



Panjab University
Chandigarh



Criterion VI: Governance Leadership and Management

CRITERION VI: GOVERNANCE, LEADERSHIP AND MANAGEMENT

6.1 Institutional Vision and Leadership

6.1.1 State the vision and the mission of the university.

Objective as per University Calender

Panjab University, Chandigarh defines the mandate of the University to be:

"The University has been incorporated for the purpose, among others, of making provision for imparting education in Arts, Letters, Science and the learned professions and of furthering advancement of learning, the prosecution of original research, with power to appoint University Professors, Readers and Lecturers, to hold and manage educational endowments, to erect, equip and maintain University colleges, libraries, laboratories and museums, to making regulations relating to the residence and conduct of students and to do all such acts as tend to promote study and research".

Vision

Following the broad mandate of the University of Furthering Advancement of learning and the prosecution of original research, the University's vision has been:

- ✓ To emerge as a premier educational institution engaged in quality teaching, research, consultancy and developing intellectual capital for societal needs and nation building.
- ✓ To create sustainable and effective linkages between access to and success in higher education, to make PU as a world class institution.

However, as per Vision-2020 document of the University, the Vision and Mission are:

Vision of the University

- To attain and retain coveted position as a premier educational institution engaged in creation and dissemination of knowledge, new ideas, perceptions and methodologies;
- To arrange for quality teaching, research, outreach activities and
- For developing intellectual capital to meet societal needs and global challenges

Mission of the University

- Promote learning keeping in view the concern for Access, Equity, Quality, Relevance and Value Based Education.

- Attract brilliant students and to train them to compete in facing global challenges
- Search for highly talented and innovative teachers and staff and provide them with congenial work environment to retain them.
- Undertake and promote basic and applied research
- Promote a dynamic, decentralized and transparent Governance System.

6.1.2 Does the mission statement define the institution’s distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, the institution’s tradition and value orientations, its vision for the future, etc.?

Yes, the University’s mission statement defines the institution’s distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, the institution’s tradition and value orientations, its vision for the future, etc.

Duties of the University

To conduct academic programmes for the preparation of under-graduate and post-graduate examinations in various faculties available in the University, and to undertake activities that are contributory to this object.

Main activities/functions of the University

1. To establish specific Centers/Chairs for specialized studies in any branch of learning.
2. To encourage excellence in teaching and research with the help of UGC and DST, Government of India by covering a large number of departments under various programmes such as SAIF/DRS/COSIST/CAS and FIST respectively.
3. To arrange academic interaction, special lectures, symposia, workshops, seminars and conferences through different departments at local, regional, national and international levels.
4. To sign the memorandum of understanding with a number of reputed universities, national and international, for providing latest education to the students.

Services being provided by the University

The University does not provide services as interpreted for the purposes of Service Tax and the Consumer Protection Act. However, it facilitates the following:

1. The University offers facilities for pursuing undergraduate courses in arts, science, commerce, engineering, medical, law, education, fine arts, dental

sciences through its affiliated and university maintained departments/colleges/institutes.

2. The University offers facilities for pursuing post-graduate courses and research in arts, science, commerce, engineering, medical, law, education and fine arts through its departments, schools, centres and institutes.
3. The University undertakes various research/special studies/projects especially finances for this purpose by external agencies/bodies other than the Panjab University.
4. The University offers postgraduate research programmes leading to different degrees. The University has special Chairs in different areas exclusively for research. The research findings are disseminated through books, research papers and journals. In addition to the journals of some individual departments, the University publishes research bulletins for Science, Social Sciences and Arts. These interdisciplinary research journals are refereed and internationally circulated. The University has introduced a test for enrolment for Ph.D. and has also provided some research fellowships.

The University's mission statement also includes a comprehensive idea of higher education where undergraduate, postgraduate and research programmes are seen as one continuum, and there is no hierarchy among the three in its imagination and practice.

