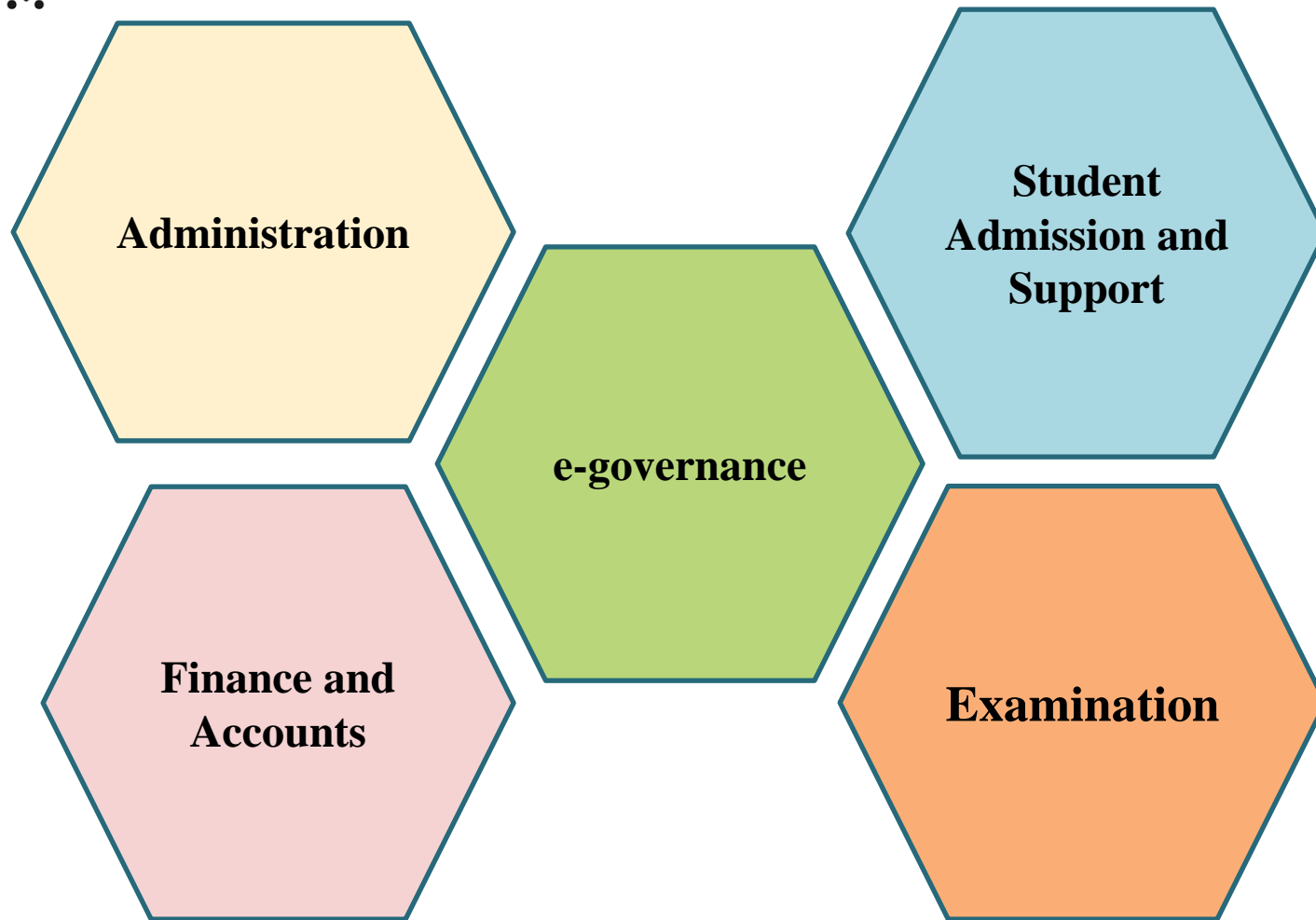
Screen shots of user interfaces

Any additional information

Details of implementation of e-governance in areas of operation, Administration etc (Data Template)



