

**CREATING AN ENABLING ENVIRONMENT FOR
PROMOTING EXCELLENCE – ADMINISTRATIVE
AND PROCEDURAL REFORMS**

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ABBREVIATION

AICTE	All India Council for Technical Education
BOG	Board of Governance
BTE	Bureau of Technical Education
IIM	Indian Institute of Management
IIT	Indian Institute of Technology
IRG	Internal Revenue Generation
LAN	Local Area Network
NBA	National Board of Accreditation
NPD	National Project Directorate
NPIU	National Project Implementation Unit
RE	Recurring Expenditure
REC	Regional Engineering Colleges
TSG	Technical Support Group
UGC	University Grants Commission

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Section I : Introduction

- 1.1 India plans to become a developed nation by 2010 and economic powerhouse by 2020. Over last decade globalisation and liberalisation of economy has raised aspirations of Indians to a higher level. It has been recognised that only by competing successfully in the globally interdependent world economy, can aspiration of Indians be met. For this to occur, large-scale production of technical manpower of international standards is a precondition. This will lead to major restructuring of every sector of economy enhancing its effectiveness and efficiency through intensive and judicious use of technology, and in turn increasing productivity, which will create expanded opportunities for employment, and thus a better quality of life.
- 1.2 The Government of India has decided to bring in systemic transformation of Technical Education in India. This is to be achieved through intensive drive for excellence in the engineering colleges and polytechnics to make the system much more demand driven, quality conscious and responsive to rapid economic and technological change occurring both at national and international levels. The system has to be expanded not only to address the needs of organised sector but also to cover the needs of unorganised and rural sectors with its relevance to productivity. To achieve these goals set forth the Government of India has planned to invest substantial sums each year for next ten years in the Technical Education Sub-sector in the form Technical Education quality Improvement Project.
- 1.3 The Technical Education quality Improvement Project proposes to stimulate emergence of 60-80 already well performing institutions into **lead centres** for self-sustaining excellence over the project period and develop multilateral synergistic networks with neighbouring institutions. Instead of imposing a directed top-down approach to mandating establishment of Lead Centres for self-sustaining excellence, the project strategy is based on the fundamental proposition that excellence grows from within **academic institutions in-charge of their own destiny**, as a result of the vision and creativity and drive of similarly **empowered professionals**.

1.4 The Education Commission (1974) while dealing with university autonomy stated:

“The proper sphere of university autonomy lies principally in 3 fields:

- a) the selection of students
- b) the appointment and promotion of teachers
- c) the determination of courses of study, methods of teaching, and the selection of areas and problems of researches”

The Commission further stated:

“While universities must have the autonomy, it should be interpreted in the larger context of their obligation and responsibility to the nation and to mankind as a whole. For instance, the national need for trained manpower has implication for the teaching functions of the universities and similarly, decisions about research which, in a way must be taken primarily by the universities, can not be taken in isolation from the economic and social needs of the country which must influence them in a large measure. Such decisions are national decisions in which competing claims of different sector of the society must be weighed against one another and in which long range project must be balanced against immediate needs. It is apparent that the conduct of university affairs can not be left solely to the academics; their relationship to social needs required the admission of non-academic persons within the machinery of their government. The universities have thus to share their decisions with lay agencies or authorities outside the system.”

1.5 The Working Group set up by the Ministry of Education in 1978 had recommended grant of autonomy to institutes on a selective basis to enable them to respond more effectively to the changing needs of the Society. The Ministry of Human Resource Development document “Challenges of Education-A Policy Perspective (1985)”, highlighted the need for strengthening the autonomy of Colleges and Universities. National seminars on New Education Policy held at Madras, Bangalore, Delhi and Kolkata also laid emphasis on granting autonomy to the Colleges and Departments in the Universities.

1.6 The National Policy on Education (1986) has states as under:

Para 5.32: Research in the universities will be provided enhanced support and stapes will be taken to ensure its high quality. Suitable mechanisms will be set up by the UGC for co-ordinating research in the universities, particularly in thrust areas of science and technology, with research undertaken by other agencies. An effort will be made to

encourage the setting up of national research facilities within the university system, with proper forms of autonomous management.

Para 6.15 : “As technical and management education is expensive, the following major steps will be taken for cost effectiveness and to promote excellence:

- i) High priority will be given to modernisation and removal of obsolescence. However, modernisation will be undertaken to enhance functional efficiency and not for its own sake or as a status symbol.
- ii) Institutions will be encouraged to generate resources using their capacities to provide services to the community and industry. They will be equipped with up-to-date learning resources, library and computer facilities.
- iii) More effective procedures will be adopted in the recruitment of staff. Career opportunities, service conditions, consultancy norms and other perquisites will be improved.
- iv) Teachers will have multiple roles to perform: teaching, research, development of learning resource material, extension and managing the institution. Initial and in-service training will be made mandatory for faculty members and adequate training reserves will be provided. Staff Development Programmes will be integrated at the State, and co-ordinated at Regional and National levels.
- v) The curricula of technical education and management programmes will be targeted on current as well as the projected needs of industry or user system. Active interaction between technical and management institutions and industry will be promoted in programme planning and implementation, exchange of personnel, training facilities and resources, research and consultancy and the areas of mutual interest.
- vi) Excellence in performance of institutions and individuals will be recognized and rewarded. The emergence of substandard and mediocre institutions will be checked. The climate conducive to excellence and innovation will be promoted with full involvement of the faculty
- vii) Networking system will have to be established between technical education and industry, R&D organization, programmes of rural and community development, and with other sectors of education with complementary characteristics.

Para 10.1 : An overhaul of the system of planning and the management of education will receive high priority. The guiding considerations will be:

- a) Evolving a long term planning and management perspective of education and its integration with the country's developmental and manpower needs;
 - b) Decentralization and the creation of a spirit of autonomy for educational institutions;
 - c) Establishing the principle of accountability in relation to given objectives and norms.
- 1.7 The High Powered Review Committee Report on RECs recommended that an inescapable step in uplifting the performance levels of RECs would be to invest them with necessary autonomy and flexibility to respond quickly to the times De-linking of the RECs from the traditional systems and procedures, which can only ensure movement at snail's pace, seems both necessary and urgent.
- 1.8 It is evident from the forgoing paras that a broad consensus and policy framework already exist for granting autonomy to deserving institutions. To grant autonomy to institutions " Scheme of flexibility and autonomy" was initiated during the Eighth Plan and continued during the Ninth Plan, though the achievement in this regard has not been to the desired extent. This scheme is proposed to be continued in the Tenth Plan period. AICTE in year 1996 has published guidelines on Scheme for Autonomous Departments/Institutes/Centres/Schools of Technical Education within the University set up which is attached as Annexure-I. Various stakeholders, institutions and public authority (Central and State Governments) are willing to adopt autonomy as a tool to promote excellence. However, to make autonomy as a tool to promote excellence. However, to make autonomy operational will require certain changes in rules and regulations. This document spells out the operational implications of granting autonomy (academic, administrative, financial and managerial) to institutions.
- 1.9 Autonomy is the freedom to create and implement new ideas, new programmes, new approaches, and offer new services as part of an overall thrust towards attainment of excellence of the institutions in its different areas of activity. It means relaxation of organisational and environmental constraints and controls along with decentralisation of authority and decision-making at the internal level aimed at promoting growth. Closely linked to autonomy is the concept of accountability. Autonomy invariably implies accountability on the part of the institution as a whole and all its constituents who share the autonomy.
- 1.10 The very purpose of providing autonomy is to accelerate institutional development. With freedom available to make decisions, institutions can, through early and timely decisions, move forward in the path of reform and excellence with fair speed, provided a rational justification

for decision-making exists. However, every institution cannot enjoy this benefit unless it possesses the competence and willingness to use its delegated powers. Therefore, autonomy in a time bound fashion is being proposed for Lead Centres and Networked Institutions. Furthermore, institutions, which enjoy autonomy, become responsible for the consequences of their decisions. This accountability also gets delegated from the Government to the institutions.

