

## **Criterion VI : Governance and Leadership**

Sai Shyam College of Education was started by a society which comprised of educationists especially teacher educators, social workers and philanthropists with a vision to establish a teacher training college which would provide rigorous education and necessary skills to the students to be the teachers of our future leaders of the society. The purpose being to enhance the credibility of the college as well as of the University of Jammu, to which it is affiliated. (See Annexure)

Being an institute of Teacher Education a great obligation was felt by the management and faculty to inculcate socially relevant quality education imbued with social and moral sensibilities in the pupil teachers. This becomes imperative to ensure egalitarian, ecological, civil and pluristic ethos of life apart from and integrity of character. The college through its multifarious activities ensures such components of learning to be inculcated among students during their stay in the college.

The college has completed twelve years of establishment it got NAAC accredited in 2008 with grade “B” and ISO 9001-2000 certified in 2009-10. The college has been able to claim a place of pride in the comity of a large number of colleges of education in the non-government sector in J&K. The pupil teachers it has produced, claim to possess uniqueness of approach to teaching. (See Annexure).

The activities conducted in the college lay main emphasis on inculcation of values. The purpose and mission with which the college functions is made known to pupil teachers and faculty members through college website, prospectus and numerous informal and formal meetings with the members of the management

and the head of the institution. The college academic and non-academic activities also stand testimony to it.

The college has an 'Academic Council' which comprises of Principal and members from the Management, who's members are constantly intouch with the faculty. This council discusses the problems if any and suggests the ways and means to overcome them.

The present Management committee is constituted by University of Jammu after every two years.

The Management committee comprises of the following :

- |                          |  |
|--------------------------|--|
| 1. Sh. C.L. Tickoo       | Chairman   |
| 2. Prof. Desh Bandhu     | Director College Development Council, University of Jammu. |
| 3. Prof. G.M. Bhat       | Vice Chancellor's Nominee                                  |
| Department of Geology    |  |
| University of Jammu.     |  |
| 4. Prof. Anima Langer    | Member Syndicate   |
| Department of Botany     |  |
| University of Jammu.     |  |
| 5. Principal, Govt. B.Ed | Govt. Nominee  |
| College, Jammu.          |  |
| 6. Prof. B.L. Thusoo     | Educational Advisor  |
| Principal NGM College    | to college   |
| of Education, Jammu      |  |
| 7. Dr. Usha Tickoo       | Principal,   |
|                          | Sai Shyam College of                                       |
|                          | Education, Jammu.  |

8. Ms. Rajni Koul

Lecturer,  
Sai Shyam College of  
Education, Jammu.

The Managing Committee meetings are held once a year to discuss the agenda, which includes the future strategies to develop the physical and manpower infrastructure of the institution to ensure qualitative progress of the institution. To ensure the smooth functioning of the institution the University of Jammu also conducts extensive inspections from time to time. This provides a feedback to the management as well as the head and faculty members of the institution.

Besides this, there are frequent inspections by the team of management members and experts in the field of education. The teaching capabilities of fresh appointees are also checked by team of experts, drawn mostly from the Universities or Principals of sister colleges. To check the internal quality of college various meetings are held among the head of the institution and staff members, staff and administration, administration and management, administrative faculty and students.

Suggestions regarding further improvement are also welcomed from the Students Council which is duly elected, from staff (both academic and administrative) so as to provide guidelines for further improvement. Regular meetings are conducted among the members of various clubs and secretaries incharge of various activities i.e., Environmental Club, Population Club, Adult Education Club, NSS, Cultural Sec, Sports Sec., Academic Section etc., to ensure the functioning of these clubs properly with an emphasis on implementation of the already chalked out programmes in the calendar of activities. The head of the

institution clearly defines the objective of various activities to be conducted by all these clubs to the teachers and students involved in them. Responsibilities are made clear which is communicated to them during their frequent meetings before the commencement of respective programmes.

The management of the institution headed by the Chairman, plays a leadership role in involving the faculty members and other employees for working for a common cause in one direction towards the achievement of excellence in academics and administration. The deep concern shown by the management and their timely suggestions enable the institution to grow as a family with an objective to achieve excellence in all their endeavours. This gets further strengthened by the congenial and cordial atmosphere prevalent in the institution among the faculty and administrative staff.