## *6.2.3 Implementation of e - Governance*







# 6.2.3 Implementation of e - Governance

## Admission form Details

VRSDC Version 2 - A Campus Management System (Student Module) [A.Y. 2017-2018] User: SA [Kavyas] [V.P. ARTS, SCIENCE & COMMERCE COLLEGE]

Admission Form Details

General | Parents | Previous Institute | Previous Year Info | Current Year Info | Concession | Subjects | Received Docs | Educational | Hostel | Passport & Visa

Adm. Form No. 9 | Releas. Data | CNF Application No. | Uin. PNH Board Reg. No. | G.R./PIN No. | Eightly No. | Student's Serial ID | Gender | State | PIN Code | 0 | Scan Photo

Country: INDIA | State: | District: | Taluka: | Location: | Address Type: Student's Address

Students Cell: Father's Cell: | Mother's Cell: | Phone 1: | Phone 2: | Fax: | Email ID: | Click on the portrait to scan photo

DOB Date: // | Birth Place: | Delivery Place: Local/Abroad | Nationality: IN/INDIA | Mother Tongue: Hindi | Marital Status: Married | Occupation: Unemployed | Blood Group: | Phys. Handicap: No | Conveyance Used: By walk | Religion: BUDDHISM | Load/PSID from Online: | Caste: | Sub-Caste: | Caste Category: | Caste Validity No. | 10 Liberty: No | New/Ret. Card: | AADHAR No. | PAN No. | Ration Card No. | Specialization: | Organ Donor: | Comp. Course: None | TEL.ADRN. Date: //

Member ID	Student's Name	Mother Name	Class	Division	Roll No.	Cell No.	PNH/CR No.	Adm. Form No.
7159	CHITRANVITI SAYAL SHIVKOTI	SHANITA	F.Y. BCA (SCIENCE)	A	21739039597	3919	69542	
7164	POOJA DALAD RANHE	MEENA	F.Y. BCA (SCIENCE)	A	21877046771	3574	61202	
7165	SHORRE ASHITA SUNIL	ANUSHA	F.Y. BCA (SCIENCE)	A	21942132272	3574	62401	
7169	PREYANKA SUNIL AGASANE	ANUSHA	F.Y. BCA (SCIENCE)	A	41711432034	3577	11781	
7162	PREYANKA SHAMPT ESHWAR	SHYRMA	F.Y. BCA (SCIENCE)	A	61910917510	3580	61262	
7133	SHRUTI KESHU DATTATRAY	SHYRMA KANUP	F.Y. BCA (SCIENCE)	A	61930881111	3581	61624	
7162	SHORRE NIRALI RAJESHOR	SHRUTI	F.Y. BCA (SCIENCE)	A	61937554530	3729	60551	
7163	SURPRIYA PRAHLAD JAMBULE	SHARADA PRA	F.Y. BCA (SCIENCE)	A	61962124216	3710	62651	

## Library

AutoLib NG - Library Management Software

Master | Member | Acquisition | Circulation | Tools | Search | Report | Prints | System Admin | Exit | Help

Vidya Pratibha's Arts, Science and Commerce College  
Vidyanagar, Baramati (Pune) 413 133

AutoLib NG

Master  
 - College Master  
 - Institution Info  
 - Genre Mapping  
 - **Serial Control**  
 - Material Type  
 - Serial Type  
 - Supplier  
 - Budget Master  
 - Budgets Amount  
 - Acquisition  
 - Serial Control  
 - Serial Control Renewal  
 - News Paper  
 - Project Reports  
 - TimeSlot

Member  
 - Acquisition  
 - Circulation  
 - Tools  
 - Search  
 - Reports  
 - Prints  
 - System Admin  
 - Utilities  
 - Exit  
 - Help

AMBR Logout

Contact: Akash InfoTech, Pune - info@akashinfo.com | 9422394682 | 9822945771

Statistical Information  
 Total books in the library: 48506  
 Total books issued: 315  
 New book requests: 2  
 Upcoming holidays:  
 Last Backup Time: 17/01/2018 11:20 AM