The University has put in place structures and policies for creating a healthy and inclusive learning environment for its students. There are a large number of scholarships and fee waivers available for meritorious and needy students. The University has also set-up a students' elected Panjab University Campus Students Council (PUCSC) run solely by students for nurturing and hand-holding students in their academic life. To enhance the language skills of students, specially designed English Proficiency Courses are being offered in undergraduate and postgraduate study programmes. ICT is creatively implemented in the University to support use of Computers, LCDs, broad band internet etc.

The University offers its academic programmes through Sector-14 and Sector-25 Campuses and envisages the possibility of expanding our academic programmes by exploring on-line mode in a big way, to achieve an inclusive expansion of our academic programmes.

Various stake holders are involved in the curriculum framing. The University has clearly-defined model for curriculum re-design by promoting use of technology through ICT.

Some distinctive characteristics that are in-built in PU's institutional philosophy

are:

- A commitment to follow a path of offering ethically oriented, socially relevant education so as to play a pivotal role in creating and disseminating knowledge, educating highly skilled workforce for technological and intellectual leadership, thereby enhancing India's competitiveness in the emerging knowledge economy.
- A commitment to follow the decentralized planning, empowerment and autonomous governance structures aimed at attracting talent, consolidation and revitalization so as to build an ecosystem of enquiry and critical appraisal.
- A commitment to strengthen institutional mechanisms for mentoring and nurturing students, study skills and their ability to communicate effectively, in order to assure success and excellence for all students.
- A commitment to enforce and intensify efforts of becoming a world-class institution through transformational restructuring into an interdisciplinary teaching & research superstructure thereby responding effectively to the emerging skill sets.

6.1.3 How is the leadership involved

- In ensuring the organization's management system development, implementation and continuous improvement?
- In interacting with its stakeholders?
- In reinforcing a culture of excellence?
- In identifying organizational needs and striving to fulfil them?

Mechanism available for monitoring the services delivery and public grievances resolution

Subject to the provisions of the Panjab University Act, the higher authority of the University is vested in the Senate which consists of –

(a) Chancellor, (b) Vice-Chancellor, (c) Ex-Officio Fellows and (d) Ordinary Fellows.

The Vice-Chancellor is the principal executive and academic officer of the University and exercises general control over its affairs in accordance with the statutes, rules and regulations.

Norms and standards for various activities of the University are set by the competent authority such as Senate, Syndicate etc. The Syndicate is the executive authority of the University and monitors the progress and achievements of the performance. The Syndicate, subject to the control of the Senate has the power of management of the revenue, property and all administrative affairs of the University.

The Academic Council is the highest academic body of the University. It is responsible for maintenance of standards of instruction, education and examination of the University and other academic matters. The detailed functions of the Academic Council are given under Regulation 8 at pages 44-45, Panjab University Calendar, Volume 1, 2005.
(<http://www.puchd.ac.in/important-documents.php>).

The Senate is the supreme authority of the University, has the power to review the recommendations of the Syndicate and the Academic Council. The annual report of the University, Budget etc. are presented to the Senate at its annual meetings.

Various statutory bodies of the University, namely the Senate, Syndicate and Academic Council comprising eminent people from society and representatives of public who directly participate in the affairs of the University.

Powers and duties of the officers and employees

The Vice-Chancellor provides academic leadership and evolves strategies for academic growth of the University in association with the Senate, Syndicate, DUI, Registrar, COE, FDO, Dean of Faculties, Chairpersons of Departments, Directors of Centers, faculty members and other statutory bodies.

The Registrar is a whole-time paid officer of the University appointed by the Senate. He is the in-charge of the administration of the University acting under the immediate control of the Vice-Chancellor and represents the University in all legal proceedings except where the Senate otherwise resolves to the contrary.

The powers of the other authorities like Senate, Syndicate, Academic Council, the Board of Finance, the Faculties and the Board of Studies etc. are given in Chapter 2 (A) from pages 28-59 of Panjab University Calendar, Volume I, 2005. The Administrative Officers of the University work as per directions issued by the Administrative bodies/the Vice-Chancellor/the Registrar of the University. The Panjab University Act and regulations framed there under is available on the University website (<http://www.puchd.ac.in/important-documents.php>).

