

## REPORT OF THE COMMITTEE CONSTITUTED FOR CONDUCTING ACADEMIC & ADMINISTRATIVE AUDIT (AAA) FOR RAJIV GANDHI UNIVERSITY FOR 2020

The Rajiv Gandhi University constituted the following committee.

1. Prof. Birinchi Kr. Das (Chairman)  
Vice-Chancellor, Bhattadev University, Assam
2. Prof. Ajanta Borgohain Rajkonwar (Member)  
Former Dean, Faculty of Management, Dibrugarh University, Assam
3. Prof. Niranjan Roy (Member)  
Former Dean, School of Economics and Commerce, Assam University, Silchar, Assam

Prof. R.C.Parida, Director, IQAC acted as overall co-ordinator to the Academic and Audit committee.

The details of interactions/visits, discussion with various stakeholders and functionaries during 27-28 February, 2020 are attached herewith as Annexure A.

### **Preamble**

The members of the Committee were split into three groups, in each of which a Dean and an IQAC member from RGU had become parts, for visiting the academic departments and all three members together had visited the Registrar's office, the finance section, Controller's office and other common facilities such as the Central Library and the Institute of Distance Education.

The Committee would like to thank the Vice-Chancellor, faculty members, staff and students for their unstinted support and co-operation during the entire exercise.

### **General observations**

The deliberations started with a presentation by the Pro-Vice-Chancellor giving an overview of the University. The overall impression of the Committee is very positive; but the following observations are made with a view to helping the University climb higher in the ladder of excellence.

1. Overall the pedagogic and examinations processes are progressing smoothly in both regular and distance modes. However, care should be taken for maintaining overall quality and parity for curriculum in distance mode at par with regular courses. Emphasis should be laid on introduction of more courses under Distance mode.
2. The University may take note of the fact that the enrolment in the M.Phil. programmes of departments such as Botany, Zoology are rather low. Although there is some demand for the same programme run by the Geography department, it is felt that the university may consider about phasing out this programme gradually by following the national trend.
3. It is recommended that representatives from industries and other prospective employers may be consulted while framing curriculum.
4. Mechanism for collecting student's feedback for courses is in place and conducted by IQAC. The overall issues recognized in the student feedback may be analysed and discussed in the departmental meetings. The inputs to individual teachers may be communicated to the teacher by the Head of the Department/Dean.
5. The IQAC needs to be more vibrant.
6. Feedback from other stakeholders needs to be collected and analysed. If possible, the action taken may be disseminated to the concerned stakeholders.
7. The mentoring system in each department need to be structured. Faculty members may be motivated to involve themselves in mentoring extensively.
8. Structured mechanism of consultancy and collaboration in all departments needs to be developed.

9. The faculty needs to be familiarised with intellectual property rights. The IPR cell in the University needs be very vibrant.
10. Non-Ph.D. teachers should be encouraged and facilitated to enrol for Ph.D. and pursue doctoral research. Teachers with Ph.D. degree are to be motivated to take up research projects and receive research grants from various government agencies and industries.
11. Performance based incentives to faculties for R and D work will certainly motivate them and will increase their contributions to journal publications and book writing. The state of research and innovation in the University needs improvement.
12. More classrooms in very soothing ambit are required. LCDs, internet-connectivity, interactive boards, display boards, reprographic facilities and different educational software need to be provided to various departments. ICT based teaching and learning need to be emphasised.
13. More Hostel facilities for students need to be made available to make it a residential campus.
14. The University has visionary management and well defined goals and plans but it is not clear if Strategic and Perspective plans are available in the University.
15. Decentralization and participative management may be encouraged in academics and administrative functions. The functions of various bodies, service rules, and recruitment and promotion policies require being documented and available in the website. More subcommittees are suggested for smooth functioning of administration.
16. e-Governance is in rudimentary stage. MIS needs to be introduced.
17. Placement Cell needs to be geared up for execution of work on campus placement.
18. There is need for total facelift of the campus. Efforts should be made for regular maintenance of the buildings with a structured mechanism.
19. Finance and Examination sections need to be digitalised.
20. Overall, student-teacher ratio in the University has been good. The committee observed that this is not uniform across different departments. Some departments like Sociology, Social Work, Geology etc. need immediate attention in this respect.
21. All statutory positions need to be filled up at the earliest.
22. Overall, publications from the University have been good in numbers in many departments. Faculty members need to be motivated to publish in Scopus or UGC-CARE listed journals to improve citations and visibility.
23. All departments need to highlight PO, PSO and LO of their programmes.