Alerts  
 Journals renewal  
 Incoming Journal

### 3) Student Admission and Support

DIGITAL INDIA

Vidya Pratibha's Arts, Science and Commerce College  
Vidyanagar, Baramati  
020-2448279/244764

Home | Login | Notices | Academics | About Us | Online DMC | Contact Us

### 4) Examination

#### 1) Login for Examination module

VRSDC Version 2 - A Campus Management System (Student Module) [A.Y. 2017-2018] User: AMR [Kavyas] [V.P. ARTS, SCIENCE & COMMERCE COLLEGE]

Management view

Vidya Pratibha's Arts, Science and Commerce College  
Vidyanagar, Baramati (Pune) 413 133

VRSDC Examination Module

VRSDC Examination Module

VRSDC Examination Module

### 2) Finance and Accounts

Tally ERP 9

Company: V.P. ARTS, SCIENCE & COMMERCE COLLEGE

Current Fiscal: 1.4.2017 to 31.3.2018

Current Date: Wednesday, 7 Feb, 2018

List of Selected Companies

Name of Company	Date of Last Entry
V.P. ARTS College (B)	7 Feb 2018
V.P. ARTS College (L)	4 Feb 2018
V.P. ARTS College (R)	7 Feb 2018

Gateway of Tally

Master  
 - Accounts (VAT)  
 - Payroll (VAT)  
 - Cash (VAT)  
 - Transactions  
 - Accounting Vouchers  
 - Financial Vouchers

Utilities  
 - Reports  
 - Balance Sheet  
 - Income & Expense AC  
 - Ratio Analysis  
 - Printing  
 - Multi Account Printing  
 - Quit

Tally ERP 9  
 Tally Software Pvt. Ltd., 1989-2011  
 17th Feb 2018 10:48:21



## 6.2 Strategy Development and Deployment (10)

Areas of e governance	Name of the Vendor with contact details	Year of implementation
Administration		
Finance and Accounts		
Student Admission and Support		
Examination		

### Documentation

1. ERP Document
2. Screen Shots
3. Bills for the expenditure on implementation of e governance in the areas of operation.
4. Policy document on e governance.



## 6.3 Faculty Empowerment Strategies (30)

Weightage

30

Total Metrics

05

Q<sub>1</sub>M

02

Q<sub>n</sub>M

03





## 6.3 Faculty Empowerment Strategies (30)

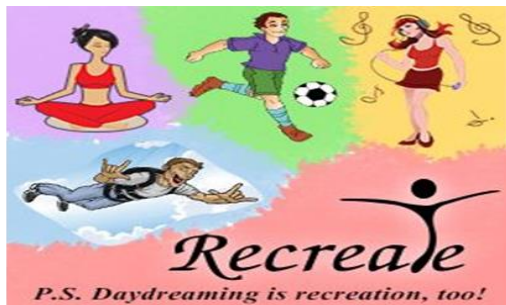
- **6.3.1 Welfare measures for staff**
- **6.3.2 Financial support to staff**
- **6.3.3 Administrative training programs organized for staff**
- **6.3.4 Percentage of teachers undergoing FDP**
- **6.3.5 Performance Appraisal System for staff**



## 6.3 Faculty Empowerment Strategies (30)

### 6.3.1 The institution has effective welfare measures for teaching QIM and non-teaching staff (5)

Provide the list of existing welfare measures for teaching and non-teaching staff within a maximum of 500 words





# Welfare Measures

## Welfare schemes available for teaching and non-teaching staff

Statutory

### Government Schemes:

- Provident fund
- Gratuity

### Schemes for Academic Staff:

- Financial support for attending /presenting paper at National and International Seminars and Conferences.
- Financial support for publishing research articles in journals.
- Encourage research activities with financial support to faculty and students.
- Project grants and support for Hosting Seminars, Conferences and Workshops within the campus.
- Research grants for research / project students.