The Vice-Chancellor ensures that all provisions of UGC Act, the Statutes and the Regulations are observed and also the guidelines from the regulatory authorities like AICTE/NCTE/DCI. He is Ex-Officio Chairman of the Academic Council (AC), the Senate, the Syndicate and the Board of Finance and convenes meetings of the Academic Council, the Senate, the Syndicate and the Board of Finance and performs all such acts as may be necessary to carry out and give effect to the decisions of the said authorities.

The Vice-Chancellor exercises such other powers as may be prescribed by the Statute, Ordinances, and Regulations.

The leadership organizes reflective sessions with the students, faculty and the staff (at least once every two months) to nurture the early ideas, vision and mission, and to further develop nuanced practices to implement them.

The Vice-Chancellor sets goals, makes commitments, and formulates strategies in order to maintain and enhance excellence in all endeavors. The university meets its commitments and realizes its goals by stressing on excellence in instruction, research and service, by recognizing the importance of diversity and innovation and by building a shared community. The University also accomplishes these goals of excellence by supporting diversity and community in its students, faculty and staff, open exchange of ideas in intellectual inquiry and accepting civic responsibility within the university and outside it.

A culture of excellence is reinforced in a variety of ways:

- The statutory bodies of the University – Academic & Administrative Committee, BoS – meet regularly to deliberate upon matters related to teaching and research.
- The University also provides dedicated funding for seminars, workshops and conferences by individual faculty or Departments/Institutes/Schools.
- The University has instituted the practice of regularly inviting eminent academics and practitioners as guest, visiting and adjunct faculty for lectures and workshops.
- The University has a scheme to extend seed money to faculty for carrying out research. Individual proposals are scrutinized by a group of eminent academics before making a grant.

The University keeps a constant watch on the organizational needs through regular consultative meetings, thereby monitoring the functions of various divisions / constituents of the University more efficiently. For instance, these meetings have resulted in effective student mentoring, setting up of the Student Grievances Cell, setting up of the Anti-Sexual Harassment Committee, Anti-Ragging Committee, a more humane system of fee waiver disbursement, smoothening assessment processes, effective implementation of attendance requirements, etc.

New initiatives/best practices by the Leadership

- ✓ Organization of Monthly Panjab University Colloquium Series
The Colloquium series brings to campus national icons/distinguished speakers/eminant personalities to share their scholarship. These colloquia talks have been well appreciated by University community and the public at large.

For instance, The Colloquium lecture on August 16, 2013 was delivered by Mr. Ashok Thakur, a distinguished alumnus of P.U. and presently the Secretary, Higher Education in MHRD at New Delhi.

Since September 2012, more than 20 colloquia talks have been arranged

- ✓ Creation of Research Promotion Cell (RPC)
A five member cell has been put in place for the entire University to coordinate, facilitate and collate the research work of all the departments. RPC is expected to timely respond and anticipate the requirements of research scholars, post doctoral fellows and the INSPIRE faculty who choose to join P.U.
- ✓ Setting up of Research Centres in affiliated colleges
Research centres have been set up to enhance and facilitate disciplinary and interdisciplinary research collaboration, knowledge transfer and training.
- ✓ Creation of Chandigarh Region Innovation and Knowledge Cluster (CRIKC)
CRIKC brings together on a common platform 15 institutions in and around tricity Chandigarh. CRIKC endeavors to foster and sustain close academic alliances between institutions of higher education and research in the Chandigarh region, to facilitate innovation and knowledge creation and for achieving excellence in all academic spheres without compromising in any manner the autonomy of the participating institutions. This cluster has received financial support from former Chandigarh M.P. and a very senior member of our Senate, Shri Pawan Kumar Bansal.
- ✓ Organization of Annual PU Foundation Day Lecture Series by an iconic PU Alumnus
First and second PU Foundation Day Lectures were delivered by Professor Romila Thapar and Professor Gurdial Singh, respectively.