- 1.11 It should be noted that **autonomy does not mean license for anything and everything**, institutions have to be accountable for producing socially agreed and desired outcomes. Equally, **autonomy does not mean, cessation of financial support from State/Central Government**, rather new modalities of financing like Block Grant have to be worked out.
- 1.12 **CURRENT STATUS:** Annex II depicts the autonomy enjoyed by different category of institutions at present. It is evident that autonomy available to the Government institutions is very low at present. In addition, academic autonomy is available only to universities and deemed-to-be- universities. Though the financial audit is carried out in minute details, accountability mechanism to society, students and institutional performance are not present in most of the institutions.
- 1.13 Section II of this document identifies the specific areas in and within each broad area, to the extent to which institutions will be provided autonomy and the mechanisms by which accountability will be established. Section III describes specific actions to be taken by State Governments, Central Government, AICTE, etc., and modifications required in rules and regulations at Central and State levels and proposes a time frame for such modifications. Finally, Section IV explains the eligibility and selection criteria for institutions, which have implications on administrative and procedural reforms. Detailed list of eligibility and selection criteria for institutions and states are given in the Chapter-4 of the document, "Technical Education Quality Improvement Project of Government of India - Project Description and Guidelines".

SECTION II :- PROPOSED SPECIFIC CHANGES IN INSTITUTIONS

- 2.1 The degree of autonomy is not expected to be uniform among institutions. Lead institutions will be provided autonomy in all four dimensions, viz., academic, administrative, managerial and financial., while network institutions will be provided administrative, managerial and financial autonomy. There could be variation in degree of autonomy among lead institutions and also among network institutions.

2.2 Governance

- 2.2.1 One of the options available with Centre and States to make institutions autonomous is to register Institutions as a registered society and thereafter institutions will fulfil the objectives given in the Memorandum of Association of Society *so created*. However, Centre and States can evolve alternative models for awarding autonomy to institutions.
- 2.2.2 Such Institutions should be governed by a Board of Governors (BOG) or Governing Council or a similar body with specified powers consisting of eminent personalities from education, industry, commerce, community, etc., and representatives of faculty and Government. Chairman of the Board/ Governing Council should be a prominent Educationist/ Industrialist/ Industry personnel/ Scientist/ Engineer. BOG/ Governing Council will be assisted and supported by advisory committees such as academic council and committees on personnel, building works, purchase and finance etc.
- 2.2.3 The BOG/Governing Council should have the necessary powers to function as an independent body without interference from government departments in day-to-day affairs of the institutions. It has been observed that BOGs of some autonomous institutions have not been functioning effectively. The frequency of meetings, attendance and the decision-making processes are areas of concern. The MOA should carefully address such issues.
- 2.2.4 The accountability of the BOG/Governing Council should be ensured through the achievements of targets and quality of output. Institutional Head will be responsible to BOG and Government for institutional performance.
- 2.2.5 Board will decentralise and delegate administrative and financial powers to officers and faculty of the institution through committees/ empowerment of faculty and officials. It will establish a corporate management style of functioning with responsibility/ authority delegated from the Head of Institution to Heads of Departments and from the Heads of Departments to the faculty. Decision-making will get decentralised with full accountability to ensure faster response to changing educational needs. The Education Commission in its report made following very improvement observations in this regard:

“In the governance of a university, the principle that good ideas often originate at the lower levels of the hierarchy must be recognised and respected. The tendency to attach importance to ideas and proposals merely because they emanate from persons who happen to hold important positions is unhealthy and particularly out of place in a

university where they must be judged objectively and on their intrinsic merit”.

2.3 Academic Affairs

2.3.1 There will be varying degree of autonomy for lead institutions and networked institutions, whereby networked institutions will be governed by existing affiliating universities rules and regulations, and lead institutions will have freedom almost like a deemed university and will be granted sufficient academic autonomy either in the form of Deemed-to-be-University or an autonomous institution under the university/ board:

- a) to undertake curricular reforms including introduction of new courses, and fixing of contents of individual courses;
- b) to design curriculum incorporating flexibility, credit exemptions and transfer, provision of variety of options and modes of curriculum delivery (contact, distance, online or a mix of them);
- c) to decide teaching – learning strategies;
- d) to conduct research and development activities;
- e) to collaborate with other institutions for academic activities, resource sharing, etc.;
- f) to evolve methods of evaluation, to conduct their own evaluation of students including incorporation of methods of evaluation other than end-of-term examination, and declaration of results;
- g) to offer new programmes expeditiously within the frame work specified by the regulating agencies (AICTE/ UGC/ University/ Board of Technical Education);
- h) to offer continuing education programmes and services to industry and community;
- i) to enter into collaborative arrangements for purposes of curriculum development, teaching, research and consultancy/ extension education with other institutions of higher learning and industries/ organisation wherever need be;
- j) to evolve administrative and financial arrangements with a view to encourage experimentation and to cut down delays in decision making processes for the sake of effective teaching and research, including completion of time-bound projects which may otherwise be delayed on accounts of centralised decision by the university bodies/ government departments, keeping intact the overall policies of the AICTE/ University.

2.3.2 Lead institutions should have their own Academic council/ Senate, Board of Studies in each discipline, and Board of Examination to operationalize academic autonomy awarded to institutions. The academic structure should demonstrate decentralized decision making

and participation of all stakeholders such as faculty, industry, students etc.

2.3.3 Institutions, which acquire the status of Deemed-to-be-University, will be able to award degrees within their own exclusive prerogative. However, those Institutions, which are autonomous under a University/ Board, the university/ board will award degrees/ diplomas.

2.4 Faculty and staff

2.4.1 The major enabling factor in the pursuit of excellence in technical education institutions as in other educational institutions is attracting right type of quality faculty to the institutions and retaining them. The faculty is the main storehouse of knowledge, driving and influencing all activities towards pursuit of excellence. Therefore, it is of utmost importance that Institutions have freedom to select high quality faculty, to design incentives to retain them, to institute a transparent mechanism of assured career advancement, to have an institutionalised mechanism/ policy to increase their number through well-structured staff development programmes and through talent search.

2.4.2 In the era of reducing half-life of technologies and rapid advent of new technologies, contract appointments with matching financial packages should be able to attract best talent from industry and other institutions/ organisations in India and abroad.

2.4.3 Institutions will have autonomy to select and recruit faculty through a transparent mechanism by constituting selection committee(s) of experts, keeping in view AICTE norms (Minimum qualifications and pay scales as per AICTE norms must be adhered) by:

- (a) Normal selection through advertisements
- (b) Appointment by invitation through talent search
- (c) Short term appointment of industry personnel
- (d) Contract appointment
- (e) Lateral induction from other institutes
- (f) Appointment of retired eminent faculty as Professor Emeritus
- (g) The institution should have freedom to negotiate with NRI faculty wishing to spend their sabbatical leave in India.