#### SPECIFIC RECOMMENDATIONS FOR EACH DEPARTMENT

##### **1. Chemistry:**

###### Strength:

Well-trained faculty, moderately good physical infrastructure, reasonable number of publications.

###### Weakness:

Low faculty strength

###### Opportunities:

Involvement in natural products isolation and characterization, in collaboration with other departments, if necessary.

###### Challenges

Lack of high-end research equipments for identification / characterization of species.

### Recommendations

Recruitment of at least four more faculty members, involvement in setting up a Facility for Sophisticated Instruments at the University level.

## **2. Botany and Zoology:**

### Strength

Reasonably good faculty strength and research facilities.

### Weakness:

Relatively few publications in peer-reviewed journals with impact factor.

### Opportunities

Contribution to evaluate and utilise Biodiversity of the state.

### Challenges

Limited space

### Recommendations

Collaborations with other HEIs, participation in important national / international seminars / symposia. Recruitment of more faculty members trained in frontline areas / techniques of research

## **3. Mathematics:**

### Strength

Reasonably good number of publications.

### Weakness:

Low faculty strength.

### Opportunities

Possibility for doing good research at lower levels of funding.

### Challenges

Unavailability of interested persons willing to join as faculty members.

### Recommendations

Improvement of quality and number of research publications & recruitment of more faculty members.

## **4. Geography:**

### Strength

Well-equipped and well-staffed department.

### Weakness:

Relatively few publications in peer-reviewed journals with impact factor.

### Opportunities

Availability of interested applicants to join academic programmes offered by the department.

#### Challenges

Lack of adequate international exposure.

#### Recommendations

Improvement of quality and number of research publications.

### **5. Physics:**

#### Strength

Modern building and a lot of working space.

#### Weakness:

Low faculty strength and lack of sponsored research projects.

#### Opportunities

Generation of human resource for Physics education in schools and colleges of the state

#### Challenges

Lack of good facilities for research.

#### Recommendations

Greater emphasis on teaching compared to research, recruitment of more faculty members with good training in research and to make efforts to attract external funding.

### **6. Computer Science & Engineering**

#### Strength

Reasonably well-developed department having faculty members with good background.

#### Weakness:

Low faculty strength.

#### Opportunities

Generation of essential human resource for computer & IT-related education and services in the state. Possibilities for taking up projects of the state government.

#### Challenges

Too many academic programmes to handle, lack of sufficient enrolment.

#### Recommendations

Recruitment of more faculty members, upgradation of computer laboratories.

### **7. Electronics & Communication Engineering**

#### Strength

Contemporary relevance of the subject area.

#### Weakness:

Location in temporary accommodation.

#### Opportunities

Generation of essential human resource in the field for the state

### Challenges

Insufficient enrolment.

### Recommendations

University needs to explore ways of improving enrollment in the M.Tech. programme.

## **8. Geology**

### Strength

Subject of perceived importance for the state.

### Weakness:

Only two faculty members for the B.Sc. (Hons.) programme. Lack of willingness of faculty members from other departments to teach ancillary subjects such as Physics & Chemistry.

### Opportunities

Detailed exploration of the geology of the Himalayan state.

### Challenges

New department operating from temporary premises.

### Recommendations

Improvement of faculty strength at the Assistant professor level, avoidance of starting the M.Sc. programme at the present faculty strength.

## **9. Commerce**

### Strength

- a. Pedagogy adopted has been detailed out properly.
- b. The Department has progressed over the years in academic activities.
- c. Programme Objectives have been spelt out in detail.
- d. Courses offered and intake capacity is in the upfront.

