



**CRITERION VI: GOVERNANCE, LEADERSHIP AND  
MANAGEMENT**

**6.1 Institutional Vision and Leadership**

**6.1.1 State the vision, mission and objectives 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.?**

**The Vision of the college: "Sa Vidya Ya Vimuktaye" i.e.**

Knowledge is that which liberates.

Gandhiji's motto for education for Gujarat Vidyapith, Ahmedabad is the source of our inspiration. The college adopted this motto as its vision from its inception in 1972.

**The Mission Statement of the College is: "Empowerment of women through access to Higher Education"**

The distinctive characteristic of college being affiliated to SNDTWU is committed to the cause of Women's Empowerment through access to higher education. The college serves the society at large by admitting students from all income groups without any discrimination of caste, creed and religion. The college adopts and inculcates Gandhian values in imparting knowledge.

To achieve the institution's mission the following steps have been undertaken:

- Introduction of B.Com (AFI), P.G. Course in M.A. with Clinical Psychology and P.G.D.E.C.E.
- Introduced Vocational Courses of different duration through Dr. BNCDC.
- Qualified, efficient and research oriented staff

The college also undertakes the following activities with the objective of achieving its mission and goals and thus translates its vision statement into activities.

- Encourage students to participate in leadership training programmes.
- Organized curricular and extracurricular activities for holistic development of students.
- Organized Yuva Udyami programmes to inculcate the spirit of Entrepreneurship.

The vision of the future is to introduce more professional and vocational courses and strive for academic excellence in Teaching Learning.

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

The Management and the Principal are committed to imparting education to all students. The management plays an important role in development and upgradation of infrastructure and learning resources. Following infrastructure has been created or upgraded: the gymkhana, redesigning of the seminar hall, library and canteen; creating a pantry and 'Serenity' space for the teachers, amphitheatre in the backyard of the college.

The Principal holds a key position in the institution. The management has given sufficient freedom to the Principal to fulfill the vision mission of the college.

- The college initiated bio metric device to maintain discipline, before it was made mandatory by the Maharashtra Government.
- Motivates the faculty members to undertake research
- Governance based on principles of participation and transparency.
- Optimum utilization of all resources
- Mobilization of funds for providing infrastructure facilities.
- Gives freedom and priority to the teaching faculty and office staff to take up new challenges.
- Treats teaching and non-teaching staff sympathetically with respect, trust and loyalty.

Role of Faculty: Faculty representation in the Local Managing Committee ensures that the suggestion / views of the staff are put forward during the meetings.

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

Efficient and effective leadership is carried out through decentralization in the form of setting up of various committees who meet, periodically and review the matters concerning their activities.

- **The policy statement and action plans for fulfillment of the stated mission:** The Principal coordinates with Supervisor, Dept. Heads and Committee In-charge through regular meetings for planning, organizing and execution of all academic and co-curricular activities. The Principal also coordinates with University Bodies, UGC, Jt. Director's Office and other government bodies to comply with necessary formalities to fulfill the stated mission of the college. Constructive suggestions by stakeholders are accepted whenever feasible.
  - **Formulation of action plans for all operations and incorporation of the same into the institutional strategic plan:** The College has an organizational structure in which the Principal
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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is the head of the organization. Other administrative posts are those of Supervisor, Office Superintendent, Head Clerk and other admin supportive staff. The committees have been constituted to support the academic and extracurricular activities. College provides teaching log to all staff members that includes academic calendar, study plan, internal test plans, time table, teaching days, record of participation in curricular and co-curricular activities etc.

- **Interaction with stake holders:** The members of the management and Principal are present during the celebration of annual day, Independence Day, sports day, conferences and seminars organized by the college and prize distribution function. Besides, the college organizes orientation programme, open house day for parents, farewell functions, teacher's day celebration, exhibition and stalls put by students, where the Principal is able to interact with stakeholders. Management is also actively involved in extension activities and community development programmes at college level and community level.
  - **Proper support for policy and planning through need analysis research inputs and consultations with the stakeholders:** Plans are discussed in the management meetings. The Management supports new programmes which would benefit students of the college. The College conducts regular feedback from final year students on the basis of which new programmes have been introduced.
  - **Reinforcing the culture of excellence**
    - The college appoints qualified teaching faculty to ensure that quality education is imparted.
    - M.N.W.C is the only college affiliated to SNDTWU, which has an International Multidisciplinary Multilingual Peer Reviewed Journal, which is indexed and abstracted by Global Impact Factor, Australia with the value of 0.210 for July, 2013. EBSCO, USA International database systems, in which journals are listed, have approved to enlist the journal in their database.
    - The NAAC Peer Team who visited college for the 2<sup>nd</sup> Reaccreditation cycle in December 2009 had suggested that teachers should be encouraged to enroll for their doctoral degree and undertake major and minor research projects. Following their suggestions, the college has now more teachers who have completed their Ph.D., Major and Minor Research projects and teachers who have registered for Ph.D. and have submitted their proposal for Minor Research projects in comparison to 2009.
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- Faculty members have availed of travel grant from UGC to travel abroad for presenting papers at International Conferences.
- Enhancing and upgrading the existing infrastructural facilities and teaching, learning resources have had a positive impact on the students and the faculty.
- Dr. Katyayan received vocational excellence Award from Rotary Club of Bombay Airport.
- Dr. Katyayan, Dr. Rajshree Trivedi and Dr. Sejal Shah have won International Awards in the field of literature.
- **Champion Organizational Change:** The Management is flexible and open to changes, suggestions and innovations. They are eager to introduce new courses and programmes in the college.