The college has professionally qualified staff members whose sincere involvement and dedication has led to the qualitative growth of the institution. The staff is appointed through the selection committee. The selection committee comprises of :

- a) Vice Chancellor's nominee who acts as the chairman of the selection committee.
- b) One person not connected with the college having special knowledge of the subject in which the appointment is to be made, to be nominated by the Vice-Chancellor
- c) Director, Colleges Development.
- d) Chairman of the Managing Committee or his nominee.
- e) Principal of the college in case of selection of lecturers only.

The posts are advertised in the various reputed newspapers, inviting applications from the suitable candidates who fulfill the criteria for applying for the post. No teacher is appointed with less than 55% marks in qualifying exams. A letter is sent to the University asking them to nominate the members to conduct the interview. The date of interview is also published in newspapers and interview conducted on the stipulated day. While interviewing the candidates various norms are born in mind such as performance in the interview, subject depth, eligibility as well as requisite pupil teacher ratio. The selected teachers are approved by the Managing Committee and are appointed as regular teachers in the system as per the university of Jammu.

As per the University of Jammu norms, there is also the provision of appointing 30% superannuated employees on contractual basis by the Management of the college upto 65 years of their age. The Principal of the college can also make temporary appointments for the academic session.

The Management encourages the faculty members and the Principal of the college to participate in various orientation and refresher course programmes conducted at State or National level. This is done to ensure quality improvement of the faculty. Some of highlights are as under :-

- ♦ Mrs. Rajini Koul co-ordinator IQAC attended 28 days refresher course organised by Academic Staff College University of Jammu.
- ♦ Four faculty members of the college attended one months orientation course organised by academic staff college University of Jammu.
- ♦ The Principal of the college chaired a session in an



International Seminar organised by Dept. of Applied Psychology, VBS Purnachal Univerity Jaunpur, UP in the month of Feb., 2014.

- ◆ Principal of the college along with IQAC co-ordinator attended workshop on “Effective functioning of IQAC” “Issues and Stretegies” in June 2014 at MIER College of Education.
- ◆ A joint paper by Dr. Usha Tickoo and Mr. Sheetu Raina on “Management of Solid waste an essential pre-requiste for pollution free society” (a case study) was presented at first International and third Indian Psychological Science Congress, organised by Departement of Psychology PG Govt. College, Chandigarh, in Feb., 2014.
- ◆ The Principal of the College is also life member of Community Psychology Association of India and has attended a no. of National Seminars organised by them.

To ensure the quality education in the institution the Managing Committee of the college also meets at least once a year and takes stock of activities from both academic and administrative sides of the institution.

The institution has Internal Quality Assurance Cell in place. Since its establishment a no. of quality enhancement programmes have been conducted in the institution e.g. two day NAAC sponsored seminar on Quality Education, two day National seminar on Quality Education sponsored by ICSSR, New Delhi and one day seminar on Moral and Eithical values sponsored by ICSSR Chandigrah and many more are in the pipeline.

The institution conducts regular meetings of administrative bodies to ensure quality enhancement viz-a-viz classroom teaching, participation in co-curricular activities, ensuring

regularity among students, giving an opportunity to teachers (faculty members) to attend orientation programmes, seminars and workshops conducted by the University of Jammu, other sister institutions and college itself.

The library of the college is computersed and is enriched to cater to the academic needs of the faculty. It subscribes to a good number of Journals and magazines, to which the faculty has an access. They have also access to internet, ICT etc. Under inservice training programme. the Librarian was deputed for undergoing computer literacy course, where in she covered the courses like Computer fundamentals, windows, word, excell during the said period. The automation of library is under process.

The college also has started a Research Cell and Publication Unit to encourage the research and publication work undertaken by the faculty members.

### **Leadership role by the Head of the Institution**

The teacher education is at cross-roads and is passing through tough times. Increasing competition, wider educational activities, global character and the use of technology has created great impact on teacher education. The teacher training colleges are working as centres of learning, training and manpower development. Therefore the strategic planning, leadership and management of these institutions have to cope with challenges such as urge for excellence, IT revolution, teacher empowerment, liaison with university and so on. The Head of the institution has to take these challenges into account while planning the strategies.