### Weakness:

- a. Absence of International Projects.
- b. Not able to showcase achievements of the Faculty members.
- c. Some Faculty members are overburdened with administrative work assigned.
- d. No record and documentation of some good practices of the department.

### Opportunities

- a. More Publications by Faculty members.
- b. Availing Research projects both at National and International level.
- c. Faculty members need to avail international exposure

### Challenges

- a. On Campus placement of Students.
- b. Enhancing Experiential learning of students

## **10. Management**

### Strength

- a. Good Infrastructure.
- b. Number of Courses offered is good.

Weakness:

- a. Absence in taking cognizance of Programme objectives and outcomes.
- b. Professionalism is not up to expectation.
- c. Few research publications and projects.
- d. No record and documentation of some good practices of the department.

Opportunities

- a. As most of the Faculty members are young and dynamic the department is in an opportune position to excel in various academic and developmental activities.
- b. More Publications by Faculty members.
- c. Availing Research projects both at National and International level.
- d. Faculty members need to avail FDPs of the IIMs.
- e. Factoring in Industry Academia interfaces.

Challenges

- a. Keeping pace with change in time and disruptive technology.
- b. On campus placement of students.

## **11. Education**

Strength

- a. Presence of vibrancy and team work.
- b. The Department has progressed over the years in academic activities.
- c. Courses offered and intake capacity is in the upfront.
- d. Student centric methods, such as experiential learning, participative learning and problem solving methodologies are used for enhancing learning experiences..

Weakness:

- a. Absence in taking cognizance of Programme objectives and outcomes.
- b. No record and documentation of some good practices of the department..

Opportunities

- a. More Publications by Faculty members.
- b. Availing Research projects both at National and International level.
- c. Faculty members need to avail international exposure

Challenges

Access to schools for executing practice of teaching.

## **12. Economics**

Strength

- a. Good strength of faculty members.
- b. Very good research culture.
- c. Mobilised good amount for reaserch activities.
- d. Good publications.
- e. Good demand ratio

Weakness:

- a. Absence of use of ICT in teaching and learning.
- b. Absence of systemic approach for monitoring student's progression, alumni data and other good practices.
- c. Absence of outreach and extension activities.

#### Opportunities

- a. Good international exposure.
- b. Student centric teaching and learning approach
- c. To attract students from other states
- d. To start Diploma, Certificate and add-on courses.

#### Challenges

- a. Employability of students
- b. Producing graduates to face the global challenges

### **13. Sociology:**

#### Strength

- a. Good demand ratio in admission
- b. Good linkage with state government and Society

#### Weakness:

- a. Inadequate faculty strength
- b. Absence of ICT facilities in teaching and learning.
- e. Absence of systemic approach for monitoring student's progression and alumni data.
- f. Lack of any focused approach for development

#### Opportunities

- a. Creating very good impact on society through linages.
- b. Student centric teaching and learning approach
- c. To produce employable graduates

#### Challenges

- a. Employability of students
- b. To employ more faculty members

### **14. History:**

#### Strength

- a. Good demand ratio in admission
- c. Good strength of faculty
- d. SAP awarded department
- e. Good research culture
- f. International exposure

#### Weakness:

- a. Absence of ICT facilities in teaching and learning.
- b. Absence of systemic approach for monitoring student's progression and alumni data.
- c. Lack of any focused approach for expansion of the department

#### Opportunities

- a. Creating very good impact on society through undertaking relevant studies
- d. Student centric teaching and learning approach
- e. To start specialisation in different branches of history

#### Challenges

- a. Employability of students

## 15. Political Science

### Strength

- a. Good strength of faculty members.
- b. Very good research culture.
- c. Good publications.
- d. Good demand ratio
- e. Linkages with Alumnis

### Weakness:

- a. Absence of use of ICT in teaching and learning.
- b. Absence of systemic approach for monitoring student's progression and other good practices.
- c. Absence of outreach and extension activities.

### Opportunities

- a. Creating good international exposure.
- b. Student centric teaching and learning approach
- c. To attract students from other states
- d. To start Diploma, Certificate and add-on courses.