### 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?

The internal coordination and monitoring mechanism is synchronized through the participation of the staff as members of various committees.

- College has a governing council and managing committee which include managing trustees, academician, industrialist and philanthropist.
- College has duly constituted local managing committee where representations from teaching and non-teaching staff are nominated as per rule.
- The committee In-charge along with members plan programmes semester wise which are presented in the term open meeting. The committee members meet regularly to discuss, plan and execute events planned in the beginning of the term. The activity report is presented in detail in the term end meeting. The report is published in '*Srishti*'
- The HODs meetings are held to discuss study plans, curricular and co-curricular activities for the semester.
- The college conducts feedback from the students.

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

The Principal has played an important role in introducing new courses in the college. The following courses were introduced: B.Com (AFI), M.A. in Clinical Psychology and P.G.D.E.C.E and various certificate and diploma courses under Dr. BNCDC.

The faculties are encouraged to apply for FIP, while pursuing their Ph.D. degree. The faculties are encouraged to attend seminar, conferences and publish papers.

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

For the smooth functioning of the college and better coordination amongst all faculty members following steps at various levels been taken:

- The Supervisor assists Principal and administrative staff in day to day affairs. Additionally the Supervisor coordinates with HODs, Committee In-charge for planning and execution of various curricular and co-curricular activities.
- HOD / Coordinators for BMS, B.Com (AFI), M.Com. and M.A. allots workload, prepare study plans.
- The members of committees / departments are given freedom to execute various activities allotted to them; they plan and prepare budget for it.
- The office bearers of students' council help in conducting various curricular and extracurricular activities this gives them an opportunity to develop leadership qualities.
- Students participate in leadership camps organized by the NSS unit of Maharashtra Government and SNTDWU. Students are elected as Class Representative, Gymkhana Representatives, University Representatives, NSS Volunteers and Office bearers of Rotaract Club of college. This imbibes leadership qualities.

**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 Principal has a key role and being head of the organization, management has full trust on her and gives freedom to function in order to fulfill the vision and mission of the institution. The Principal monitors the day-to-day academic and administrative activities, and is also responsible for financial decisions related to the college. The college provides operational autonomy as follows:

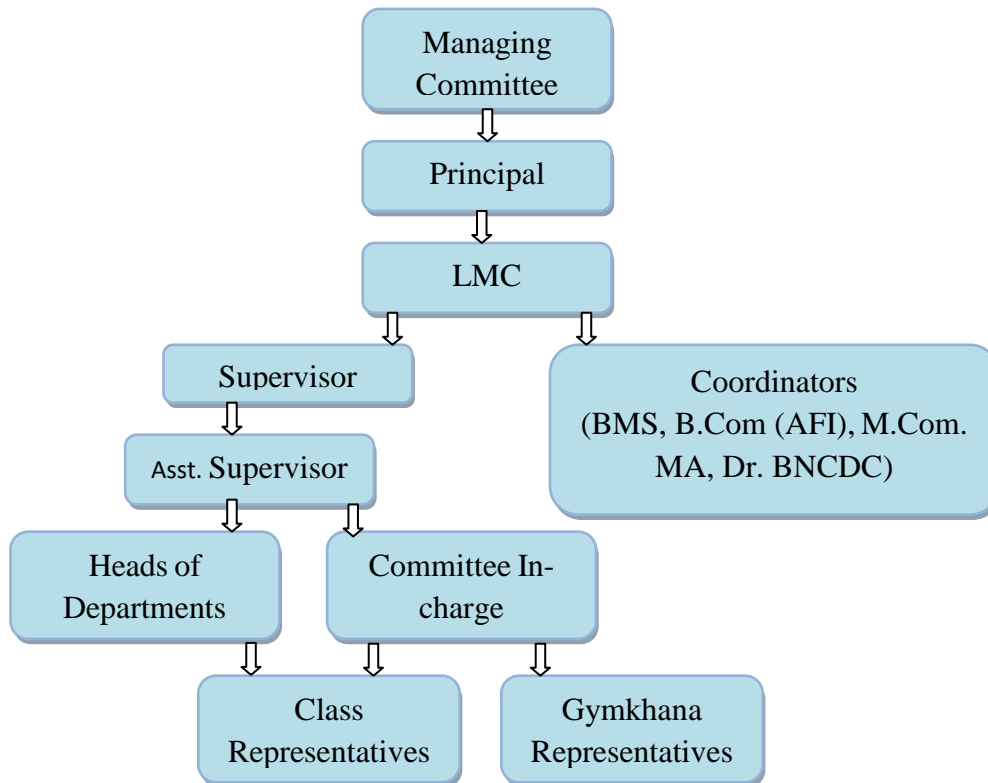
- Supervisor, Heads of Department, Committee In charge are given freedom to plan and execute college activities.
  - Students' representatives are appointed in different committees.
  - Office Superintendent manages Office Administration of the college and assisted by the Support staff which includes Head Clerk, Senior Clerk, Junior Clerk, Library Attendant and Class IV Staff. Office Superintendent under the guidance of the Principal coordinates day to day administration functions
  - Self-Finance courses are managed by Coordinators appointed for the respective programmes.
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**6.1.8 Does the college promote a culture of participative management?  
If 'yes', indicate the levels of participative management.**