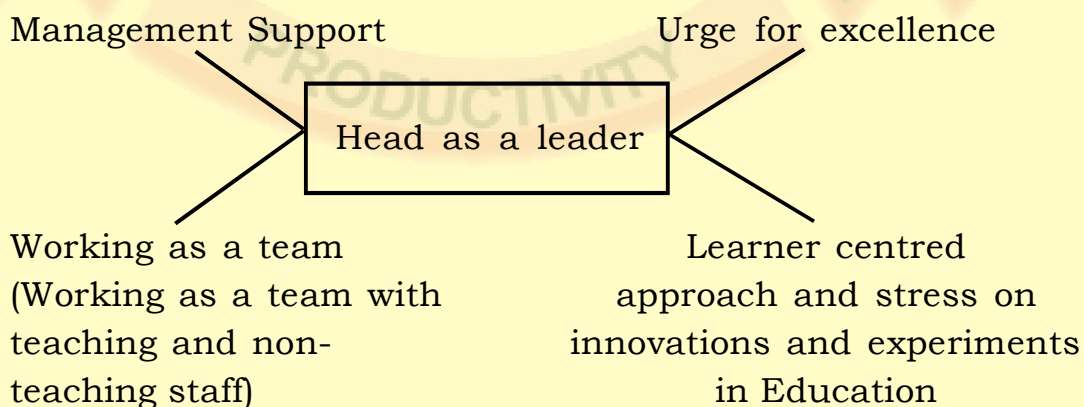
Ours being an affiliated college has to develop links with University of Jammu and Government. The role of the head is

to seek academic guidance from the university or certification of its standards. The college is governed by the Jammu University and its statistics. The service conditions of the teachers are also governed by University regulations. The Head of the institution has also to develop relation with the Management authorities of the institution.

So, far the smooth functioning of the college there has to be liaison with University, Govt. and Management which can be ensured through the adequate leadership qualities of the Head of the institution, who has to manage the activities in the framework of rules and regulations set by them.

The Head of the institution in Sai Shyam College of Education has always tried to handle the three main pillars i.e., teachers, administrative staff and management of the institution in a strategic manner. The Head has always ensured the participative approach of management and initiatives by the staff, which has ensured the freedom of thought and action in the process of teaching and evaluation of the students.

The Head of the college as a leader has always tried to correlate various factors that help in good governance and administration by striking a working balance between :





The Principals of the college holds regular staff meetings, gets feedback and accepts the suggestions, certain situations created are controlled through laid down rules. The staff is asked to submit the report in their own areas frequently to monitor the work done by individual teachers in such areas. The role of the Principal in the college is then to provide directions for improvement, create opportunities for teachers where they improve and also create a conducive atmosphere for self growth and active participation.

Orientation programmes are also organised to orient the new faculty members before the start of the session. They are helped to unravel their true potential. The head as the leader in our college also is blessed with positive perspective, intrinsic motivation and preparedness, which enables her to become instrumental for change. As it is rightly said that leader should be a change agent, Mahatama Gandhi once said “you be the change, you want to see in the world”.