6.1.4 Were any of the top leadership positions of the university vacant for more than a year? If so, state the reasons.

No. However, the post of Controller of Examinations was filled in the year 2013 and had been lying vacant since 2008. In spite of sincere efforts of the authorities, the post remained vacant for more than four years.

6.1.5 Does the university ensure that all positions in its various statutory bodies are filled and meetings conducted regularly?

Yes, all positions in statutory bodies are filled and meetings of the Board of Studies, Academic Council, Syndicate, Senate and Board of Finance are conducted regularly.

Board Of Finance: Deliberate on financial matters

Academic Council: Makes all decisions in academic matters

Senate & Syndicate:

- ✓ The Senate has the entire management of, and superintendence over the affairs, concerns and property of the University and provides for that management, and exercise that superintendence in accordance 'with the statutes, rules and regulations for the time being in force.
- ✓ Makes decisions concerning the high level appointments, conferring of degrees and diplomas, affiliation and disaffiliation of colleges, regulation of finances, appointment of other committees and especially the Syndicate- the most powerful single committee of the university.

The number of meetings year-wise is presented in the following table:

Year	# of Meetings of Statutory Bodies			
	Senate	Syndicate	BOF	AC
2014	1	6	2	1
2013	4	9	3	4
2012	2	9	3	4
2011	3	14	3	4
2010	3	11	3	4

6.1.6 Does the university promote a culture of participative management? If yes, indicate the levels of participative management.

Yes, the university believes in promoting participative approach of management at all levels.

Board of Studies (BoS) of each Department, with membership also from external experts in the respective areas of knowledge, meets at least 2-3 times every semester to design and manage academic matters, including issues related to assessment, evaluation and results.

The University's structure has also promoted the involvement of the academic staff in different committees tasked to set-up and frame rules and norms on a variety of academic matters.

The Syndicate is the apex executive and governing body, the Senate is the supreme decision making body, and the Academic Council is the authority to

decide on courses and curriculum and other academic matters of the University.

The composition of syndicate and senate is given in Figure 6.1 & 6.2.

The three bodies have adequate representation from the divergent set of stakeholders namely University faculty, affiliated college principals and faculty, academic administration as well as eminent personalities of society. This diversity in the higher bodies enables the leadership to interact with the stakeholders and in identifying the organizational needs. It also promotes a culture of participative management.

Figure 6.1: Composition of Syndicate

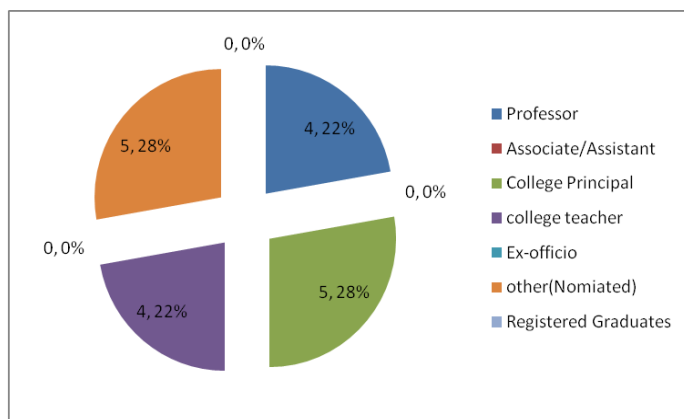
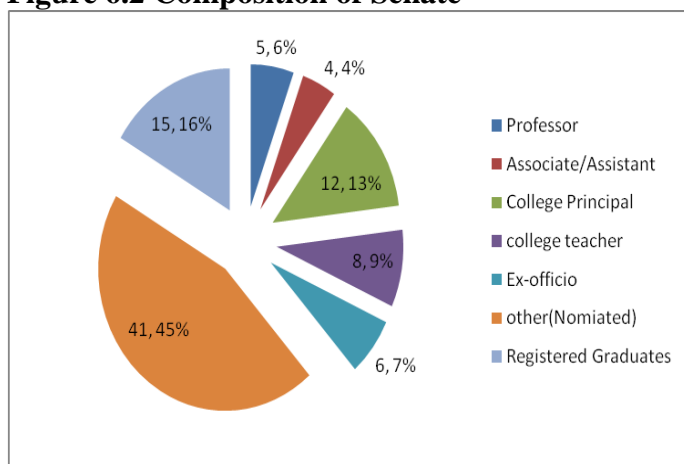