Voluntary

### Other Welfare Measures:-

- Group insurance
- Accident coverage
- Earned leave Encashment
- Residential quarters on the campus

Mutual



## 6.3 Faculty Empowerment Strategies (30)

**6.3.2** *Average percentage of teachers provided with financial **QnM** support to attend conferences/workshops and towards membership fee of professional bodies during the last five years (5)*

Year	Name of teacher	Name of conference/workshop attended for which financial support provided	Name of the professional body for which membership fee is provided	Amount of support

1. Policy document on providing financial support to teachers
2. E-copy of letter/s indicating financial assistance to teachers
3. Audited statement of account highlighting the financial support



## 6.3 Faculty Empowerment Strategies (30)

*6.3.3 Average number of professional development /administrative **QnM** training programs organized by the institution for teaching and non teaching staff during the last five years (5)*







## 6.3 Faculty Empowerment Strategies (30)

### Documentation

1. List of professional development / administrative training programs organized by the institution
2. Brochures and Reports year-wise
3. List of participants in each programme
4. Photographs with date and caption.
5. Annual reports of the programme conducted at institution level



## 6.3 Faculty Empowerment Strategies (30)

*6.3.4 The Average percentage of teachers undergoing online/ **face-QnM** to-face Faculty Development Programmes (FDP) during the last five years (Professional Development Programmes, Orientation / Induction Programmes, Refresher Course, Short Term Course etc.) (5)*

Name of teacher who attended	Title of the program	Duration (from – to) (DD-MM-YYYY)



## 6.3 Faculty Empowerment Strategies (30)

### Documentation

1. Refresher course/Faculty Orientation or other programmes as per UGC/AICTE stipulated period participated year wise.
2. E-copy of the certificates of the program attended by teachers.
3. List of participating teachers as per the prescribed format year-wise during the last five years.
4. Annual reports highlighting the programs undertaken by the teaching faculties.

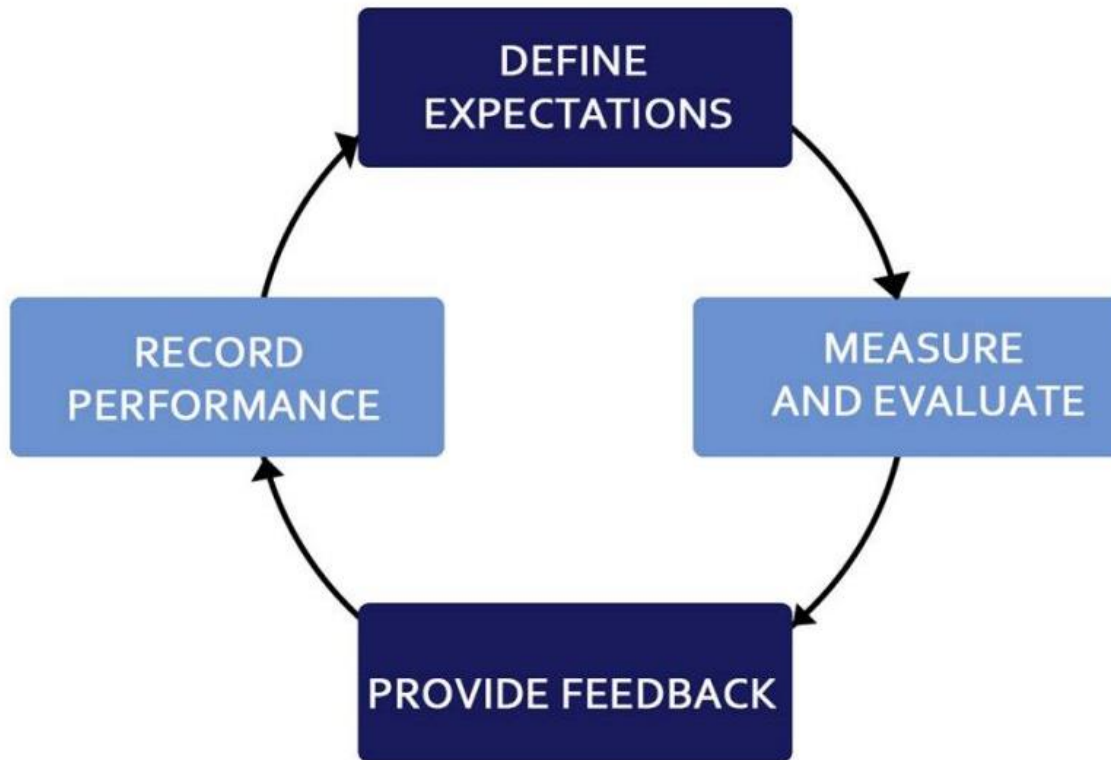
#### Note:

- One teacher attending one or more professional development Program in a year to be counted as one only.
- Attending seminars / invited talks not to be considered.
- Programs of duration less than one week will not be considered.



## 6.3 Faculty Empowerment Strategies (30)

### 6.3.5 *Institutions Performance Appraisal System for teaching and non teaching staff (5)*





## 6.3 Faculty Empowerment Strategies (30)

### 6.3.5 *Institutions Performance Appraisal System for teaching QIM and non teaching staff (5)*

# Benefits of Performance Appraisal



educba.com



## 6.4 Financial Management and Resource Mobilization

**Weightage**

**20**

**Total  
Metrics**

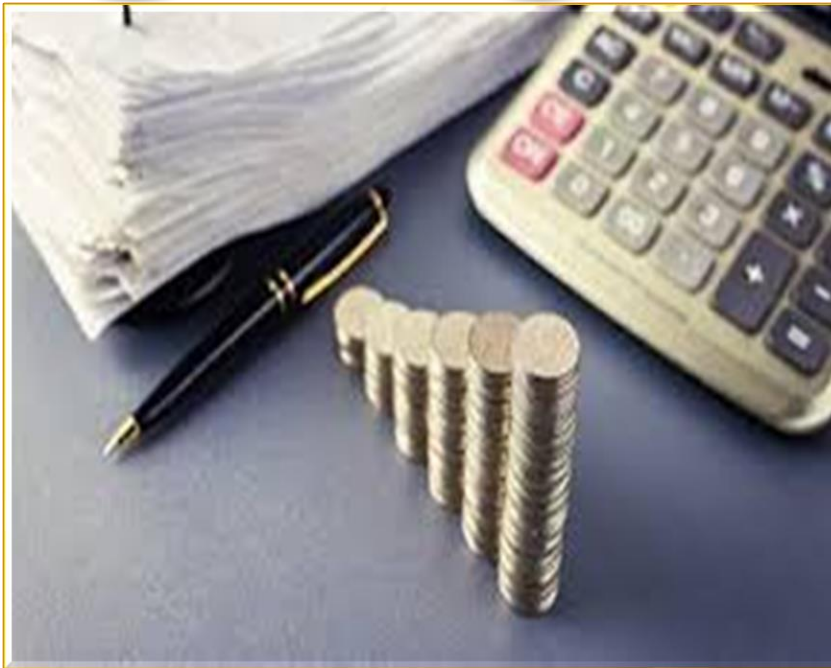
**03**

**Q<sub>1</sub>M**

**02**

**Q<sub>n</sub>M**

**01**





## 6.4 Financial Management and Resource Mobilization

*6.4.1 Institution conducts internal and external financial audits*

*QIM regularly- Audits and compliance (6)*

1. Enumerate the various internal and external financial audits
2. Mechanism for settling audit objections



## 6.4 Financial Management and Resource Mobilization

### Internal Audit

**Appointment** – Internal Auditor is appointed by the Management.

**Qualifications** – Need not possess any specific expertise.

**Status** – Is an employee of the company.

**Conduct of Audit** – Is a kind of continuous audit.

**Scope of Work** – Determined by the management.

### Statutory Audit

**Appointment** – Statutory Auditor is appointed by the Shareholders.

**Qualifications** – Must be qualified as per Sec 226 of the Companies Act 2013.

**Status** – Is an independent person.

**Conduct of Audit** – After preparation of final accounts.

**Scope of Work** – Determined by Law.





## 6.4 Financial Management and Resource Mobilization

*6.4.2 Funds / Grants received from non-government bodies, **QnM** individuals, philanthropist during the last five years (not covered in Criterion III) Donations etc. (8)*