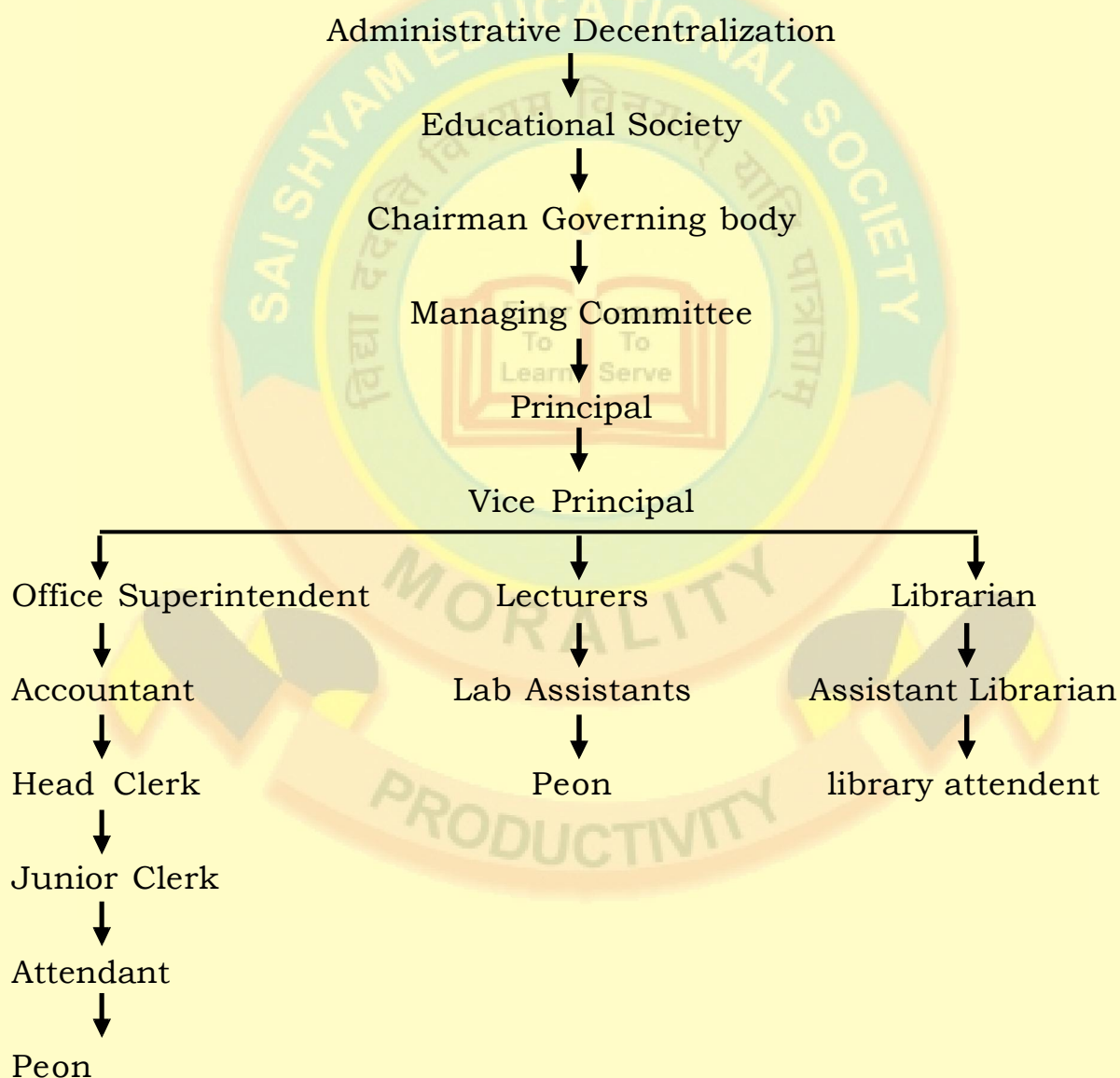
### **Organisational Arrangement**

The main decision making body of the institution is the Managing Committee, who discusses the agenda and gives further directions for the implementation of decisions made. The college also has a local governing body which ensures implementation of decisions taken by the Managing Committee.

Academic and administrative aspects of institution are planned well in advance. There is allocation of funds both for academic and administrative activities. The budget is audited both at internal and external levels. Mr. Handoo is the external auditor for the institution. The college has an accounts officer to maintain the budget. While planning the academic calendar, the financial implications of the activities are taken care of on the basis of

priorities. Committees are formed to ensure the systematic planning. The functioning of the institution in a systematic and planned manner is due to the decentralization of administration.

### **FLOW CHART SHOWING DECENTRALIZATION**



Various committees are formed for activities like Academic,

examination, NSS, sports, cultural, election, library, governance, extension lectures, lesson practice, workshop, environmental education magazine, population, education etc. All the activities of the session are managed in a phased and systematic manner through these committees. Meetings are held by the members both at internal and external levels. The activities generally performed by the faculty members are shown in the flow chart at Annexure

The institution plans every academic activity well in advance. It is done in close cooperation with various committees and the head of the institution. A comprehensive calender of activities is framed each year in accordance with the academic calender of University of Jammu for teachers training colleges. Total number of working days, vocations, dates for various activities, celebration of festivals, and various events including date for practice of teaching, internal assessment tests and submission of assignment is also mentioned datewise.

The feedback collected from students and various inspecting committees, is used to improve the quality of education imparted in the institution. The head of the institution works in close coordination with the management to do so. The outcome of the performance of the institution is also discussed for the development of institution both with respect to organisation, infrastructure and planning. Ways and means are also discussed to bring about quality improvement in classroom teaching.

There is an adequate transparency in the functioning of the institution. Every individual has free access to seek necessary information from all quarters of the institution.

The faculty members work in close-co-ordination with the head of the institution. There is a proper election of staff

secretary and other staff representatives who work for the upliftment of the institution and in case of any problems, they communicate with the head and also the management for its redressal. The Management of the institution is always available to give suggestions as to how to overcome obstacles if any.

