

CRITERION VI –GOVERNANCE, LEADERSHIP AND MANAGEMENT**6.1 Institutional Vision and Leadership**

6.1.1 Mention two practices of decentralization and participative management during the last year (maximum 500 words)

In Women's Christian College, decentralization and participatory management are an interrelated pair of processes intended to promote collective leadership, and passed down from the top levels of the management, through the links of teaching and non-teaching groups, till it finally reaches the students; in whom is fostered the awareness that everybody is part of a process that eventually will help all stakeholders develop to their fullest potential, and have the competence and confidence to meet all challenges of the world beyond the purely academic sphere. Mentioned below are two specific practices of decentralization and participative management during the last year:

1. Since the 75th anniversary of the college would be celebrated in various ways through a large number of programmes in the course of 2019-20, different sub-committees were conceived: to devise, plan and strategize academic, cultural and socially relevant value-based projects, which would promote the all-round development of all the stakeholders as they celebrated 75 years of the college's existence.

2. The number of existing students' clubs and sub-committees, constituted to promote cooperation, initiative and leadership among students, was enhanced by the setting up of a Reading Club in 2018, which encourages students to organise readings and discussions of original content as well as material from areas beyond the syllabus. Undoubtedly a highlight of the academic year was the Reading Club's (and College's) collaboration with New Alipore College in a Poetry Reading Festival on March 27, 2019. It featured poetry readings from nationally renowned poets as well as from students of various colleges, including the two collaborating institutions.

6.1.2 Does the institution have a Management Information System (MIS)?

Yes/No/Partial:

Yes.

Since Management Information Systems are essential in organisations today to aid decision-making, and since accessibility to data and information is vital to the process, the college has systems in place for the collection, retrieval and collation of data. Some parts of this process are done manually, but quite a bit of it uses computerized systems.

6.2 Strategy Development and Deployment

6.2.1 Quality improvement strategies adopted by the institution for each of the following (within 100 words each):



❖ Curriculum Development

Curriculum development The college does not have the freedom to develop its own curriculum, since it is under the University of Calcutta, whose centrally imposed syllabus is required to be followed by all colleges. But individual teachers of the college are, directly or indirectly part of the curriculum development process: either as members of boards of studies in various universities, or as experts involved in devising or preparing study materials to be used in universities such as NSOU.

❖ Teaching and Learning

The college has always aimed at effective curriculum delivery through a well-planned and documented teaching-learning process, which has received new impetus since the introduction of the new Choice Based Credit System from 2018. Teaching plans are based on an academic calendar. Multimedia teaching aids and ICT supplement the teaching-learning process. Special lectures are organised, featuring faculty members and other experts from different institutions. For example, an E-lecture was organised by the Department of Education on 6th August, 2018, on Play-way Education.

❖ Examination and Evaluation

The different departments of the college are required to prepare their students according to the university-prescribed syllabus, to sit for examinations held according to the university-recommended schedule. For example, the internal and tutorial examinations of semester 1 under the newly instituted CBCS were held by the college in November 2018; while the corresponding examinations of semester 2 were held in May 2019. The pattern and nature of questions and tutorial/practical assignments set by the college are in accordance with the criteria or pattern prescribed by the different boards of study.

The recently introduced CBCS has brought about radical changes in the syllabus as well as in the system of evaluation. From the very beginning of every semester, students have been made aware of these changes, which now include evaluation on the basis of attendance, internal tests and assignments before the end-of-semester examinations conducted by the University. Moreover, in the course of 2018-19, the college encouraged faculty members to attend workshops for better understanding of the new systems of evaluation. A faculty member from the Department of English participated in one such workshop at Loreto College on July 28, 2018.

❖ Research and Development

The college has always believed that the quality of academic research not only may be reflected in the quality of classroom teaching, but also may be helpful in addressing problems in the world at large. Accordingly, the college encourages faculty members to present and publish research papers and attend conferences. Teachers are given leave to enable them to do their coursework and PhD. Sm Pramiti Chatterjee, of the Department of History, was granted study leave between March and May 2019 in connection with her Ph D. The College has also encouraged Dr Bishwambhar Roy, Head, Dept of Mathematics to pursue a Major Research Project from Calcutta University. The college also provides teachers with assistance to organise seminars and conferences. It facilitated two Faculty Exchange Programmes by the Departments of History and Bengali in August and September 2018 respectively.