Year	Name of the non government funding agencies/ individuals	Purpose of the Grant	Funds/ Grants received (INR in lakhs)	Link to Audited Statement of Accounts reflecting the receipts



## 6.4 Financial Management and Resource Mobilization

### Documentation

1. Annual audited statements of accounts highlighting the grants received.
2. Copy of letter indicating the grants/funds received from respective agency as stated in metric

#### Note:

- Funds from own institutions/own trust and sister institutions not to be considered.
- Contribution in the form of equipment / software etc. not be counted.



## 6.4 Financial Management and Resource Mobilization

### *6.4. Institutional strategies for mobilization of funds and the QIM optimal utilization of resources- Resource mobilization policy and procedures (6)*

1

- **Preparing a resource mobilizing strategy: SWOC , Needs, Targets, Plan**

2

- **Identifying and broadening the stakeholder group-Connection, Capability and Concern**

3

- **Developing Key Message: Organization's cause**

4

- **Selecting Resource Mobilizing Vehicles: Exploring funding sources**

5

- **Resource Mobilization monitoring and evaluation**

6

- **Gearing up for resource mobilization: Team work, Fund Proposal writing**



## 6.5 Internal Quality Assurance System

**Weightage**

**30**

**Total  
Metrics**

**03**

**Q<sub>1</sub>M**

**02**

**Q<sub>n</sub>M**

**01**



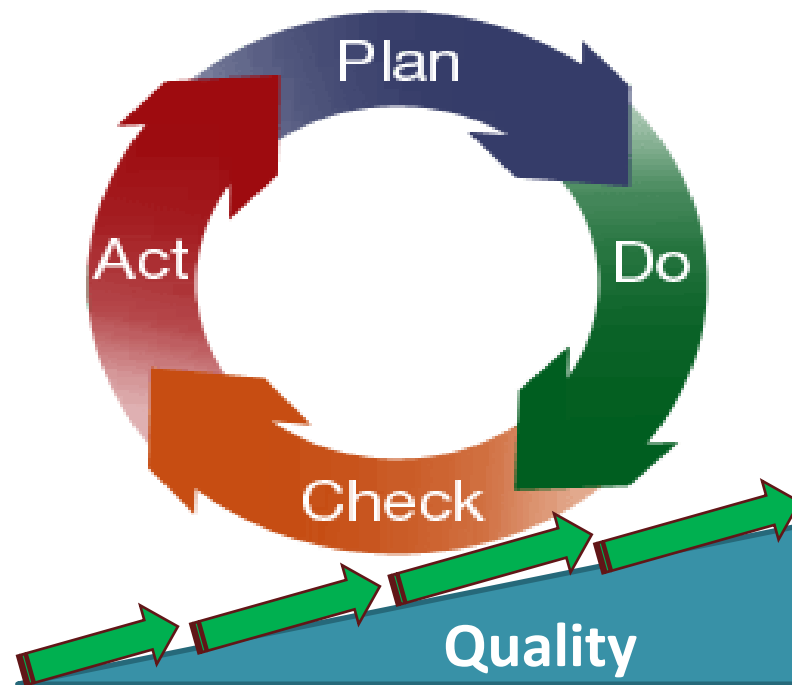
**QC vs QA**





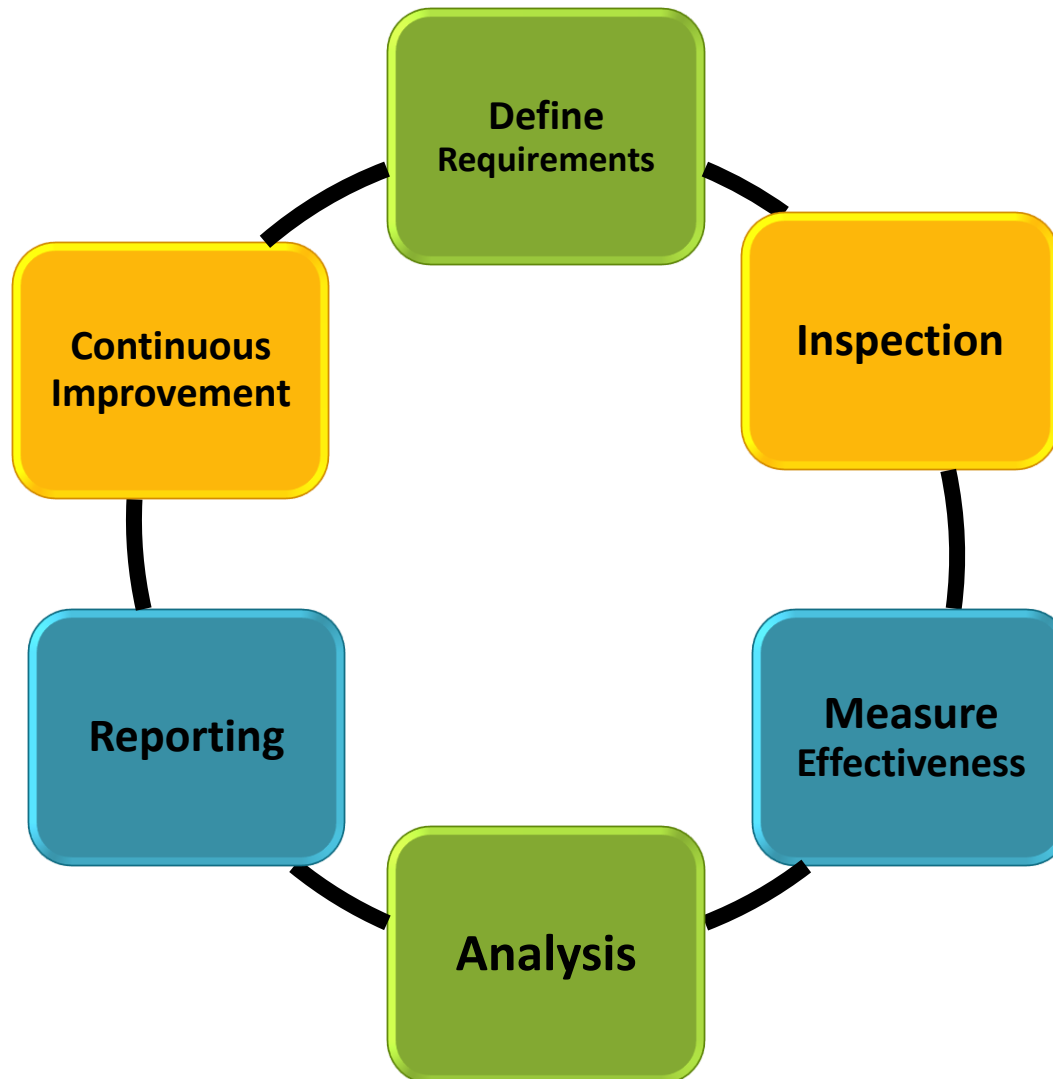
## 6.5 Internal Quality Assurance System

*6.5.1 Internal Quality Assurance Cell (IQAC) has contributed **QIM** significantly for institutionalizing the quality assurance strategies and processes - two practices institutionalized (10)*





## 6.5 Internal Quality Assurance System





## 6.5 Internal Quality Assurance System

*6.5.2 The institution reviews its teaching learning process, **QIM** structures & methodologies of operations and learning outcomes at periodic intervals through IQAC set up as per norms and recorded the incremental improvement in various activities (10)*

- Institutional reviews and implementation of teaching learning reforms
- Incremental Improvement



## 6.5 Internal Quality Assurance System

*Review and implementation of teaching learning reforms*

### Lesson Planning

What am I teaching?

How will I teach it?

Who am I teaching?

Do my students understand?