Figure 6.2 Composition of Senate



Composition of the Panjab University Senate: Representation from the public

The Senate consists of 85 ordinary fellows out of which 46 are elected from

different constituencies and 39 nominated by the Chancellor, Panjab University (Vice-President of India) as under:

Registered Graduates Constituency	15
Professors on the staff of Teaching Departments	02
Readers and Lecturers on the staff of Teaching Departments	02
Principals of Technical & Professional Colleges	03
Heads of affiliated Arts Colleges	08
Professors, Senior Lecturers and Lecturers of affiliated Colleges	08
Various faculties	06
Punjab Legislative Assembly	02
Nominated by the Chancellor	39

Composition of the Panjab University Syndicate

Vice-Chancellor - the Chairman	01
Ex-Officio members <ul style="list-style-type: none"> • Director, Public Instruction (Colleges), Punjab • Director, Public Instruction (Colleges), Chandigarh, U.T. 	02
Ex-Officio or ordinary fellows elected by the fellows assigned to the following faculty in proportion indicated against each: <ul style="list-style-type: none"> • Faculty of Languages: 2 • Faculty of Arts: 3 • Faculty of Science: 3 • Faculty of Law: 2 • Faculty of Medical Sciences: 2 • Faculties of Dairying, Animal Husbandry & Agriculture, Education, Business Management and Commerce, Engineering & Technology, Design & Fine Arts and Pharmaceutical Sciences: 3 	15
The Registrar – The Secretary	01

Composition of the Panjab University Academic Council

1. The Vice-Chancellor, as Chairman
2. The Dean of University Instruction
3. Chairperson of University Department of Evening Studies
4. Two Principals of affiliated Colleges of Education having M.Ed. classes, by rotation
5. The Deans of the Faculty of Arts, Languages, Science, Business Management and Commerce, Education and Design & Fine Arts – Ex-Officio
6. Dean, College Development Council – Ex-Officio
7. The University Professors (including the Director-Professor, V.V.B.I.S. & I.S., Hoshiarpur, and those designated by the Syndicate as Professors in the

subjects which are taught in the University teaching departments in the Faculties of Arts, Science, Business Management and Commerce, Languages, Education and Design & Fine Arts

8. The Principals/Directors of such Arts and Science Colleges/University Postgraduate Regional Centres as undertake teaching up to Master's degree in two or more subjects
9. Fifteen teachers (as defined in Regulations 2.1, 2.2 and 2.3) in the affiliated colleges, elected from amongst themselves
10. Fifteen Principals of affiliated colleges (as undertake classes defined in Regulation 2.1) elected from amongst themselves
11. Two University Lecturers (one from the Science Faculty and one from other Faculties) to be nominated by the Syndicate, by rotation
12. Five fellows of the University elected by the Senate
13. Not more than two University Readers, nominated by the Syndicate
14. Three nominees of the Vice-Chancellor
15. The Syndicate appoints the Registrar or the Deputy Registrar as Secretary of the Academic Council

6.1.7 Give details of the academic and administrative leadership provided by the university to its affiliated colleges and the support and encouragement given to them to become autonomous.

The College Development Council (CDC) acts as an intermediary between the university and its Affiliated Colleges and has a mandate to ensure democratic decision making within the affiliated colleges. It plans for the integrated development of the Affiliated Colleges and provides them with the required necessary help and guidance. The CDC comprises of about 40 members and they meet at least once in a year. A standing committee is also constituted which meets at least three times in a year. Besides, the Principal's conference (Chaired by the Vice Chancellor) is organized at least twice a year to discuss various academic and administrative issues relating to the affiliated colleges.