2.4.4 Similarly, Institutions should have autonomy to recruit both regular and contract staff through a transparent mechanism by constituting selection committee(s). It would be desirable if all faculty recruitments are headed by the Head of the Institute. The internal organs in the institute, including the existing faculty and departments, should have a role in

seeking/reaching prospective faculty. The prospective candidates be called for discussions with the ensuring faculty and deliver seminars. The response from the department along with written assessment from peer group should form important input for recruitment.

- 2.4.5 Autonomous institutions should have freedom to prepare staff service rules, recruitment rules (minimum AICTE norms will be adhered). Institutions will have autonomy to determine terms of employment (duration, wage, benefits, etc.) of faculty and staff following minimum AICTE norms.
- 2.4.6 Employees of autonomous institutions should be governed by Institute Staff Service Rules, and other rules and regulations of institute.
- 2.4.7 Institutions should have autonomy to institute transparent career advancement mechanism for faculty and staff in accordance with AICTE guidelines.
- 2.4.8 Institutions should also have autonomy to reward and discipline faculty and staff based on performance and well-publicised norms (faculty/ staff appraisal and development system).

2.5 Finances

- 2.5.1 Institutes can become really autonomous only when they are financially self reliant or at the very least reduce their dependence on governmental support in a phased and time bound manner. A mechanism should be worked out to generate resources. The quantum of resources internally generated must progressively increase; over a period say 10 years, to reach at least 50% of the recurring expenditure.
- 2.5.2 Block Grant Approach is one, which can create conditions where the institute is motivated to work for generation of resources. Suggested scheme for Block Grant Funding to autonomous institution is given in Annex – III.
- 2.5.3 Plan grants should be based on institutions development programme approved by its Board and agreed by the State/Central Government. Most institutes receive plan grants and spend them on certain pre-decided activities. This will have to stop. A system of professional management based on an efficient computerised MIS, which clearly makes individual responsible for delivering the required performance needs to be evolved.

2.5.4 Institution will have freedom to allocate/reallocate the block grant (non-plan) to expenditure categories, as they deem best serves the institution. This also means institutions will be able to retain revenue generated at the institute level without reduction in government funding. The revenue generated by the institutions will be used for development and maintenance. However, optimal utilisation of resources in a cost-effective manner will have to be demonstrated.

2.5.5 Institutions will have freedom to set up corpus/endowment fund, depreciation fund, staff development fund, maintenance fund, etc.; receive funds/ donations from alumni/private sector for development activities.

2.6 Managerial

2.6.1 Institution will have autonomy to enter into collaborative arrangements with national and international institutions/ organisations/ agencies/ universities to undertake joint research, offer educational programmes, joint consultancies, share facilities and host conferences.

2.6.2 Institution will have freedom to offer continuing education programmes, testing and calibration facilities, etc on charges decided by them to industry and community.

2.6.3 The institution will formulate its own policy of taking up consultancies, projects including research and development, and various other methods of internal revenue generation. They will also have autonomy to decide norms/ policy for distribution of a part of the revenue generated to faculty, staff and students.

2.6.4 Institutions will have freedom to create policies, wherever necessary keeping in view central/state rules and regulations.

2.7 Administrative

2.7.1 Institutions will have autonomy

- a) to select students using the merit list prepared by Central/ State government based on competitive examination held on state/ national basis or any other publicly announced criteria Institutions would, following the Central/ State policy on reservation of seats, select their own students through the process of students counselling held at the time of admission. By this process, the institutions will be able to attract and select best students.

- b) to implement measures for significant cost recovery within the framework of government policies. The academic fee could increase so as to be in tune with the actual cost. The cost of living can be fully recovered from the students. For protecting interest of students from economically seeker sections of the society, full or half free ships, could be instituted. Similarly, meritorious students could be provided incentives by way of awards and scholarships. Their continuance be linked to academic performance. Soft loans at concessional rates of interest could also be considered.
- c) to purchase goods and services as they deem necessary.
- d) to hire services such as security , horticulture, vehicles etc. as necessary.

2.7.2 Institutions will have autonomy to decide number of faculty and staff to employ based on their requirements.

2.8 Accountability

2.8.1 External Accountability

- a) Institution will report to BOG on institutional activities and performance 3 to 4 times a year. Board, in turn, will be responsible to Government.
- b) Courses/institution will be accredited with agencies like National Board of Accreditation (NBA) of AICTE.
- c) Apart from financial audit, performance audit will be introduced and remedial actions will be taken based on the feedback of performance audit. Performance audit will be carried out by State/ Center annually and its findings will be made known to the institutions for taking remedial actions.
- d) Tracer studies/employment record of pass out shall be maintained by the institutions to assess the relevance of programmes and changes introduced. Creation of Alumni Association will be encouraged in each institution. Suggested composition of Board of Governors includes an Alumni as a member.
- e) Performance indicators of institute will be made public through web site.

2.8.2 Internal Accountability

- a) Instituting transparent policies/procedures for recruitment, staff development, purchase, administration and adherence to them.

- b) Mechanisms for ensuring timely action for conflict resolution and maintenance of educational standards will be created. Such mechanisms may include Appeal and Grievances Committee, Planning, Implementation and Evaluation Committee, Vigilance Officer, etc.

SECTION III SPECIFIC STEPS AND TIME FRAME

3.1 Government of India has already initiated policy level reforms beginning with NPE 1986. The steps to award autonomy for promoting excellence and specific actions on the part of the Government/University along with time frame are given in Table – II (starting point for initiating actions for autonomy for an institution would be from the date of selection of the institute under the project).

Table II
Specific steps

Action	By	Time frame
1) Making policy for autonomous institutions including guidelines for		
• Composition of Board of Governors for autonomous institutions	Central/State Government	3 months
• Powers and functions of BOG	Central/State Government	3 months
• Statutory committees	Central/State Government	3 months
• Accountability mechanisms	Central/State Government	6 months
• Block Grant Scheme	Central/State Government	6 months
• Staff service rules	Institutions	1 year
2) Declaring Institutions as autonomous and constitution of Board of Governance	Central/State Government	6 months
3) Grant of Academic autonomy	UGC/ University/ Board of Technical Education	1 year
• Setting up of Academic Council, Boards of studies and Controller of Examinations	Institutions	1.5 years
4) Adoption of Block grant by institution and financial autonomy	Central/State Government	2 years
5) Gradual delegation of administrative and managerial autonomy		
• Power to recruit faculty and staff	Central/State Government	1 year
• Instituting policy for recruitment and staff development	Institutions	1 year
* Approval of Staff Service Rules	Institutions	1 years
Creation of other policies, e.g. consultancy, projects, revenue generation, etc.	Institutions	1 years
6) Changes in recruitment procedures, wage and career advancement norms, guidelines for autonomous colleges	AICTE	1 year

SECTION – IV ELIGIBILITY CRITERIA

4.1 The autonomy as described in this document is the optimum autonomy that is to be provided to lead and network institution which will be attained by the institutions in the time frame indicated.

4.2 Eligibility Criteria for States

- a) Willingness to include funded, aided and private engineering colleges (engineering colleges, deemed to be universities, technological universities, etc.) and polytechnics (for enhancement of their level to engineering collage) in the Project through open competition and for the reforms to be *carried* out in them ;

This implies that the State Government will examine proposals submitted by institutions (funded, aided and private engineering colleges and polytechnics) and sponsor them to the NPD who will be assisted by NPIU/TSG with a clear statement that these institutions will be supported through policy reforms as envisaged under the Project. The State will provide the required financial support to the selected institutions. Also, that the results of open competition, i.e., selection of lead institutions and network institutions through a National Level Expert will be acceptable to them.