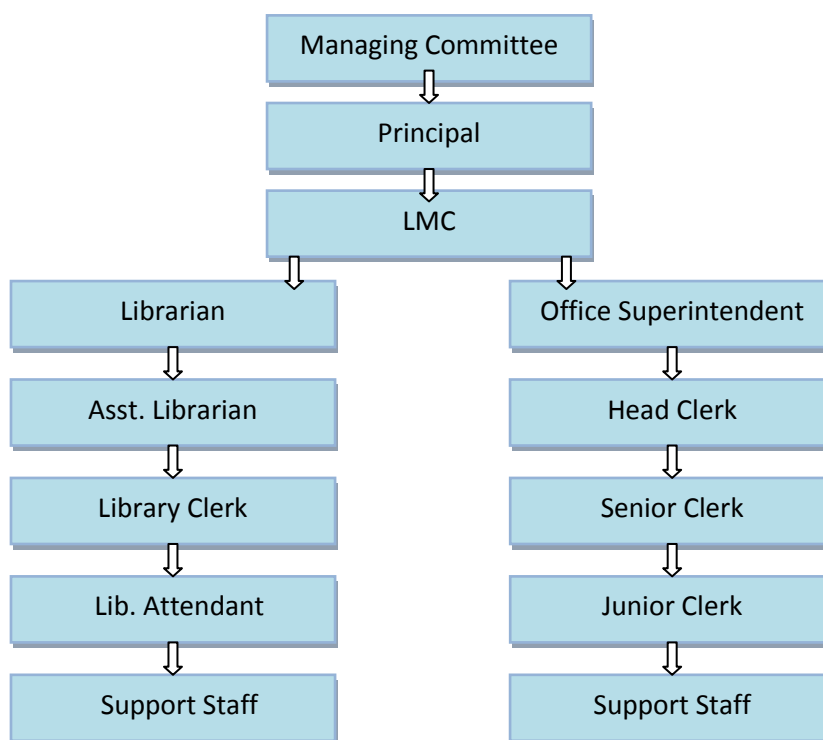
The institution has formal organizational structure for effective internal coordination and monitoring mechanism as follows:

**Flow Chart of Management Committee: For Academics**





**Flow Chart of Management Committee:  
For Administration**



- In Governing Council key managing trustees looks after overall institutional growth.
- Managing Council consists of Chairperson, Hon Secretary, Hon Treasurer, and Honorary Joint. Secretary, Members of others in Academics, Industry and Philanthropists.
- Local Managing Committee includes two members of managing representative committee, principal as an ex-officio secretary, three representatives from teaching faculties and one representative from non-teaching staff.

**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?**

The quality policy is developed by the top management in consultation with the stakeholders. It is deployed through implementation of the curriculum designed by the University and enriched through organization of curricular and co-curricular activities, by using ICT for teaching, learning and evaluation and for efficient functioning of the administration. The infrastructure facilities have been developed and upgraded to meet the needs of the stakeholders.



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

Perspective Plan:

As per the suggestions of NAAC Peer Team exist report in December 2009 a perspective plan was prepared for five years. The following aspects are considered in the perspective plan after discussing them in the managing committee meetings:

- Expansion through introduction of various professional and vocational courses
- Facilitating research environment
- Deployment of ICT
- Development and up gradation of infrastructure and facilities to enhance learning
- Increase in enrollment

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

- **Trust Management:** The main trust is Shree Chandulal Nanavati Women's Institute and Girl's High School, who take care of various sections of schools and colleges. Apart from this, Principal being a part of Management Committee looks after academics and administration. Whereas the managing trustees controls, plans and approves the schemes of development.
- **Local Managing Committee:** It is a statutory body, formed as per Section 85 of Maharashtra University Act, 1994. It includes elected or nominated representatives of teaching and non-teaching staff, Principal being an officiating secretary and representation from management members. The committee discusses plans about up gradation of infrastructural facilities, academic activities, curricular and co-curricular activities.
- **Principal, Supervisor and Asst. Supervisor:** The Principal provides valuable guidance in planning, organizing and execution of all academic activities. The Principal is assisted by Supervisor and Assistant Supervisor. They look after day to day regular activities of the college and maintain cordial relationship with the staff and all the stakeholders.
- **Heads of the Department:** Plan and organize all departmental activities after discussing with respective members of the department.
- **Committees and Associations:** Plan their activity for each semester and coordinates with students for their execution.