The office of the Dean CDC deals with the matters related to Affiliations and Approvals of the opening of new colleges or new courses. Fresh appointments of the faculty in the Affiliated Colleges are also made through this office. The applications of those students who seek late admission in the affiliated colleges are forwarded to the Vice Chancellor's office for approval through this office. The procedure and proformas regarding Affiliations, Approvals, Appointments and Late Admissions have been put on this web-site so that the Affiliated Colleges may download these whenever there is a requirement of these.

The office of the Dean CDC provides some scholarships to the deserving students every year. The office also provides financial support to the colleges to organize seminars / conferences / workshops / symposiums etc. The teachers of the affiliated colleges who wish to participate in a seminars / conferences / workshops

/ symposiums etc. in India or in abroad get travel grant from this office.

The university involves the representatives of affiliated colleges in the academic and administrative leadership by involving them in various authorities like BoF, Senate, Syndicate, Academic Council, BoS, etc.

The recommendation of all these committees is considered to approve many ordinances regulations and guidelines for improvement and smooth functioning of university. Beside this there is feedback mechanism from stakeholders which helps the university in taking decision. The process of giving autonomous status to its affiliated college is under consideration.

6.1.8 Have any provisions been incorporated / introduced in the University Act and Statutes to provide for conferment of degrees by autonomous colleges?

No.

6.1.9 How does the university groom leadership at various levels? Give details.

For the last many years, it has been a constant endeavor of the University to encourage the participation of all stakeholders in setting up the norms and rules of the University, and encourage them to create innovative courses, and involve them in the administration of various programmes by creating an intellectual ambience that is essentially democratic. All academic decisions are taken after deliberation at the department, faculty, and university levels providing the opportunity for younger members to articulate their viewpoint. This bottom-up approach grooms both students and staff members to take up leadership roles.

At students level

Every batch of students has a student representative. Student Secretaries are nominated as office bearers of department associations. In addition, students function as Under-officers for NCC and team leaders for various NSS units.

At faculty level

The faculty members are deputed to attend training programmes for developing leadership qualities. At the department level, staff members are entrusted with the responsibility of an office such as In-charge mid-term Examinations, Stores, Library, or Convener of departmental societies thereby honing their leadership potential. The constitution of committees in the university has resulted in grooming faculty for leadership role besides achieving the goal of shared responsibility. Many staff members organize national and international conferences and workshops. Faculty members are entrusted with different leadership positions like Warden, Deputy Warden, NSS/NCC Officers, Placement cell officers, members of student grievances cell, and office bearers of Research society, etc. to groom leadership at various levels.

6.1.10 Has the university evolved a knowledge management strategy? If yes, give details.

Knowledge management efforts at the University typically focus on continuous improvement in teaching and learning and efficient administration with increased use of computers, knowledge repositories, intranets, and computer-supported cooperative work.

The University has developed a Computer based MIS system (<http://campus.pu.ac.in>) to manage all important academic and administrative information. While it will be some time before the MIS is fully operational, some important beginnings have already been made, for instance, for the entire life cycle of each student maintenance of assessment records, staff and faculty profile, staff and faculty recruitment, accounts, etc.

All faculty, staff and students have also been provided official email IDs on which important notices are sent, and communications exchanged. They have also been provided network IDs through which they can access the MIS / Intranet where all notifications are put up. Hard copies of important notices and information are sent to relevant individuals. SLIM 21 software and electronic resources in the main Library can be accessed from remote locations.

The University has set up committees with diverse composition on important issues. The idea is not only to deliberate and decide issues, but also to use the meetings of such committees to disseminate important information to other stakeholders.

Research Promotion Cell (RPC), Joint Research Board (JRB), Research Degree Committee (RDC) in each faculty and Research Monitoring Committee (RMC) in each department take care of research activities at various levels, inculcate research culture and promote research at the institutional level.

6.1.11 How are the following values reflected in the functioning of the university?

- **Contributing to National development**

- **Generating much needed human resources**

- ✓ The trained manpower from the University serves various Govt./Non-Govt. departments and organizations after the completion of their study.
- ✓ The impeding factors in the growth of our country viz., illiteracy and unemployment, are being addressed.