Self-Reflection

Peer Observation



Student Evaluation





## 6.5 Internal Quality Assurance System

### Incremental improvements

Criteria	2 <sup>nd</sup> Cycle	3 <sup>rd</sup> Cycle
UG Programmes	18	22+1
PG Programmes	07	09
Research Guides	04	10
Teaching Staff	83	109+21
Faculty with Ph.D.	21	31
Faculty with M.Phil.	08	12
Faculty with NET/SET	24	43 +20
Student Strength	2471	3026
Books	29999	37141



## 6.5 Internal Quality Assurance System

E-Journals	-	1000
Workshops/Conferences Organized	14	27
Classrooms and labs with ICT	05	31
Hostel Availability (Seats)	127	451
Annual Budget (in Lakhs)	865	2643
Research Funding (in Lakhs)	65	299.26
Research Linkages	14	26
IPR Workshops	-	03
Research Projects	21	35
Books/ chapters	34	20+40
Research Publications + UGC	135	237+32
Extension activities by NSS	28	40
Patents	2	04



## 6.5 Internal Quality Assurance System

### Incremental improvements Criteria VI

<b>Effective governance and leadership in tune with vision and mission</b>	<b>Yes</b>
<b>Decentralization and participative management</b>	<b>Yes</b>
<b>Well stated and perceived Perspective/Strategic plan</b>	<b>Yes</b>
<b>Well placed organizational Structure</b>	<b>Yes</b>
<b>Effectiveness of various bodies</b>	<b>Yes</b>
<b>Effective staff welfare measures</b>	<b>Yes</b>
<b>Performance Appraisal System for staff</b>	<b>Yes</b>
<b>Internal and external financial audits</b>	<b>Yes</b>
<b>Resource mobilization</b>	<b>Yes</b>
<b>Institutionalized quality assurance initiatives</b>	<b>Yes</b>



## 6.5 Internal Quality Assurance System

**6.5.3** *Quality assurance initiatives of the institution include:*  
**QnM (10)**

1. Regular meeting of Internal Quality Assurance Cell (IQAC); timely submission of Annual Quality Assurance Report (AQAR) to NAAC; Feedback collected, analysed and used for improvements
2. Collaborative quality initiatives with other institution(s)
3. Participation in NIRF
4. any other quality audit recognized by state, national or international agencies (ISO Certification, NBA)

**Options:**

All of the above

Any 3 of the above

Any 2 of the above

Any 1 of the above

None of the above

**Opt one**



## 6.5 Internal Quality Assurance System

### Documentation

1. Proceedings of meetings of IQAC, Feedback analysis and action taken report.
2. Activities conducted under Collaborative quality initiatives with other institutions.
3. Supporting documents pertaining to NIRF (along with link to the HEI's ranking in the NIRF portal).
4. ISO certificate / NBA certificate or quality certificate from any recognized state/national / international agencies



## 6.5 Internal Quality Assurance System

### Consolidated list of Documents

- **Vision, Mission displayed on appropriate places**
- **Perspective Plan with ATR**
- **Meeting minutes of decision making bodies.**
- **Case studies of decentralization and participative management**
- **Case study related to Perspective Plan**
- **Organogram**
- **ERP with related evidences**
- **Welfare measures with related evidences**



## 6.5 Internal Quality Assurance System

- **Financial Audit reports and compliance**
  - A. Financial support to staff**
  - B. Funds Received**
- **Evidences of Professional Development Prog for Staff**
- **Evidences pertaining to FDP attended.**
- **Annual appraisal forms and action**
- **Policy documents for resource mobilization**
- **Case study and evidence for institutionalization of IQAC**
- **Evidence related to T&L review and incremental improvement**
- **AQARs, NIRF Link, necessary award certificates, Feedback analyses and action**



## Criterion 6- Governance, Leadership and Management

Acknowledgement : IQAC CLUSTER INDIA

*THANK YOU*

**Dr. Bharat Shinde**

**Mob. 8237086960**

**[principal.vpascc@vidyapratishtan.com](mailto:principal.vpascc@vidyapratishtan.com)**

**Prof. S. A. Pingle**

**[shriharipingle@gmail.com](mailto:shriharipingle@gmail.com)**

**Mob: 9422089803**