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

The quality improvement strategies are as follows:

- **Teaching and Learning**
    - Teachers were given ICT training to enhance Teaching, Learning process.
    - Faculty Development Programmes organized to train teachers to use statistical packages.
    - Personal Productivity Log book revised periodically after review.
    - Department of English and Economics have signed MOUs with Dept. of English, SNTD College of Arts and Science, Churchgate and MMP Shah College of Matunga for student and faculty exchange programme.
    - The Library has subscribed to INFLIBNET which enables access to large database.
    - OPAC training given to teachers.
    - Computerization of Library Resources.
    - Department of English has a language lab which helps students to improve their Communication Skills.
    - Examination reforms such as masking, computerization of hall tickets, online submission of question papers has been introduced.
    - Innovative methods of teaching like screening of films, dramatization, use of newspaper clippings etc. are used.
    - 100 hours of compulsory computer training with MOOC academy ensures that students are able to integrate ICT for learning and other purposes.
  - **Research and Development**
    - Teachers are encouraged to undertake Major and Minor Research projects and contribute research articles for publication.
    - The college publishes '*Research Horizons*' an International Multidisciplinary Multilingual Peer Reviewed Journal. It provides a platform for researcher to publish their research findings which reach to the wider teaching fraternity.
    - Every year the college organizes the Intra Department and Inter Collegiate Research paper presentation competition. This initiative motivates and trains students to undertake surveys, collect and analyze data and present their findings.
    - Generate sources of income to support research and create a corpus fund for it.
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- **Community Engagement**
  - The NSS Cell of the college collaborates with Inner Wheel Club of Bombay Airport and Bombay Seacoast, Rotary Club of Bombay Airport to conduct Health Check Camps for students, staff and community.
  - A talk on Patient Safety was organized in 2012 in collaboration with Nanavati Hospital for the neighboring community, staff and students. 150 people attended the talk.
- **Human resource management**
  - Faculty Assessment is done through 'Self-Appraisal', which is assessed by the Principal and feedback is given to the teachers.
  - Feedback by students with the help of Teachers Effectiveness Scale
  - Teachers are encouraged to attend Orientation and Refresher courses.
- **Industry Interaction**
  - Visits and Field Trips are arranged which exposes the students to Industry Practices. Students go for internship with NGOs, Hospitals, Industries, Educational Institution. Department of Food and Nutrition have signed an MOU with Marico Industries who sponsored the publication of 'Health Mantras' a monthly bulletin of the department.

### 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 Principal works as a liaison officer between the staff and the Management, University, UGC and Government.

- The EXIT report contains the student's views about canteen, library, infrastructure, welfare schemes and other facilities which are reviewed.
  - The managing committee members visit the college thrice a week or more if necessary or as the situation demands. The Principal keeps them informed about the day to day affairs in terms of: Office Administration, Teaching Learning programmes and innovations, curricular and co-curricular activities, teachers students participation in seminars and workshops, students participation at college and inter collegiate level activities.
  - Suggestion boxes have been put up for students. Students are also free to have dialogues with the HODs/ Supervisor / Faculty members who counsel them. Complaints, suggestion, are forwarded to the concerned department / faculty for necessary action.
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- During the meetings of the Managing Committee the Principal presents a detail report of all the activities of the college.
- During the Orientation Programme the students from NSS Cell share their learning experiences with the stakeholders.
- 'Srishti' the college magazine gives a detail report of all the activities organized in the academic year which is distributed to management, staff and students.

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

The management encourages the involvement of the staff in the improvement of institution and enhancing its effectiveness and efficiency through the following measures:

- Participation in international, national, state and regional seminars, workshops and conferences encouraged for faculty development.
- Encouragement to undertake research programmes.
- Encouragement for organizing and conducting national and state level seminars and workshops.
- Provision of equipment and well equipped library facilities.
- Provision of infrastructural facilities
- Appointment of substitute staff on leave vacancies on management resources

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

Managing trustees are enthusiastic, co-operative and supportive. They are available in the college premises thrice a week. The following resolutions were passed in Management council meetings to enhance the institutional performance:

- **General / Infrastructure:**
  - To Modernize and upgrade of backyard, canteen, creating Amphitheatre and Serenity space for teaching staff and upgradation of the Fitness Centre.
  - To upgrade Fashion Laboratory, Interior Designing Laboratory and Textile Laboratory and add a computer lab.
- **Academic:** To have maximum classrooms equipped with ICT, to introduce new courses at U.G. and P.G. Level.
- **Examination:**
  - To computerize all work related to examination such as issuing of hall tickets, online submission of two sets of question papers and other exam related work is fully computerized.
- **Research:**



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- To encourage staff to undertake Major and Minor research project and register for Ph.D.
- To increase research output of students.
- To generate corpus fund for research
- To upgrade '*Research Horizons*' as International peer reviewed research journal.
- **Status of Implementation:** All the above mentioned resolutions have been implemented

**6.2.8 Does the affiliating university makes 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, there is a provision by the affiliating University to acquire autonomous status. But college has not planned to have autonomous status.

**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 grievance for promoting better stakeholder relationship?**

- The college has a Grievance Redressal Cell, but till date no case has been registered.
- Help Desk is managed by the Head Clerk in the office to oversee and look into complains with respect to infrastructure facilities.
- Suggestion Boxes are placed on the ground floor and on the first floor outside the library. In the first stage the Supervisor counsels the stakeholder and suggests steps to solve the problem. In the second stage, if the problem still persists, the Principal is informed and necessary action is taken.

**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?**

There are no court cases filled by and against the institute.

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

- The college has introduced a system of feedback from all students through the Teacher's Effectiveness Scale which includes four major items like subject knowledge, teaching style, student's interactions, student's satisfaction index, teacher's weaknesses and good qualities.