Documents to be submitted:

- (i) Declaration mentioning willingness to include, funded, aided and private engineering colleges and enhancement of polytechnics in to engineering collage.
- (ii) Declaration stating that result of competition (selection of lead institutions and network institutions through a National Level Expert Committee) is acceptable to them.
- (iii) Funding mechanism to private institutions with mechanism of repayment.
- b) Willingness (demonstrated by policy formulations) to accord and sustain full autonomy (academic, managerial, administrative and financial) to the selected institutions;

The autonomy shall be in academic, financial, managerial and administrative dimensions. The delegation of powers to occur to institutions from State/Center, University or Board of Technical Education have been detailed out in the document “Creating an

Enabling Environment for Promoting Excellence – Administrative and Procedural Reforms”.

Documents to be submitted:

- (i) Government order stating that all selected lead institutions will be provided full autonomy.
- c) Willingness (demonstrated by policy formulation/Government order) to permit the selected institutions to increase recovery of the cost of education from students;

At present, recovery of the cost of education is abysmally low in many states. There is a need to increase cost recovery of education to a reasonably accepted level. Willing states will formulate their own policy in respect to cost of recovery of education. They are also required to formulate specific measures to enable student from poor families to participate in the Project without compromising the quality (e.g. loans, scholarship schemes, student aid Programmes funded through cross subsidization, “earn while you learn” schemes).

Documents to be submitted:

- (i) Policy/ Government order to permit participating institutions to increase recovery of the cost of education from the students keeping equity consideration in view, i.e., tuition fees, facility fees, and cost-of-living fees (hostel fees).
- (ii) Policy/ Government order stating measures for helping needy students (e.g. loans, scholarship schemes, student aid programmes funded through cross subsidisation, “earn while you learn” schemes).
- (d) Willingness (demonstrated by Government order) for changing pattern of fund releases to block grant basis;

At present, most of the institutions (Government and Government-aided) are running on the net-deficit financing basis. Therefore, there is not much incentive for revenue generation through various means and economising on expenditure. There is an urgent need to shift to alternative funding from Government which will encourage culture of revenue generation and better financial management. Block Grant is one such approach. State/ central Governments are required to formulate policy in this regard. Also, timely release of funds is very important.

Documents to be submitted:

- (i) Policy/ Government order showing willingness of Government to shift to Block Grant Approach.
 - (ii) Scheme of Block Grant and time frame for implementation.
- (e) Formulation of a policy in respect of revenue generation and its utilization by institutions including establishment of Corpus Fund, Staff Development Fund, Depreciation/Renewal Fund (for equipment replacement) and Maintenance Fund (for maintenance of equipment and buildings) and guidelines for management of these funds;

Both these aspects are highlighted in NPE 86 and the National Policy Initiative-1998. The Government of India is also in the process of finalising guidelines for institutional income generation, the development of the Corpus and the creation of a block grant approach in funding. Once these guidelines are finalised, they would have to be examined by the states and adopted in a form acceptable to them, The UGC and the AICTE are also encouraging these aspects. With a high accent on efficiency and cost recovery it is important that such guidelines be prepared/ accepted by states and implemented at least in project institutions. A suggested scheme of Block Grants is given in Annex-II

Documents to be submitted:

- (i) Policy for institutions for revenue generation and its retention and utilisation by institutions.
 - (ii) Government order for creation of corpus fund, staff development fund, depreciation/ renewal fund (for equipment replacement) and maintenance fund (for maintenance of equipment and building) in institutions.
 - (iii) Guidelines for managing corpus fund, staff development fund, depreciation/ renewal fund (for equipment replacement) and maintenance fund (for maintenance of equipment and building).
- viii) *Policy formulation for enabling institutions to fill all teaching and staff vacancies.*

Faculty and staff form the backbone of any institution. At present, there exists approximately 30-40% vacancy in faculty. This is due to the long process of recruitment through Public Service Commission. It is of utmost importance that power to fill vacancies be given to institutions.

Documents to be submitted:

- (i) Policy/ Government order enabling institutions to fill all teaching and staff vacancies.

4.3 Eligibility Criteria for Engineering Colleges (Lead Centres) including Deemed to be Universities and Technological Universities

- a) Willingness to accept and exercise full autonomy (academic, managerial, administrative and financial) with full accountability at all levels (institutional proposal should reflect time frame for autonomy, measures and mechanism to implement autonomy);
- b) Willingness to increase recovery of cost of education from students for various sources including increase in fee keeping equity consideration in view (institutional proposal should reflect visible measures of cost recovery with support to the deserving poor);
- c) Willingness to accept Central/State funding on block grant basis;
- d) Willingness to establish distinct Corpus Fund, Staff Development Fund, Depreciation / Renewal Fund and Maintenance Fund from the generated revenue and income savings and to accept Central/State guidelines for utilisation of these funds;
- e) Willingness to establish distinct Corpus Fund, Staff Development Fund, Depreciation / Renewal Fund and Maintenance Fund from the revenue generated and savings and to accept Central / State guidelines for utilization of these funds;
- f) Willingness to accept the results of the enunciated process of award of competitive grants;
- g) Acceptance of staff and students to participate in community service;
- h) High academic profile

These criteria for academic performance are not rigid and broadly suitable exceptions may be granted to institutions depending upon their nature and local conditions. **High academic performance will be adjudged as a whole.**

Each institution should preferably have:

- Accreditation of Programmes with National Board of Accreditation
- 4 undergraduate Programmes.
- 2 postgraduate Programmes.
- A facility to design/fabricate precision accessories and can identify 5 such design/fabrications in the last three years.
- 15% faculty members with doctorate degrees.
- Collectively by faculty members published at least 0.10x n papers every year for the last three years (where n is the number of faculty).
- A well-stocked library containing at least 10,000 titles and should be subscribing to Indian and international journals.
- Computer centre with sixty computers in LAN
- Good record of utilising grants provided under MODROB/Thrust Area and other Direct Central Assistance Schemes.
- At least 5% of annual recurring expenditure is met by the institute itself through revenue generation in last three years (including all fees, consultancy earning etc.)
- Secured and completed at least three sponsored research Programmes in the last three years.
- Secured at least three consultancy assignments in last three years amounting to Rs.06 lakhs.
- Undertaken and rendered having significance beneficiaries in the last three years for the local community.
- Offered at least 15 training / continuing education Programmes in the previous three years.
- 10% of the faculty trained in last three years.
- 5% of the technical staff trained in the last three years.

4.4 Eligibility Criteria for Polytechnics

4.4.1 The eligibility criteria for the polytechnics are as following:

- a) Willingness to accept and exercise full autonomy (academic, managerial, administrative and financial) with full accountability at all levels (institutional proposal should reflect time frame for autonomy, measures and mechanism to implement autonomy);
- b) Willingness to increase recovery of cost of education from students for various sources including increase in fee keeping equity consideration in view (institutional proposal should reflect visible measures of cost recovery with support to the deserving poor);
- c) Willingness to accept Central/State funding on block grant basis;

- d) Willingness to establish distinct Corpus Fund, Staff Development Fund, Depreciation / Renewal Fund and Maintenance Fund from the generated revenue and income savings and to accept Central/State guidelines for utilisation of these funds;
- e) Willingness to establish distinct Corpus Fund, Staff Development Fund, Depreciation / Renewal Fund and Maintenance Fund from the revenue generated and savings and to accept Central / State guidelines for utilization of these funds;
- f) Willingness to accept the results of the enunciated process of award of competitive grants;
- g) Acceptance of staff and students to participate in community service;
- h) High academic profile

These criteria for academic performance are not rigid and broadly suitable exceptions may be granted to institutions depending upon their nature and local conditions. **High academic performance will be adjudged as a whole.**

Each institution should preferably have:

- Accreditation of Programmes with National Board of Accreditation
- 3 diploma Programme.
- A facility to design/fabricate precision accessories
- A well-stocked library containing at least 10,000 titles and should be subscribing to Indian and international journals.
- Computer centre with sixty computers in LAN
- Good record of utilising grants provided under MODROB/Thrust Area and other Direct Central Assistance Schemes.
- At least 5% of annual recurring expenditure is met by the institute itself through revenue generation in last three years (including all fees, consultancy earning etc.)
- Secured and completed at least three sponsored research Programmes in the last three years.
- Secured at least three consultancy assignments in last three years amounting to Rs.06 lakhs.
- Undertaken and rendered having significance beneficiaries in the last three years for the local community.
- Offered at least 15 training / continuing education Programmes in the previous three years.
- 10% of the faculty trained in last three years.
- 5% of the technical staff trained in the last three years.