### Challenges

- a. Employability of students
- b. Producing graduates to face the global challenges
- c. Motivating alumni for development of the department

## 16. AITS:

### Strength

- a. Good strength of faculty members.
- b. Vibrant research centre.
- c. Mobilised good amount for research activities.
- d. International exposure
- e. Undertaking studies on rich cultural traditions of Arunachal Pradesh

### Weakness:

- a. Absence of use of ICT in documentation
- b. Absence of good museum

### Opportunities

- a. More international exposure.
- b. Contributing to the tribal cultural diversity in Arunachal Pradesh
- c. To undertake more collaborative research
- d. To start diversified courses

### Challenges

- a. Employability of students
- b. Development of scientific pedagogy highlighting PO, PSO and LO



## **17. Fine Arts and Music**

### Strength

- a. Vibrant department
- b. Availability of good instruments.
- c. Talented students

### Weakness:

- a. Inadequate faculty members
- b. Wrong visualization in combining Fine Arts and Music
- c. Absence of diversification in both curriculum

### Opportunities

- a. Producing skilled personnel
- b. Contributing to the tribal cultural diversity in Arunachal Pradesh
- c. To start diversified courses

### Challenges

- a. Development of scientific pedagogy highlighting PO, PSO and LO
- b. Employability of students

## **18. Anthropology:**

### Strength

- a. Good strength of faculty members.
- b. Good research culture.
- c. High demand ratio in admission
- d. Professionalism in teaching and learning

### Weakness:

- a. Absence of use of ICT in teaching and learning
- c. Inadequate space
- d. Inadequate Laboratory facilities

### Opportunities

- a. Expansion of the department
- b. Contributing to the tribal studies in Northeast India
- c. To undertake more collaborative research

### Challenges

- a. Employability of students
- b. Mobilising more financial resources

## **19. Social Work**

### Strength

- a. Vibrant professional course
- b. Professionalism in teaching and learning
- c. Undertaking outreach activities

### Weakness:

- a. Absence of use of ICT in documentation
- e. Absence of space and good infrastructure

#### Opportunities

- a. Opening Integrated courses
- b. Contributing to development of Skilled personnel
- c. To undertake more collaborative research
- d. To start diversified courses

#### Challenges

- a. Employability of students
- b. Expansion of the department

### **20. Psychology:**

The Department of Psychology is in its infant stage and has to come up in terms of academic and research activities, the number of faculty members and have its own setup. The present faculty members are enthusiastic and have a zeal for work. Ph.D. supervision to be undertaken by the faculty members is worth mentioning.

### **21. English:**

The Department of English has to upgrade in terms of publications, projects and preparation of Programme objectives and outcomes. The vibrancy of the department has to be enhanced in its contribution to self and overall to the University as the department has resourceful faculty members. The rooms are found to be too congested and maintenance required.

### **22. Hindi**

The Department of Hindi is not in tune with programme objectives and outcomes but has significant contribution in publications. However research projects have to be enhanced. The Faculty members are resourceful and if support is provided in terms of finance this department shall excel in bringing forth many more publications having societal relevance.

### **23. Physical Education:**

The Department of Physical Education is one of the most vibrant departments excelling in its field of expertise. The Faculty members need more exposure at National and International level and University should give full support in this regard.

### **24. Mass Communication**

The Department of Mass Communication has a lot of possibilities with proper execution of work especially with technology and from which the other stakeholders of the University can avail the benefits also. This Department has to come up in playing a pivotal role in context to experiential learning for enhancing learning experiences. A virtual lab is a must for this department.