❖ Library, ICT and Physical Infrastructure / Instrumentation



Library

In 2018-19 the college's Central Library operated out of two classrooms in Block B, since its allotted location in Block C was made unavailable by the rebuilding of the entire block. Even so, it gamely carried out its duties as an important component of the college's process of dissemination of knowledge. On August 10, it collaborated with the Department of Bengali on a programme on the digital archiving of rare books.

We have a fully - automated Integrated Library Management System with LIBSYS Software (Version Rel 0.6) since 2011, with 2 E-books and 4 E-journals added to the present stock. This year saw the purchase of 46 text books and 86 reference books.

ICT

The college has provided its students with free high speed internet and Wi-Fi facilities. The presence of ICT has facilitated teaching-learning and information transfer in classrooms. The college has two smart classrooms, one ICT-enabled classroom, ten classrooms with LCD TV sets, WiFi and LAN facilities. There are a couple of ICT - enabled seminar halls as well. Apart from having a WIFI-enabled campus, we also have an academic library with electronic support, scanners, OHP, and departmental laptops.

In 2018-19, a new updated hard disk SMPS printer was installed in the students' computer room.

Physical infrastructure

Located in the heart of a congested city the college has always had a problem with physical infrastructure, though that has never prevented it from encouraging its students to develop their physical, creative and cultural skills. In 2018-19 the problem was compounded by the fact that almost all of Block C was being rebuilt with RUSA funding. However the positive outcome of the rebuilding would include the fact that the college would soon have demarcated classrooms for practically each department, a well - equipped gymnasium, a new staffroom, state –of – the - art restrooms on every floor for faculty and students alike, water filters on every floor, and a cosy cafeteria cum common room for the use of students. Meanwhile the students continued to participate with great energy and creativity in all the various cultural activities of the college making full use of the well equipped auditorium which was refurbished using RUSA grants. Moreover, despite the fact that the campus does not include a playground, the annual sports of the college was held in the grounds of St John's Diocesan School.

The infrastructure of the college received a further boost when the Alumni Association went out of its way to request Shri Sobhandeb Chattopadhyaya, Honourable Minister of Power and NES, Government of West Bengal to gift our college with a grid- connected Solar PV Power Plant. The formal unveiling of the dedication plaque of the power plant happened on December 1, 2018.

❖ Human Resource Management

In centres of higher education, human resource management is a constantly evolving area of concern, but one of its most important aspects is the emphasis on providing faculty members with scope to grow and develop within their working space. This college has always encouraged its faculty members to grow in the workplace, and this is achieved by encouraging new staff members to avail themselves of opportunities to attend orientation programmes. In-service teachers are also encouraged to apply for refresher courses, FDPs and major/minor research projects; and their progress and achievements are duly put on record. The encouragement and concern has enabled **five** faculty members to complete their PhD in the last year and one faculty member to complete her M.Phil as well. In addition, **three** staff members were granted Child Care Leave.

❖ Industry Interaction / Collaboration

❖ Our College tries its very best to rope in various corporate houses by way of enhancing placement opportunities for its student community as well as fine-tuning soft skills for its faculty too. Some such academic collaborations with industrial houses that had been forged in the current year are listed below:

- 1) The QGIS training course was conducted in our college by Opsis Academy from August 2018***
- 2) A one hour Orientation Programme was conducted by Bank Edge, an organisation, providing training to the students for Banking and Primary Teachers' Training Programmes. in August, 2018.

3) A Placement Workshop cum Orientation Programme was conducted by ICICI Foundation where they met 30 students in the first stage and a shortlisted 20 in the second stage, for their 12-week long internship programme, in August and September, 2018 respectively.