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- The Final year students give EXIT feedback which includes curriculum, infrastructure facility, welfare programmes, co-curricular activities, canteen, library facilities etc. For both the feedback full confidentiality is maintained and the feedback is collected by the Principal at the end of the year.
- The feedback from the students is communicated to teachers and where required the teachers are asked to take action to improve.

### 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?

To enhance the professional development for Teaching Staff:

- Actual travelling expenses and registration fees released under UGC grant for Participation of Teachers in Academic Conferences in India Scheme (PTAC)
- Encourage teachers to contribute research papers and articles in '*Research Horizons*'
- Department Heads are encouraged to apply for financial assistance to organize seminars and workshops through UGC and ICSSR
- Training by the Library to teachers for OPAC and INFLIBNET and a well-stocked library with subscription to journals.
- The management allows the faculty members to attend orientation / refresher courses to fulfill their career advancement scheme.
- Sanctioned duty leave to attend the national / international conferences / seminars for the enrichment of their academic knowledge in their respective field
- Language lab is established to enrich and improve communication skills in English
- Teachers who had completed their Ph.D., Major and Minor Research projects were felicitated by the Management.

#### For non-teaching staff

- Conducted workshops on topics like: Stress relief, Gender sensitization and Cooking demonstrations
- Provided financial/ medical assistance for Class III and Class IV employees as required
- Training provided for use of accounting software.
- Training for use of library software
- Encourage Non-teaching staff to participate in activities conducted by other colleges



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- The staff is trained, whenever new or up gradation in the existing software is undertaken.

### **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 college has adopted following strategies for faculty empowerment:

- Teachers are encouraged to apply for Faculty Improvement Programme, UGC and for financial assistance for Major and Minor Research projects.
- Conducted a 7 day FDP on 'Statistic for Social Science Researchers' sponsored by ICSSR where participants were given hands on training in using statistical packages.
- Promotions under Career Advancement Scheme are done in time
- Faculty members have the freedom to recommend books, journals and reference source for effective teaching
- Faculty members are in BOS, Syllabus revision committees, moderators, paper setters and subject experts and act as a resource person to share their expertise with the teaching fraternity.
- The Principal has given freedom to all department and committee In-charge to plan their curricular and co-curricular activities
- Training / workshops / guest lectures by staff study circle on different topics.
- Departments organizes multi-disciplinary seminars and workshops for sharing knowledge
- Teachers are appointed as Conveners and members of literary events at the Yuva Mahotsav / Tejaswini Contest organized by the SNTWU, Churchgate.

### **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.**

- As per UGC guidelines for performance appraisal the API is implemented by the college. At the end of every academic year teachers submit the Performance Appraisal Book to the Supervisor, which is forwarded to the Principal. The Performance Appraisal system collects information on: lectures / tutorials/ practical assigned per week and taught, steps taken for lectures missed during absence of leave, regularity, participation in University paper setting and evaluation, contribution in design of curriculum, innovative teaching and evaluation methods,



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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preparation of course material, remedial teaching, improvement of professional competency, research contribution, extension work, community services, participation in corporate life. The information collected in these activities capture the performance of the teachers for appraisal.

- Student's feedback is taken by Principal at the end of academic year. After reviewing and analyzing the feedback, the Principal communicates the same to the teachers. A comparison with the previous year feedback enables the teacher to know whether the performance has improved in relation to the previous year.

### **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 Principal informs the Management of the appraisal report. The outcomes are also communicated to the Management during the Managing Council meetings.
- The decision taken by the Management on various issues are communicated to teachers

### **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?**

Welfare schemes for Teaching and Non-teaching staff been available since last 4 years:

For teaching staff:

- Free medical checkup
- Separate pantry for teachers with electronic appliances such as refrigerator, micro-wave, water-cooler, induction plate, water purifier etc.
- Free entry in fitness centre for two days in a week.
- Free health and personal counseling
- Free internet facility

For non-teaching staff:

- Health awareness lectures by Medical Fraternity are conducted for all teaching and non-teaching staff.
- Medical facility including medicines at discounted rate for non-teaching staff
- Financial assistance for Class III and Class IV employees as required at personal level.
- Provident fund scheme for Class III and Class IV staff of unaided and management staff.



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- Diwali Bonus for Class III and Class IV staff of unaided and management employees
- Class IV staff are encouraged to undertake gardening work for additional income
- Provided Uniform, Umbrellas for Class IV staff
- The Principal stands guarantor for loans from Banks and Provident fund
- Employment to the spouse of the deceased staff on compassionate ground

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

Those who have been employed on government pay scales and are confirmed and permanent faculty get Provident Fund/Pension benefit. To attract and retain eminent faculty of unaided program following measures have been undertaken:

- Following the recommendations given by NAAC Peer Team Exit Report December 2009 the emoluments to the teaching and non-teaching staff has been increased.
- The management has appointed full time faculty to reduce dependency on visiting faculty and ensure quality teaching.
- Staff welfare schemes are undertaken

## **6.4 Financial Management and Resource Mobilization**

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

- The institution prepares yearly budgets in the beginning of the year and allocates funds for effective use of available resources.
  - Actual expenses incurred during the year are compared with budget and any major variation is discussed by the Principal with concerned department. The college budget includes establishment expenses, development expenses, repairs and maintenance etc.
  - The Management also prepare yearly budgets for infrastructure development, these are prepared on the basis of needs of the college
  - The Library committee monitors the use of allocated funds twice a year.
  - Standard quotations are invited for purchase of any equipment or development of infrastructure facilities
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

### 6.4.2 What is the institutional mechanism for internal and external audit? When was the last audit done and what are the major audit objections and how many are pending and how many are complied with?