4.5 Eligibility Criteria for Networked Institutions

- a) Willingness to be a network institution of a particular lead institution
- b) Willingness to accept and exercise full autonomy (managerial, administrative and financial) with full accountability at all levels (institutional proposal should reflect time frame for autonomy, measures and mechanism to implement autonomy);
- c) Willingness to participate in all the 4 aspects of the programme (excellence, networking, community service and development of management capacity):
- d) Willingness to increase recovery of cost of education from various sources including increase in fees from students keeping equity consideration in view (institutional proposal should reflect visible measures of cost recovery with support to the deserving poor);
- e) Willingness to accept funding on block grant basis or any other alternative evolved by the Centre / State;
- f) Willingness to establish distinct Corpus Fund, Staff Development Fund, Depreciation/Renewal Fund and Maintenance Fund from the generated revenue and income savings and to accept Central/State guidelines for operation of these funds;
- g) Willingness to accept the results of the enunciated process for award of competitive grants;
- h) Acceptance of staff and students to participate in community service;
- i) Accreditation of Programmes with National Board of Accreditation

4.6 Selection Criteria for Institutions

4.6.1 Once an institution becomes eligible and its proposal is sponsored by an eligible state and institution is selected through Willingness Step, the proposal will have to be examined against certain criteria for selection as a lead institution. Any institution that desires to apply will develop a future vision that is rich and projects thrust contemplated to raise it to high level of performance, institutions will seek to be world class institution in academic services, research and development and services to community and economy. The criteria for selection will reflect various dimensions and thrusts contained in the vision. These criteria will be:

Preparedness of institution to implement the Project (25% weightage):

- (a) Steps already taken in creating an enabling environment for promoting excellence, i.e., status of administrative and procedural reforms. The institutions, which already enjoy substantial autonomy, will have an upper edge over other institutions that do not enjoy such autonomy.

Also time frame for providing autonomy by the state will be evaluated considering state's past record in this area. It is proposed that in the first cycle of selection those institutes will be given preference, who have the following:

- (i) Governance by Board of Governance/ Governance Council
 - (ii) Autonomy to recruit faculty/ staff
 - (iii) Autonomy to purchase goods and services and
 - (iv) substantial degree of managerial autonomy
- (b) Quality and adequacy of faculty and staff. The issue of vacancies, the nature of faculty and staff development schemes undertaken in past few years, the qualification of faculty, and the nature of recruitment of faculty and staff have been presented by institutions appropriately. Representing a significant projection of institutional strength, this factor may be presented with clarity. Plans to vacancies early in the Programme must get reflected in the proposal. Also to be incorporated are the dimensions in which faculty development is planned and the challenges that would be made available to faculty in research and development, consultancies and in interacting with industry and community.
- c) National and international linkages with educational institutions and research organizations. This will be reflected by number of MOUs, linkages with educational institutions, agencies and research organizations. Proposal should also reflect benefit (actual) from such linkages
- d) Level of industrial/ community linkages. It is important institution to project various dimensions of interaction with industry and community and the mutual benefit that occur through them. This aspect has to be presented in detail by the institution.
- e) Existing strength in emerging technologies. In the past few years certain institutions have introduced specialized activity in new technologies like new regular courses, post graduation, research and development, consultancies, development of testing and calibration facilities, and continuing education for industrial personnel. Institutions may desire to introduce such provisions in the future in specialized technology areas. These intentions must be clearly reflected in their proposals.

Past Performance (25% weightage):

- f) Academic performance and employment of students. Of utmost importance are parameters describing the academic performance of

institutions. This would include parameters like frequent cycles of curriculum revision, steps to improve the relevance and market orientation of existing curricula, introduction of new hi-tech Programmes or topics, academic innovations in curriculum implementation and student assessment, introduction of flexibility in courses, incorporation of student training in industry and the introduction of sandwich courses, student response to Programmes, dropout rate and pass rates in various disciplines offered by the institution.

Passout employment data is a crucial factor for judging institutional performance. This factor will include information on employment rate of passouts within specific time period, agencies which employ passouts, income of passouts on employment (average, higher bracket and lower bracket percentages), percentage students pursuing higher qualifications, employment status of students from disadvantaged groups. Mechanisms for enhancing passout employment will have to be clearly stated.

- g) Achievement in addition to knowledge and teaching-learning methodology. This parameter will be reflected in institutional proposals by number of patents, researches, paper published, dissertations, thesis, books. etc. Innovation in teaching-learning methodology brought by institutions should also be reflected in the proposal.
- h) Achievement in organising activities leading to sharing and dissemination of knowledge. This will be indicated by number of seminars, workshops, conferences (National and International) organised by the institution.
- i) Past performance and potential in terms of Internal Revenue Generation (IRG), services to community and economy, experience in conducting high quality Programmes. Parameters describing this factor will include revenue generated in the past three years from various sources, creation of a corpus or development fund (if any), nature of services offered to industry and their impact, high technology regular and continuing education Programmes and the student response to them, and impact of such hi-tech Programmes.
- j) Innovations in teaching and training Programme designs and delivery. Institution should reflect in their proposal innovations in designing teaching and training Programmes (e.g. competency- based Programmes, self-/earning resources development, etc.) and innovations in Programme delivery (e.g. On-line learning, distance education. etc)

- k) Performance in research, design and development. Outstanding work performed by engineering colleges, and certain polytechnics may be highlighted under this factor. The undertaking of consultancy challenges for industry, defence services and community may also be highlighted. Mention of specific projects successfully completed by the institution is necessary .

Institutional Vision (50% weightage):

- l) The quality of the proposal- which will be the main criteria and can be identified on the basis of comprehensiveness of proposed action plan for the excellence in current and future performance indicated in terms of academic excellence, services to community and economy and plans to exchange benefits with the network institutions, Effectiveness of proposed activities to recover cost of education, increased revenue generation and establish and operate the funds, exercise cost effectiveness, time efficiency of the proposed Programme, and the proposed measures for sustainability .The quality of the proposal should be reflected in all dimensions of performance proposed- relevance of activity, their quality, and measures to enhance internal and external efficiency of operation and, in general, its future vision. Another important dimension is the consensus within the institution for undertaking proposed developments and a general agreement from faculty and staff to accept the challenges projected in the proposal.
- m) Quality and extent of leadership role in the proposed network. The Programme envisages the development of lead institutions with a cluster of network institutions. The agreement of institutions to be networked with the lead institutions must be clearly presented. Secondly, the intended developments and innovations to occur through the network are to be identified and agreed upon by the partners (network institutions). Thirdly, the nature of leadership to be provided by the lead institutions in aiding the development of the networked cluster must also be clearly stated.
- n) Size of budgetary support requested. While the normal finance available to applying institutions has been specified in a later chapter of this document, institutions can feel free to digress from the suggested amounts. Institutions must present budget with full justification. A 5-year phasing of such expenditure should also be provided. As far as possible institutions may limit construction activity to the minimum required. and avoids enhancing capacity in traditional disciplines.