### **25. Distance Education:**

#### Strength

- a. Good network
- b. Large number of students
- c. Mobilised good amount.
- d. Good Infrastructure

#### Weakness:

- a. Absence of use of ICT in documentation
- b. Limited number of courses

### Opportunities

- a. More expansion in terms of number of courses
- c. To undertake more collaboration with study centres
- e. To start diversified courses

### Challenges

- a. Employability of students
- b. Maintaining parity of curriculum with regular courses

### ADMINISTRATIVE OFFICES, UNITS & FACILITIES

1. Registrar and his officers of Administration
2. Finance Section
3. Engineering Cell
4. Hindi Cell
5. Controller of Examinations
6. Health Centre
7. Sports Office & Facilities
8. Library

### OBSERVATIONS AND FINDINGS

- INTERACTION WITH REGISTRAR INCLUDING ENGINEERING SECTION:
  1. Based on the interaction with the Registrar & other officers attached to Office of Registrar the committee observed that there is evidence of good leadership in the Administration. However, the management information system (MIS) is yet to be integrated by the administration.
  2. The Stock Registers need to be maintained by all the Academic & Administrative Units in the University. The purchase & procurement need to be done centrally through the established procedure as per GOI guidelines. There is the necessity for decentralization of purchase & procurement, as appropriate.
  3. The legal matters in the University are very efficiently dealt. There are no major concerns related to RTI queries.
  4. The Establishment Section deals with both Teaching & Non-Teaching service matters. It is recommended to use more ICT for office system.
  5. The Hindi Cell under the supervision of Hindi Officer needs to translate all circulars and notifications in Hindi.

On the basis of the above findings the committee recommends as follows:

1. The process of e-governance with emphasis on integrated MIS needs to be implemented.
2. The purchase & procurement manual in tune with GOI norms needs to be formulated.
3. A proper manpower policy for professional Human Resource Management needs to be formulated & adopted by the University.
4. The online file tracking system for Administration, Finance & Other Offices needs to be in place
5. For monitoring construction activities project-wise Monitoring Committee may be constituted for quality assurance.

6. Assets register of the University needs to be maintained properly and updated regularly

- INTERACTION WITH FINANCE OFFICER

The committee members interacted with the Finance Officer in-charge and other officials. The Finance Officer post is presently vacant and is looked after by a Professor.

On the basis of the above findings the committee recommended as follows:

1. The o/o Finance Officer needs to be filled up at the earliest.
2. The finance section has implemented software for maintaining Financial Operations but its integration with Administration is absent.
3. The Internal Audit Cell of the finance section needs to be made operational.

- INTERACTION WITH CONTROLLER OF EXAMINATIONS

The committee members interacted with the Controller of Examinations in-charge. The Committee makes the following recommendations:

1. The o/o Controller of Examinations need to be filled- up at the earliest.
2. The examination reforms need to be initiated with revisiting present system with emphasis on parity between UG and PG courses in the perspective of CBCS.
3. For Distance mode of examinations a separate cell may be created.
4. A new examination building needs to be constructed with high priority.

- INTERACTION WITH LIBRARIAN AND OTHER OFFICERS IN THE LIBRARY

The infrastructure facilities in the Central Library in the University are good. The library services are digitised to a great extent with RFID system. The committee therefore recommends the following:

1. The library may be operational on both in weekdays and holidays including evening time.
2. Library has started automation of catalogue and issue system. However, average number of visits is very low. Some incentives like Best Reader award semester-wise may be considered.
3. The cafeteria facilities in the University need to be strengthened.
4. The reading rooms need to be facilitated with biometric recording system.
5. The existing system of procurement of books needs to be reviewed for more transparency.

- INTERACTIONS WITH HEALTH CENTRE

The Committee members visited the infrastructural facilities available at the Health Centre for consultations, tests and other medical facilities. The Centre is well-equipped



with pathological test facilities created very recently. After threadbare interactions with the medical officials the committee recommended the following:

1. Health card systems need to be introduced on priority basis.
2. The patient records should be computerized.
3. Students may be provided with basic doses of required general medicines.
4. A Health Advisory Committee of the University may be constituted.

• INTERACTIONS WITH ALUMNI, STUDENTS UNION, TEACHING AND NON-TEACHING ASSOCIATIONS

The Committee recommends the following:

1. Alumni Association needs to be activated, registered and made more functional. They need to involve themselves for overall development of the University.
2. The association may co-ordinate with individual department for tracking alumni.
3. The Students' Union need to be more focused about the developments and other affairs in the University.
4. Both teaching and non-teaching staff Associations may involve in more participative and decentralised management system in the governance.

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