The institution from time to time tries to enrich the teaching and learning material by adopting the latest methods / techniques of educational field. ICT is used by providing faculty members an opportunity of getting acquainted with the use of computers, preparing transparencies, using overhead projectors & LCDs while teaching both in regular class rooms and during demonstration lessons in practice of teaching for bringing effectiveness in the teaching learning process.

### **Human Resource Management**

1. The teaching and non-teaching staff of the college is appointed after advertising the posts in reputed newspapers. The process of appointment is given on Page no.----
2. The candidates appointed through proper selection by selection committee are placed in grades as per the norms laid down by the state govt. / UGC norms.
3.
  - a) The service conditions are framed according to the state institutional service rules.
  - b) The information about teaching and non-teaching staff is enclosed at Annexure.
  - c) The other regulatory requirements viz-a-viz human resources are fulfilled as per the norms/rules laid down by the university of Jammu and state govt.



- d) The information about technical and supporting staff is enclosed at Annexure
  - e) No recruitment in faculty is made without ensuring the desired qualification as per Jammu University norms.
4. The professional and personal development of the teaching staff is ensured by
- i) Deputing the faculty members to attend seminars, workshops and orientation programmes conducted by the Staff Colleges Development, University of Jammu, sister institutions and the institution itself.
  - ii) Encouraging them to go for higher studies by granting them study leave.
  - iii) The faculty members are also given an opportunity to participate in various programmes conducted by University of Jammu for academic growth of the teachers.
  - iv) The Head & Faculty of the institution is also encouraged to attend National Level workshops.
  - v) Training programmes in ICT related areas is also attended by the faculty, which enables them to develop learning material in the related area.

The Faculty Members are made Head of various clubs that function in the college & are given utmost freedom while organising programmes & other activities.

The staff of the college has a well ventilated staff room with pigeon hole facilities. The room has an attached bathroom.



5. Work load/activities of the faculty :

- a) The teaching faculty undergoes teaching work for 18 periods per week. Each period is having the duration of 40 minutes.
- b) The faculty is encouraged to conduct research work by providing them with adequate library facilities, access to internet, study material and Journal & Magazines.
- c) The faculty members are involved in the evaluation process conducted by Jammu University from time to time with regard to different papers that they teach in the curriculum.
- d) The teaching faculty members are incharge of various clubs like population, environmental, NSS and Adult education, organise a number of programmes for the people of the locality and make them aware about the issues like women empowerment, consequences of illiteracy, environmental hazards, population growth & drug menace etc.
- e) The teaching faculty also shares their views and knowledge about latest teaching techniques with the heads & teachers of practising schools.
- f) The overall activities conducted by the teaching faculty are referred in Criteria III- 3.4.

The Principal and Senior members of the staff are also engaged in conducting classes of B.Ed through Distance education of Jammu University from time to time. The Principal of college is life member of various NGO's.

The faculty members are encouraged by giving them certificates and rewards for their participation in various programmes, for presentation of papers and also for their specific contribution to the qualitative improvement

of the institution.

## **Financial Management**

The Sai Shyam College of education is a non-govt. institution. It neither gets any grant from Govt. or from any other source nor does it get any donation from any quarter. The college is totally dependent on the fee of the students which is fixed by the University of Jammu.

For adequate expansion of physical and Academic facilities the college needs more finances which it can meet through self-financed courses, that it intends to introduce in near future.

The accounts of the college are regularly audited

The institution has started computerising its finance management system.

### **Best Practices**

- ♦ The College has got ISO 9000-2000 certified
- ♦ The Management of the college does not interfere in the day to day activities of the institution and only makes it sure that activities undertaken are qualitatively encouraging.
- ♦ The Head of the institution and few teachers are life members of various NGO's
- ♦ Faculty is encouraged to add to their qualification and participate in paper presentation and other academic activities in and outside the state. They are provided with financial support for the same.
- ♦ Best possible learning material is provided to faculty for

their teaching purpose. Use of LCD's, OHP's and Internet is encouraged while teaching.

- ◆ Maternity, Medical & Study leaves are provided to the staff of the institution.
- ◆ The faculty members are encouraged to use innovative techniques while planning and administering various academic & non-academic activities.
- ◆ Atmost transparency is ensured in the administration which has ensured serenity in the atmosphere of the institution.