4) The reputed printing house, The Times Of India organised a postcard writing competition to inject life into the fast disappearing art of postcard-writing in our college campus.

5) A one hour Career-cum-Academic Counselling lecture presentation was delivered by Sri Tanmoy Roy, Career Adviser & Admission Consultant/ Business Head, Product and Digital Marketing of a California based leading education and Technology Company in November 2018.

6) A Career Counselling Programme was conducted by International School of Designing (INSD) in February 2019.

7) A month-long Student Internship Programme was held with Wrytin Internshala which saw Gudaba Sreshtha, our 3rd Year English Honours student taking part, from 15.04.2018 to 15.05.2018.

❖ Admission of Students

The Admission Committee of our College, comprising our Principal and senior faculty members as well as a few senior non-teaching staff members work tirelessly to ensure fair and hassle-free admission of students. With the entire admission procedure being online, the students too feel convenient to monitor the process themselves, without having to move physically from one college to the other. The admission cut offs are decided by the departmental heads in consultation with the Principal. Although the same might vary depending on the overall Higher Secondary/I.S.C/C.B.S.E results, the general norm constitutes 50% in aggregate and 50% in the chosen discipline, for those who aspire for graduation with Honours..

The college has been carrying out the students' admission procedure with the use of **Smart College** software, where the online support for the same is provided by the institution's website developer.

6.2.2 : Implementation of e-governance in areas of operations:

❖ Planning and Development

The college's vision and mission statement is clearly uploaded on the institutional website. Further development plans and strategies are also to be displayed on the website as and when applicable.

For all Governing Body meetings, the minutes and resolutions by circulation are sent by email to GB members and also made available as hard copies.

❖ Administration

The **MIS software** enables the college authorities to exercise full supervision over all the service modules in the office.

The Principal is in touch with teaching and non-teaching staff members, as well as with GB members, through email.

Notices and other kinds of administrative information are put up on the college website.

The college office is fully automated and equipped with 24/7 internet connectivity.

An intranet links the college office with the Principal's office for online supervision.

A new biometric system to record attendance has been installed for the use of temporary staff members (in addition to the existing biometric system to record the attendance of permanent faculty members.)

E-pension too has already been instituted for the benefit of superannuated faculty members as well as non-teaching and support staff,

❖ Finance and Accounts

HRMS software is being used in connection with the salaries of substantive staff members since June 2017.

The institution maintains accounts using the Tally software.

For financial transactions of the government and other organisations the PFMS software is also being used.

❖ Student Admission and Support

The college has been carrying out the students' admission procedure with the use of **Smart College** software. The online support for the same is provided by the institution's website developer.

Classrooms are equipped with smart TVs, and ICT powers the learning process.

Some departments have webpages of their own.

Students of some departments are able to connect with their teachers online and interact or clarify academic issues with them.

High-speed internet services provide seamless connectivity throughout the college campus.

❖ Examination

For the Calcutta University examinations, forms need to be filled online. Results are initially also displayed online.

Under the CBCS examination system introduced from 2018, all faculty members who are examiners need to submit marks online on the university's password-protected portal. Faculty officiating as scrutineers or Head Examiners also use the university portal.

In some cases, students need to submit their assignments online as well.

6.3 Faculty Empowerment Strategies

6.3.1 Teachers provided with financial support to attend conferences / workshops and towards membership fee of professional bodies during the year

Year	Name of teacher	Name of conference/ workshop attended for	Name of the professional body for which membership fee is	Amount of support
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		which financial support provided	provided	
2019	Sathi Naik	Faculty Training Programme at Asian University for Women, Chattogram, Bangladesh, organized by UBCHEA (22 nd Feb -1 st March, 2019)		3500 (INR) Approximately

6.3.2 Number of professional development / administrative training programmes organized by the College for teaching and non teaching staff during the year

Year	Title of the professional development programme organised for teaching staff	Title of the administrative training programme organised for non-teaching staff	Dates (from-to)	No. of participants (Teaching staff)	No. of participants (Non-teaching staff)
2018	A two Days' Workshop cum hands on training programme on the application of ICT and E-learning Module in Teaching-Learning System	-	13 th -14 th July, 2018	6	-
				-	