The college has independent internal auditor. The internal auditor visits twice in a year to monitor the accounts and help the college with fiscal discipline. The accounts of the college are audited regularly as per the government rules. The Auditor General audit is completed till 2010-2011. There are no adverse comments on the accounts.

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

- College receives financial assistance from State Government as Salary Grant for aided courses.
- The college receives development, merged scheme and additional assistance grant from UGC
- The self-finance courses are managed through the fees collected for the course from students.
- Annexure attached for audited income and expenditure.

Particulars	2011-12	2012-13	2013-14
Salary Grant	23418471	27633946	37530318
Scholarship	52410	17225	-
Donations	369701.33	403645	2641076
Development Grant	125051	198831	-
Merged Scheme	308133	9391	-
UGC Additional Asst.		1866663	-
COP	65978.75	75528.25	15659.75
Reserve Fund	28,45,010	27,45,010	24,95,010
Development Fund	21,34,132	20,34,132	17,84,132
Minor Research	55,000	1,30,000	-
Seminar Workshop	-	1,06,250	-
Travel Grant	106195	-	5,74,848
Income	1,15,67,160	55,38,578	1,20,59,806
Expenses	57,37,377	1,00,56,997	89,52,416

### 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 is a grant-in-aid college, which means that budgetary deficit will be supplemented by the state government. But since last 12 years state government has not released non-salary grants. Therefore, the deficit has been supplemented by the management. The government disburses the salaries of those parts sanctioned for teaching and non-teaching staff.



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- Resources are also generated by renting out premises for various competitive exams, to management institutes for their promotional activities
- The college receives financial help from philanthropists and sponsors when co-curricular activities are held in the college
- Scholarships are given by donors and philanthropists to meritorious and needy students
- College gets donations which has been used for corpus fund, infrastructure development etc.

### 6.5 Internal Quality Assurance Systems

#### 6.5.1 Internal Quality Assurance System

- a) **Has the institute established an Internal Quality Assurance Cell (IQAC)? If yes, what is the institutions policy with regard to quality assurance and how has it contributed to institutionalizing the quality assurance processes?**

The college follows the NAAC guidelines for constituting the IQAC. It was established in the year 2004

The IQAC formulated its policy for quality assurance by adopting its 5 'I' policy i.e.

- *Involve: taking collective responsibility*
- *Inform: disseminating information among all stakeholders*
- *Initiative: generating initiatives that enhance innovative process and practices.*
- *Improve: formulating plans of action that can be maintained and measured.*
- *Implement: practicing continuous improvement to ignite a compound effect of excellence.*

The IQAC has tried to institutionalize the quality assurance processes embedded in the 5 'I' policy in the following manner:

- **Involve:** All the HODs have been involved in the IQAC. Other stake holders like President of the Student Council, representation from PTA and administrative staff are also member of the IQAC.
- **Inform:** Information to stakeholders is disseminated through: college website, correspondence management system, announcement through public address system, college diary, *Srihsti* –the college magazine, Quarterly and Annual reports etc.
- **Initiate:**
  - Departments: HODs of dept. are encouraged to sign MOUs with Depts. of other colleges / NGOs. Departments are also



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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encouraged to have teachers-exchange, student exchange program

- Students: training students for research and other co-curricular and extra-curricular activities.
  - **Improve:** It is a constant endeavor at MNWC to improve and enhance all aspects at imparting education
    - **For teaching learning process:** making teaching plans, academic calendar and examination reforms.
    - **For Administrative process** streamlining the process of fees collection and the railway concession process making it more efficient in terms of time, accuracy and storing information about the students.
  - **Implement:** implementation is a process of learning and is done through departments, committees and administrative staff.
- b) **How many decisions of the IQAC have been approved by the management / authorities for implementation and how many of them were implemented?**

The following decisions of the IQAC were approved and implemented:

**For Curriculum Aspects:**

- Planning and designing of the college diary with effect from 2013-14.
- Signing of MOUs with depts. of other affiliated college, industry and NGOs

**For Teaching, Learning Evaluation:**

- 100 hours compulsory training programme through the MOOC Academy for the B.A and B.Com. students with effect from 2013 onwards.
- Instituted the certificate for 'Best Attendance'.
- Preparing the socio economic profile of the students.
- Imbibing Gandhian values and thoughts amongst students through various activities such as seminars, competitions, exam on Life of Gandhi, Khadi exhibition, fashion show on Khadi as a theme

**For Optimum Use of College Infrastructure:**

- Participated in the BEQET competition for implementing the project 'Systematic Use of Space and Resources: Staff Room and Lockers' and won the consolation prize, 2012-13.

**For supporting the students:**

- 'ADHAAR' a time bound programme of providing Khichdi, Dal and Rice sourced from ISCKON and snacks from the college canteen to students selected from low income group of families, 2012-13.
- Mrs. Abha Mathan, Consultant and Trainer was invited to train students in literary skills, 2013.



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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### **For enhancing teacher quality:**

- Organizing Faculty Development Programme for Teachers.