**AICTE GUIDELINES ON THE SCHEME OF AUTONOMOUS
DEPARTMENT/INSTITUTION/CENTRES/SCHOOLS WITHIN THE
UNIVERSITY SET UP**

1 NEED FOR AUTONOMY

The working group set up by the Ministry of Education in 1978 had recommended grant of autonomy to institutions on a selective basis to enable them to respond more effectively to the changing needs of the society. These recommendations were endorsed by the AICTE.

The Ministry of Human Resource Development's document "Challenge of Education – A Policy Perspective (1985)", highlighted the need for strengthening the autonomy of Colleges and Universities. National seminars on New Education Policy held at Madras, Bangalore, Delhi and Calcutta have also laid emphasis on granting autonomy to the Colleges and Departments in the Universities.

The National Policy on Education 1986, emphasising on the need for autonomy states, vide para 5.28, the creation of autonomous departments within universities on selective basis will be encouraged. Autonomy and freedom will be accompanied by accountability Para 5.32 of the National Policy on Education also states that "an effort will be made to encourage setting up of national research facilities within the university system with proper forms of autonomous management."

The Education Commission (1964-66) had also recognized the need for autonomy within a University. Further, the Gajendragadkar Commission (1971) had recommended grant of autonomy to the teaching departments or other units that are under the direct control of the University. The UGC, in 1987, in its policy frame had also emphasized the need to decentralize authority and confer autonomy to university departments, to avoid delay, to create dynamic system and to promote innovation and reforms.

Various centers/institutes have come into being in universities, to look after specific R&D or interdiscipline extension or other Community oriented activities etc. Such centers/institutes often have special needs that require a functioning and approach different from the usual ones in a University. The rigidity of working procedures and centralized control may not be conducive to the efficient functioning of such centers for accomplishing their tasks. Granting Autonomy may facilitate flexible

approach in decisions making and promote decentralized administration, which are conducive for better functioning.

Further, there is an urgent need for autonomy for the departments/centers within the university to enable teachers and students to try innovations, utilize creative talent, improve upon standards of education and research and to quickly respond to academic and social needs. The teachers and students view the system of autonomous departments/centers within the University set-up as a joint pursuit of scholarship and excellence.

2 OBJECTIVE OF AUTONOMY

The prime objective would be to enable various units within the university system to grow to their full stature as centers of excellence, thereby starting the process of restoring the center of gravity of academic pursuits to the University systems.

The development of autonomous Technical Schools/Institutes/Centres/Departments (hereinafter to be referred to as Technical Department) within the university system should provide freedom to:

- prescribe rules for admission on merits, in conformity with the reservation policy of the AICTE/University;
- determine their own courses, curricula, methods of education and training in pursuit of excellence;
- evolve methods of evaluation, conduct examinations and finalise results for declaration;
- enter into collaborative arrangements for purposes of curriculum development, teaching, research and consultancy/extension education with other institutions of higher learning and industries organisation wherever need be;
- evolve administrative and financial arrangements with a view to encourage experimentation and to cut down delays in decision making processes for the sake of effective teaching and research including completion of time-bound projects which may otherwise be delayed on account of centralised decision by the university bodies, keeping intact the overall policies of the AICTE/University; and

- take steps to expedite the recruitment of faculty and the project staff provision of infrastructure and instructional facilities needed for the system.

The autonomous status will have inbuilt process of the department's accountability to the AICTE/University concerned for good performance.

3 CRITERIA FOR IDENTIFICATION OF TECHNICAL SCHOOL/INSTITUTES /CENTRES/DEPARTMENTS FOR GRANT OF AUTONOMY

The autonomy is intended to be a means for the departments to achieve higher standards and greater creativity rather than a reward for good performance during the past. Following factors need to be kept in view while granting autonomous status:

- Accreditation of Institute/Centre/Department is a pre-requisite
- Academic record and potential of the department
- Academic attainments of the faculty
- The mode of selection of students and teachers viz. whether such selection is without regard to caste, creed or social class.

The departments may apply for autonomous status to the AICTE, giving the following information:

- Teaching programmes;
- List of research projects;
- List of publications;
- A note on significant achievements in teaching and research;
- Contributions to the extension education programme of the university;
- Staff strength, awards and other recognitions received by the staff; and
- Other features which might strengthen the claim of the department for autonomous status.

Grant of autonomy shall be lined with the quality of the institution vis-à-vis its status of accreditation. However, requests of autonomy from institutions of quality shall be entertained on case to case basis till such time that the accreditation becomes fully operational.

4 CONFERMENT OF AUTONOMOUS STATUS

The university itself with the approval of the AICTE will confer the autonomous status on a department within a university. Where the

University Act and/or the statutes restrict the powers of the university for allowing autonomous status to a department within the university, necessary amendments in them may be got made. While granting autonomy, the university has to ensure that the management structure of the autonomous department should be such that it gives a lot of participation to academics alongwith responsibility.

The right of autonomy may not be conferred once for all. The exercise of rights on conferment of autonomous status by a department will, however, have to be continuously earned and deserved. The status of autonomy may be granted initially for a period of 5 years but a review should be undertaken after 3 years by the university with the help of a committee to be constituted for the purpose. The committee may comprise academic experts as follows:

- a. One nominee from AICTE
- b. One nominee of the parent university
- c. One nominee of the UGC
- d. One Head of an autonomous department to be nominated by AICTE

During the course of time, if the AICTE/University has convincing evidence about the mis-use of the autonomy and/or of decline of standards of teaching, examination and research, it shall be open to the AICTE/University to have the working of the autonomous department reviewed through an expert committee before revoking the autonomous status.

Such an Expert Review Committee should consist largely of experts from outside the university, including a UGC nominee.

5 FUNCTIONING OF AUTONOMOUS DEPARTMENTS

The primary tasks of a department are to provide teaching to conduct research and to participate in the consultancy/extension education programmes of the university. These are academic affairs. The financial and administrative arrangements within the department are only to help accomplish efficiently the primary tasks. In order to look after the academic affairs, financial matters and administrative arrangements each department will have:

1. A Head of the department who in the case of a School/Institute/Centre may be called 'Director'
2. Governing/Department Council, as a statutory apex body responsible for all academic, financial affairs of the School/Institute/Centre/Department

3. Academic Committee

In addition a department may have the following committees to help and assist the Head of the Department/Director for smooth functioning of the department:

1. Administrative Committee
2. Finance Committee

In case, a school is established by combining a few technical Departments or equivalent to department which will be converted into statutory body in a university, the departments so combined need not have separate Department Council and Academic Committee.

Head of the Department

- a. The Head of the Department (or the Director), to be appointed in accordance with the rules/procedures/statutes of the university, will be the principal academic and executive officer responsible for smooth and efficient functioning of the department in pursuit of the objectives. He will exercise such powers as may be delegated to him by the University/Syndicate/Executive Council and the Governing/Department Council. In case of an emergency, the Head of the Department may also be authorized to take such appropriate action, in consultation with the appropriate committee, in anticipation of the approval of the Governing/Department Council and then report the matter to it for ratification.