6.3.3 No. of teachers attending professional development programmes, viz., Orientation Programme, Refresher Course, Short Term Course, Faculty Development Programmes during the year

Title of the professional development programme	Number of teachers who attended	Date and Duration (from – to)
1). Faculty Development Programme (Enterprise Development Institute)	1). 2	1). 03.12.2018 - 14.12.2018 and 07.01.2019 - 18.01.2019 respectively.
2) Refresher Course in Philosophy, HRDC, JU	2) 1	2) 28.11.2018 – 18.12.2018

6.3.4 Faculty and Staff recruitment (no. for permanent/fulltime recruitment):

Teaching		Non-teaching	
Permanent	Fulltime	Permanent	Fulltime/temporary

6.3.5 Welfare schemes for				
Teaching		E-Pension Facility		
Non teaching		E – Pension Facility		
Students		1) Free Studentships (Full Free -21; Half Free -16) 2) National Scholarships -7 3) Kanyashree (Ki & K2) 15 + 30 4) Swami Vivekananda Merit cum Means Scholarships -19		
6.4 Financial Management and Resource Mobilization				
6.4.1 Institution conducts internal and external financial audits regularly (within 100 words each)				
6.4.2 Funds / Grants received from management, non-government bodies, individuals, philanthropies during the year(not covered in Criterion III)				
Name of the non government funding agencies/ individuals		Funds/ Grants received in Rs.		Purpose
6.4.2 Total corpus fund generated				
6.5 Internal Quality Assurance System				
6.5.1 Whether Academic and Administrative Audit (AAA) has been done?				
Audit Type	External		Internal	
	Yes/No	Agency	Yes/No	Authority
Academic				
Administrative				
6.5.2 Activities and support from the Parent – Teacher Association (at least three)				
6.5.3 Development programmes for support staff (at least three)				
<p>The College sees to it that its support staff, who form an integral part of the college family are well catered to.</p> <p>1) The College authority together with its faculty members ensure that their expenses during medical emergencies are taken care of. A part of their childrens’ educational costs and at times their marriages too are shared by the Teachers’ Council of the College.</p> <p>2) Their living quarters within the college premises have been renovated.</p>				

3) E-Pension for them has already been regularized.

6.5.4 Post Accreditation initiative(s) (mention at least three)

Here are some initiatives that were taken by the college following the NAAC re-accreditation process that culminated in the visit by the peer team in March 2019:

1.The college's IQAC was reconstituted, and the different members of the newly constituted group were given responsibilities relating to the preparation of data related to the 7 different criteria under which each AQAR in the current cycle would be prepared.

2.The Governing Body of the college accepted a proposal sent by the Sonali Chakraborty Foundation to begin, in collaboration with the college, a Career Advancement Scheme, to train students of the college for the entrance examination for admission to the West Bengal Civil Service.

3) In a bid to cater more proactively to its student population, our college has built a G+3 new building with ample and spacious classrooms, with each floor possessing separate rest rooms and water purifiers. The Building also houses a state of the art Library on the ground floor, beside which a beautiful Cafeteria cum common room for the students has come up. The Building also has a modern gymnasium for students and staff alike, along with a separate staffroom for its faculty members.

6.5.5

- a. Submission of Data for AISHE portal : (Yes)
- b. Participation in NIRF : (No)
- c. ISO Certification : (No)
- d. NBA or any other quality audit : (No)

6.5.6 Number of Quality Initiatives undertaken during the year

Year	Name of quality initiative by IQAC	Date of conducting activity	Duration (from-----to-----)	Number of participants
2018	A two Day Workshop cum hands on training programme on the application of ICT and E-learning Module in Teaching-Learning System	13 th - 14 th July, 2018.	2 Days 13 th - 14 th July, 2018.	6 (WCC Faculty)
2018	Workshop on Intellectual Property Rights	7 th September, 2018.	One day (07.09.2018)	60