### **For extension activity:**

- Gender Sensitization workshop for the teachers of Rotary Annudanit Ashram School at Palghar.
- 'Project Quilt' - students made quilts from old bed sheets, curtains, sarees etc. which were gifted to the children of the Rotary Annudanit Ashram Shaala.

### **For building camaraderie:**

- Celebrating Birthdays of all teaching and non-teaching staff.
- Organized workshop for teaching and non-teaching staff on Gender Sensitization in June 2013

### **c) Does the IQAC have external members on its committees? If so, mention any significant contribution made by them.**

Yes, the IQAC has external members on its committee. The significant contributions made by them are:

- Smt. Himadriben Nanavati, Member of the Management, suggested that 'Quilts' could be made from old sarees, bed sheets etc., which then would be distributed to the children of Rotary Annudanit Ashram Shaala at Palghar.
- Dr. Ancy Jose, Principal of Nagindas Khandwala College, Malad, gave important suggestions regarding the Peer team visit to the college, which we intend to implement when the Peer Team Visits the college.
- Dr. (Prof.) Mala Pandurang, Dept. of English, M.M.P Shah, Matunga College, recipient of the 'Maharashi Karve Utkrushta Shikshak Puraskar' award from the SNTWU for the year 2013-14, gave valuable inputs which have been implemented by the college. They are:
  - To create a culture of research among teachers and students.
  - To appoint an Advisory Board for '*Research Horizons*' the academic journal of the college and to revamp the peer review process.
  - To collaborate with other institution with lecture series
  - To encourage and motivate advance learners.
  - To plan and conduct Intra-Department basic course.
  - The Food and Nutrition Dept. could give Dietary Advice to schools and community.
- Mr. Suketu Jariwala, industrialist was invited to guide the college in conducting a 'Green Audit'. He also appealed to the members of the Rotaract Club to donate old bed sheets, curtains etc. for making Quilts.

### **d) How do students and alumni contribute to the effective functioning of the IQAC?**

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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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The President of the Students Council is a student representative in the IQAC. Our Alumni is a faculty and is a member of the IQAC. The IQAC had set up the suggestion box system where in appropriate actions are taken and communicated to the students. Alumni helped in online UG admission. Alumni's are invited for training students for street play, Career Counseling and Career Planning

e) **How does the IQAC communicate and engage staff from different constituents of the institution**

The constitution of the IQAC assures representation of all the stakeholders. They include:

- Member of the Management
- Member of the Local Society
- Principal as Chairperson
- Supervisor of the Senior College
- IQAC Coordinator
- Heads of all the Departments
- BMS Coordinator
- Librarian
- Office Representative
- Alumni
- Representative from PTA
- Students Representation
- Experts from Academic field
- One representative from Industry

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 operationalisation.**

- **Examination reforms:** The College introduced masking system and computerization of all the exam related work. An IT expert was invited and briefed by the Administrative Staff to prepare examination software to suit the requirements of the college and at the same time to comply with norms set up by the University. The use of this system has minimized errors, regarding eligibility requirements of the students, marks etc.
- **Fees collection and Students Information System:** Software has been developed for managing the fees, as the fees vary according to the course and also depend on whether the student is availing of need cum merit scholarships provided by the college. This has helped in minimizing errors, leading to greater efficiency. The college also maintains computerized records of all students from the year 2011-12 onwards. It helps the college in numerous tasks like preparing Bonafide certificate, leaving certificate etc. It also helps in generating data on caste / religion of the students.
- **Inventory Management System:** To keep track of stationery and other resources used, the college has developed indigenous



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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inventory management software. This ensures smooth availability of resources.

- **File Management Process:** All the files/ documents have been sorted, labeled and are stored in the specially created record room. A document Management Software was specially created, which gives the exact location of the file/ document stored in the record room. Earlier these were scattered in cupboards, on different floors in the college. Therefore, it was difficult to trace a file in a short-span of time.
- **Correspondence Management System:** All correspondence of the college is managed using the inward and outward registers. Many times, there was a delay in forwarding the correspondence to the concerned individuals. Therefore, an extension module to the already functional Document Management System was created, which would exclusively handle correspondence. This has not only reduced use of paper, but also led to greater efficiency in terms of delivery of the document to concerned individual in time.
- **Employee Service records** are now fully computerized and easily accessible.
- **Computer Training for the Students** It is mandatory for all the colleges to impart 100 hours of compulsory computer training to all students. The IQAC collaborated with MOOC Academy to plan and implement the programme with effect from June 2013. It was a huge success, as the students could complete the training within a stipulated time.
- **Strengthening Book Bank Facility:** To support economically weak students and for effective utilization of library resources. Rotary Club of Bombay Airport was approached through which, 532 books of UG and PG in the main collection of the library were added, worth more than Rs. 1,41,759.

### 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.

Yes, the institution provided training to its staff to ensure quality procedures.

- A workshop on “Ethical Hacking and IT Security” was conducted by Mr. Sachin Dedhia, Cyber Crime Investigator and Certified Ethical Hacker (EC- Council, USA), 75 participants from more than 20 colleges and corporate professionals attended the workshop. It was inaugurated by Shri Nandkishore More –



## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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Assistant Commissioner of Police, Bandra, Cyber Cell. Practical sessions were conducted by experts in two parallel computer laboratories.