Governing/Department Council

- A. This will be a statutory body, responsible for all academic financial and other administrative affairs of the department. The university shall abide by its decisions.

(i) School/Institute/Centre

The composition of the Governing Council and the Department Council may be as under :

Governing Council (for a school/institute/centre)

1. Chairman Vice Chancellor of the University; or an eminent Engineer/Technologist/Manager/Scientist/Educationist as his nominee.

2. 6 Members Three faculty members of the School/Institute/Centre

Two eminent Engineers/Technologists/Managers/Scientists/ Educationists/expert from related subjects, from outside the School/Institute/Centre; one nominee of the UGC.

3. Member Secretary Director of the School/Institute/Centre

(ii) **Department Council (for a university department)**

The University Executive Council may approve the constitution of the Department Council giving representation to all categories of teachers in the Department/Centre. The Executive Council may, however, not make any change in the case of any existing Department Council(s) if it/they have been giving excellent performance. While for the large departments, the following pattern for composition of Department Council may be adopted, the composition of Department Council could appropriately be different for smaller departments.

COMPOSITION

- i. Head of the Department
- ii. Upto two professors by rotation in order of seniority]
- iii. Upto two readers by rotation in order of seniority
- iv. Upto two lecturers by rotation in order of seniority
- v. Coordinator/Director of a major research programme
- vi. Teacher incharge of sub-disciplines within the department by rotation in order of seniority
- vii. Upto four experts, two from within the discipline concerned and two from other related disciplines to be nominated by the Department Council;
- viii. Immediate past Head of the Department

} Where there is Rotation of headship, their term will be co-terminus with the term of the Head of the Department

- ix. Teacher likely to take over as Head of the Department

The size of the Department council should ordinarily not exceed 12.

- B. The Registrar, Finance Officer and the Dean, Academic Affairs of the university may be special invitees without any voting right. In addition, the Director/Head of the Department may with the approval of the Vice Chancellor, invite and other expert to the meetings for consultation. Such invitees shall not have voting rights.

- C. Term of the Members

The terms of the members nominated from outside school/institute/centers/department may be three years while it may be two years in respect of members from within the school/institute/centre/department

- D. Meetings

Ordinarily, the Governing/Department Council may meet at least twice a year but in the event of urgency, a meeting may be called by the Vice Chancellor as and when required. 50% of the total membership of the Council will form quorum at a meeting and also 50% of the total membership may requisition a meeting for discussing any matter related to the functioning of the department.

- E. Functions of the Council

As a statutory body responsible for the academic, financial and administrative affairs of the departments, it will overview the educational, research and extension programmes of the department and give direction and focus so that these programmes be continued at a high level of quality thereby enabling the department to attain and maintain excellence.

Academic Committee

- A.
 - i. The committee shall, subject to the approval of the Governing/Department Council, frame course curricula, syllabi and lay down regulations for instructional methodology/evaluation of students conduct of examinations.
 - ii. Make regulations regarding admission of students, subject to reservation policy of the University.

- iii. Lay down procedure for collaboration with other institutions of higher learning or industries.
 - iv. Develop new courses/programmes of study.
 - v. Suggest institution and award of scholarship, fellowship, medals.
 - vi. Identify thrust areas for research, extension programme and Industry Institute Interaction.
 - vii. Assist and provide guidance for the development of teaching, research and Industry Institute Interaction programmes.
- B. The Academic Committee shall consist of all the faculty members of the department. The Vice-Chancellor of the University shall be the Chairman of the Academic Committee while the Head of the Centre/Institute/School will be Member Secretary.

Committees

The Administrative, Finance and the Academic Affairs Committee (s) shall consist of Head of Department as Chairman and such other members as may be approved from amongst the faculty members and administrative staff, by the Governing/Department Council provided that one member of each of the Committees shall be member of the Governing/Department Council. A faculty members who is a member of the Governing/Department Council shall not be a member of more than one Committee. Further the Finance Committee shall have a rep. Of State Govt. and Academic Affairs shall have 2-3 reps. Of the Universities.

The Committee (s) shall help and advise the Head of Department in respective matters for the conduct of the day to day business of the department. The decisions shall be :

- executed by the Head of the Department
- Ratified by the Governing/Department Council

Records of Meetings

The record of the business transaction by the Governing/Department Council, the Academic Council and other Committees of the department, shall be maintained properly. Copies of the minutes of the meetings of the Governing/Department Council and the Academic Committee shall be forwarded to the University office for information.

Personnel

- a. The Governing/Department Council shall make assessment of manpower requirements for academic, administrative and supporting job requirements. The vacancies arising on retirement, resignation and/or promotion of staff would provide an opportunity to review subjectwise staff strength in the department.
- b. To begin with the University shall provide to the department administrative staff in the rank of Deputy Registrar and/or Assistant Registrar to act as administrative Officer and Bursar. In addition, the University may also provide such other office and supporting staff as may be necessary.
- c. The University based on the recommendations of the Governing Council will do appointments of permanent faculty and staff. The selection committees shall however be as prescribed by the University.

A committee consisting of the Principal investigator and 2 professors of the department will do appointment of research fellows and research associates under the projects.

The administrative committee of the department will do appointment under the common programmes.

Finances

The University shall fund the department. In addition, the department will raise its own funds from other sources such as UGC, DST, CSIR and other funding agencies. The department shall be competent to accept funds from private organisations, industries and philanthropists and international organisations. The funds/resources thus generated should be utilized for the development of the dept. and should not be set off against the block grant.

The block grant for the department excluding the salaries of the faculty and other staff, will be transferred in four equal installments to the Head of the Department who will be empowered to issue cheques for all contingent recurring and non-recurring expenditure. Salaries will be paid directly by the University.

The funds obtained from funding agencies for the projects will also be transferred to the Head of the Department who will draw and disburse money for expenditure as per the recommendations of the Principal Investigator.

However, the AICTE may provide financial assistance on case to case basis for automation and improvement of the management efficiency depending upon the availability of funds and this money shall not be used for creation of posts, payment of salary to any staff or for paying honorarium to existing staff

to meet normal contingency requirement or to subsidise examination expenses.

The University will audit all accounts of the department.

6. RELATIONSHIP OF AUTONOMOUS DEPARTMENT WITH UNIVERSITY

a. Examination and awards of degree/diploma

The autonomous department/centre will evaluate and conduct examinations of the students admitted to the department after the prescribed academic requirements are completed. The degree/diploma to such of the candidates as have been found eligible and qualified by the University and names of the department/centre may be inscribed on the degree/diploma.

b. Other facilities including residences

The staff and the students admitted in the department to different programmes of study will get centralized facilities of residential accommodation, hotel, sports, medical and libraries etc. as staff and students of the University. Autonomy is an important step in pursuit of excellence and this implies creation of conditions not only with regard to function within the university but also living which makes it necessary to attract staff and students on all India basis. It is necessary to emphasize the importance of specific provision of residential accommodation and hostel for autonomous departments.

7. MONITORING, EVALUATION AND ACCOUNTABILITY OF AUTONOMY

Each department with the approval of its Departmental Council will constitute appropriate mechanism to evaluate its own academic performance, improvement in standards, successful working of the autonomy and of the rules and regulations framed by the Department Council on different matters. The department will, as usual, send annual report on its activities concerning academic and other matters for consideration of University Academic Council and/or Executive Council/Syndicate and its inclusion in the University report. The University may in consultation with the Governing/Department Council, like to study and assess performance of the department as per provision in this scheme.