- Shri Viren Shah of MOOC Academy trained the staff members on how to use the extension module of functional Document System i.e. the Correspondence Management System which exclusively handles all the correspondence of the staff.
- The non-teaching staff is periodically trained whenever new indigenous software is developed or when there is an up gradation of the existing software package.
- Mrs. Sheetal Sawant, Librarian organized training for faculty for using INFLIBNET and OPAC. Teachers now have easy access to large number of on-line journals. For e.g. one of the faculty Dr. Rajshree Trivedi, has made extensive use of INLIBNET for International Conference.

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

- Departments and Committees submit Quarterly and Annual reports and all the Faculty submit Self-Appraisal report.
- The Principal presents the Annual report of the college at the Managing Committee Meeting.
- The Local Inquiry Committee (LIC), a body constituted by the University reviews the new courses started by the college. The suggestions made by the LIC are implemented by the college.
- The IQAC did an In-house Academic Audit and the suggestions were subsequently carried out by Principal and Supervisor
- The EXIT report which is a feedback taken from the students in the areas of infrastructure facility, canteen, library and add on courses.

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

- The college follows the NAAC manuals as its guideline.
- The qualifications, workload and promotions of the teachers are as per the requirements by the UGC and Joint Director of Higher Education.

### **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?**

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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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The Heads of the Departments continuously monitor Academic aspect of teaching learning process and the Heads of Committee are in charge of the co-curricular and extra-curricular part.

The College reviews the teaching learning process in the following manner:

- The Time-table committee prepares the Master time table which is available with the Supervisor. Each Department and Faculty has to submit a copy of their time tables to the supervisor once it is finalized.
- All the teachers maintains the Personal Productivity Log which includes the following details: Titles of papers and code numbers, guidelines for teachers, important contact numbers and help lines, calendar of the current and forth coming year, academic calendar, time table, teaching plan, teaching log, list of holidays. This is reviewed by the Principal.
- Weak students are identified after the internal test and extra coaching is given to these students.
- Teachers regularly take attendance and students with 95 percent and above attendance are given a certificate of appreciation. A list of defaulters is prepared. The parents of chronic defaulters are informed.
- Teachers are encouraged to use innovative teaching methods like: Films, Role plays, field visits, surveys, PPT etc.
- Feedback from students

The following are a few outcomes:

- Human resources and infrastructure is utilized optimally
- Teachers are able to complete their syllabus in time.
- Weak students get support in form of extra coaching
- Students learn to integrate ICT.

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

The institution communicates its quality policies to all its stake holders through meetings, notices, circulars, annual report of the college etc.

#### **Meetings**

- Through Management Committee Meetings which are held twice year.
  - Through LMC Meetings held twice in a year.
  - Through IQAC Meetings
  - Through Meetings of Departmental Heads, Library.
  - Through Committee In-charge and Student Meeting
  - Through Staff Meetings with Principal
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## CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

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- Through Meeting with Non-Teaching Staff and Principal
- Through the PTA meetings during the Orientation Programme and Open House Day.

### **To the Management:**

- The Annual report of the college is sent to the University and it is also placed before the Management Council of the College.
- The IQAC communicates the policies of college at IQAC Meetings and other forums to galvanize support from External agencies like the Inner Wheel Club of Bombay Airport and Bombay Sea Coast, The Rotaract Club. These clubs have provided financial support for Book Bank Facilities, Scholarships and training programme for the students.

### **To the Staff:**

- All notices for the teachers are circulated amongst the staff and put up on notice board in the staff room.

### **To the Students:**

- Information is given to the students via class representation, public address system, student notice board, college website and circulation of notice during college hours in all classes. For e.g. the Examination Committee puts up huge banners on each floor regarding examination rules and regulations during the examination period.
- Parents and students are informed about the policies of the college during the Orientation Programme.
- The college website also has information regarding the college policies.
- The college organizes an “Open House Day” twice in a year to announce the results. The Parents get an opportunity to interact with the teachers.
- ‘*Srishti*’ the college magazine is distributed to all stakeholders, guests visiting the college and Principals of the other colleges.
- The college Diary also gives all the information about college policies.



**6.5.8 Detail any five Strengths, Weakness, Opportunities and Challenges (SWOC) of the institution:**

**Strength:**

- Qualified and experienced faculty, 11 out of 22 permanent staff have Ph.D.
- Research oriented staff and students
- The college has a Blind Peer Reviewed International Academic Journal with Global Impact Factor & listed in EBSCO
- Excellent Infrastructure and good ambience
- Well equipped and computerized library and Admin Office

**Weaknesses**

**Areas Identified**

- Stakeholders Feedback
- Students Strength
- Students Progression
- Extension Work
- Monitoring and Evaluation

**Opportunities**

- B.Com. and B.A. students graduating have an opportunity to pursue Post Graduation courses available in college.
- Introduction of new courses to meet the changing needs of the society.
- Job opportunities for students after graduation
- Create awareness amongst stakeholders about Institutional Social Responsibility
- Create corpus fund to provide financial aid to students.

**Challenges**

- Declining strength of students in Gujarati Medium
- Placements in Corporate / Industry Linkage
- Competition with from colleges in the vicinity area
- Retaining Staff in self finance courses.
- More Classrooms required to start more self financed courses