**CURRENT STATUS OF AUTONOMY IN
DIFFERENT TYPE OF INSTITUTIONS**

Sr. No.	ITEM	Autonomous Institutions like RECs, TTTIs etc.	Tech. Universities	Government Institutions (Engg. Colleges and Polytechnics)	Govt. Aided Institutions (Engg. Colleges and Polytechnics)	Private Institutions (Engg. Colleges and Polytechnics)
1	<u>Governance</u>	BOG Admn., Finance, Purchase, Building works, staff selection Committees, etc.	- Senate, Advisory Council, Academic Councils, Boards of Studies, etc	Directorate of Technical education	BOG/ Trust/ Directorate of Technical education	BOG/ Trust/ Directorate of Technical education
2	<u>Academic Affairs</u>					
(a)	Autonomy to offer new programmes with approval from AICTE	With the approval of university	Yes	With the approval of university	With the approval of university	With the approval of university
(b)	Autonomy to revise their curricula and change of curricula	With the approval of university	Yes	With the approval of university	With the approval of university	With the approval of university
(c)	Autonomy to introduce flexibility	With the approval of university	Yes	With the approval of university	With the approval of university	With the approval of university
(d)	Autonomy to design their own student evaluation system	No	Yes	No	No	No
3	<u>Student Admission</u>					
(a)	Within the state	Entrance Test	Entrance Test	Entrance Test	Entrance Test	Entrance Test
(b)	Out side the state	Entrance Test	Entrance Test	Entrance Test	Entrance Test	Entrance Test
(c)	Foreign students	No	No	No	No	No
(d)	Reservations	As per Govt. Policy	As per Govt. Policy	As per Govt. Policy	As per Govt. Policy	As per Govt. Policy
4	<u>Faculty and Staff</u>					
(a)	Autonomy to recruit their faculty and staff	Yes, Through selection committee	Yes, Through selection committee	No, Through PSC	Yes, Through selection committee	Yes, Through selection committee
(b)	Autonomy to decide the terms of employment	No	No	No	No	Yes

Sr. No.	ITEM	Autonomous Institutions like RECs, TTIs etc.	Tech. Universities	Government Institutions (Engg. Colleges and Polytechnics)	Govt. Aided Institutions (Engg. Colleges and Polytechnics)	Private Institutions (Engg. Colleges and Polytechnics)
(c)	Autonomy to reward/ discipline faculty on the basis of performance	Partially	Partially	Partially	Partially	Yes
(d)	Autonomy to design Mechanism for career advancement	UGC/AICTE Norms	UGC/ AICTE Norms	UGC/ AICTE Norms	UGC/ AICTE Norms	UGC/ AICTE Norms
(e)	Decisions regarding faculty development	Partly (Except abroad)	Partly (Except abroad)	No (State Govt)	Yes	Yes
5	<u>Administrative</u>					
(a)	Decisions regarding no. of faculty and staff based on norms and requirement	No	No	No	No	Yes
(b)	Decisions regarding purchases of goods & services and contracts	Yes	Yes	No	Yes	Yes
(c)	Decision regarding Performance Appraisal system	Yes	Yes	Yes	Yes	Yes
6	<u>Financial</u>					
(a)	Decision regarding fees	No (based on State Committee Recommendations)	No (based on State Committee Recommendations)	No (based on State Committee Recommendations)	No (based on State Committee Recommendations)	No (based on State Committee Recommendations)
(b)	Deficit Financing	Yes	Yes	Yes	Yes	Self financed
7	<u>Accountability Mechanisms</u>					
(a)	Financial	Audit	Audit	Audit	Audit	Audit
(b)	Performance	No	No	No	No	No
(c)	Quality Control	No	No	No	No	No
(d)	Students	No	No	No	No	No
(e)	Government	Yes	Yes	Yes	Yes	No
(f)	Society	No	No	No	No	No

Suggested Block Grant Scheme for Autonomous Institutions

1. At present most of the government technical institutions in the country are being funded by the State/ Central government through Net-Deficit Financing. It means that the Government finances the gap between income and expenditure of an institution. It also implies that all income of an institution, including income earned through consultancy, projects, continuing education programmes, technical services and other entrepreneurial activities get deducted from the governmental grant to the institution. This, in effect, means, more an institution earns less it gets from the Government. Thus disincentive to mobilize own resources and economise on expenditure is in-built in the Net-Deficit Financing scheme.
2. During the Eight Plan period, Government of India introduced an important innovation in financing I.I.Ts, I.I.Sc and I.I.Ms by introducing a Block Grant Scheme for Non Plan Expenditure. The aims of Block Grant Scheme are two fold. First, it will enhance operational autonomy of the institution and second, it will encourage institutions to mobilize resources through various means and economise the expenditure, thus promoting a better financial management of the institution.

3. Features of suggested Block Grant Scheme

- 3.1 Quantum of Block Grant will be fixed at 110% of RE of previous year and thereafter it will be increased by 8% annually for next four years. Scheme will be reviewed in the fifth year and quantum of Block Grant frozen.
- 3.2 Following four funds will be created at institute level. These are
 - (a) Corpus or Endowment Fund.
 - (b) Depreciation Fund or Equipment Replacement Fund
 - (c) Equipment and Facilities Maintenance Fund
 - (d) Pension Fund.
- 3.3 Institute will contribute 10% of expenditure towards salaries to Pension Fund. One-time contribution will be made by government to the pension fund.
- 3.4 Institutions will form their own norms for transferring money to Depreciation Fund and Maintenance Fund.

- 3.5 The savings out of non plan grants and other income, after contribution to pension, depreciation and maintenance fund can be retained and carried over to Corpus/ Endowment Fund. Government will make matching contribution to corpus/ endowment fund. It is to be noted that only interest from the corpus/ Endowment fund can be utilized by the institutions.
- 3.6 The Government would provide special grants to the institutions as '**force-majeure**' in circumstances beyond the control of institutions, such as steep increase in D.A, Pay revision, enhancement in scholarship, devaluation of Indian Rupee etc.
- 3.7 The interest accruals and other income by the institute will be exempted from the Income Tax.
- 3.8 The annual grants to the institutions will be released in three instalments, viz; 30% in April, 40% in August and balance 30% by December.
- 3.9 Institutions will have autonomy to :
- (a) Allocate/ reallocate the Block Grant to expenditure categories as they deem best serves to institution.
 - (b) Retain revenue generated at the institute level without reduction in Government funding and will be able to use generated revenue for institutional development and maintenance.
 - (c) Enhance revenue generation by various means within the broad mandate of the institute.
 - (d) Determine terms of employment (duration, wage, benefits, etc.) of faculty and staff. However, prevailing AICTE, pay commission norms will have to be kept in view while deciding terms of employment.
 - (e) Take fiscal decisions for better financial management of the institution.
- 3.10 Following conditions will apply for institutions.
- (a) Number of regular employees of institute will not be increased. However, they will have autonomy to redistribute faculty and staff positions in different cadre and redesign job profile based on their requirements. Institutions however can employ additional faculty and staff on contract to meet requirements within the block grant available to them.
 - (b) Minimum AICTE/ UGC/ Government pay scales must be adhered.

- (c) Emolument/ pay scale of Head of the institution cannot be changed without prior government approval.
- (d) Audited annual accounts of the institute must be submitted by December of each year for institute to be eligible to receive next years grants.
- (e) Performance audit of the institute will be carried out by the government every year. If an institution fails to perform its objectives, Block Grant Scheme can be withdrawn or modified based on recommendations of performed audit.