- ✓ Research work carried out in the University through certain frontier project funding agencies like UGC/AICTE/, DBT, CSIR contributes to the national development.

Public Awareness Lecture Series:

For the last many years, the University has been organizing public awareness lectures, which are open to students, faculty members and citizens of Chandigarh city. Eminent experts in the area of social issues, environmental and sustainability issues address the gathering.

In addition, lectures of eminent scholars and speakers on human values, sensitive issues like female feticide, community and social harmony, values of secularism, Gandhian philosophy etc. are also arranged periodically.

Blood Donation Camps:

Blood donation drives/camps are a way of facilitating blood collection from society. Donors voluntarily come to donate in camps. The staff and students of the University aim to meet the requirement of precious blood by organizing voluntary blood donation camps.

Blood Donation Camps are being organized regularly in the University to create awareness among students & staff and to promote voluntary blood donation on special occasions like World Blood Donor Day, Red Cross Day and Independence Day.

People are so aware that they have even started to celebrate their birthdays, anniversaries etc. by organizing blood donation camps on these days.

Entrepreneur Development Programme:

The Centre for Industry Institute Partnership Programme (CIIPP), Panjab University, Chandigarh was set up in 1996 as a separate entity as a self sustaining centre on Strategic Business Unit and Entrepreneur Development concept. It aims to bring the industry closer to the academia and vice-versa, and enriches the university by providing monetary support in the form of university share received through various consultancy projects.

- **Fostering global competencies among students**

The University fosters global competencies among its students from the day they get admission at the University. The University curriculum helps its students to develop a conceptual framework of how to look at the world

and students can use this framework to appreciate various aspects of economic, historical, financial and technological differences.

The University has a Memorandum of Understanding (MoU) with a premier National as well as International Institutes thereby creating avenues for faculty exchange and student exchange programmes.

Recently, a nine member delegation from the University has visited universities in the UK to discuss and develop international academic and research collaborations. The UK universities are the University of Birmingham, University of Nottingham, Cambridge University and Imperial College London. The delegation from Panjab University consisted of representatives from PEC University of Technology, Center of Innovative and Applied Bioprocessing Mohali, Dr. S.S. Bhatnagar University Institute of Chemical Engineering & Technology, and Post Graduate Institute of Medical Education and Research.

This study tour was organized under the Knowledge Economy Partnership (KEP) programme. The KEP programme supports collaboration between Indian and UK academic institutions with the primary purpose of building capacity and strengthening policy and practice. It provides a platform and framework for the creation of sustainable, multilateral partnerships that link the higher education sector, government and business communities to drive forward regional, national and global knowledge economies.

Aims and objectives of this collaboration are:

- Identify institutional partnerships and potential areas for collaboration.
- Explore research collaborations in specific areas of science and technology.
- Understand the role of research training centers and explore possibilities for offering graduate courses.
- Explore partnerships for Centre for Policy Research in Industry-Academia collaboration.
- Explore partnerships for Chandigarh Region Innovation and Knowledge Cluster institutions with a view to form a professional network of Indian and UK experts

The very fact that majority of our students get placements in Multi-National Companies every year, is a testimony of the Global Competencies they acquire through the exposure and learning processes adopted at the University.

- **Inculcating a sound value system among students**

The University takes lot of initiatives to inculcate a strong value system,

which supports the students in their formative years and stays ingrained for their corporate and personal lives. The curriculum introduces subjects such as Corporate Social Responsibility, Business Values & Ethics and Soft skills. There are various additional inputs and guest lectures, which emphasize the need of inculcating values in the process of learning to become successful professionals. Experiences and case-studies help the students appreciate values and are a springboard for application in their daily lives.

- **Promoting use of technology**

Managing technology to provide the greatest value to any organization is a challenge. The University has introduced technological innovations in its academic and administrative activities. The University provides opportunities for all to network, learn, share, and collaborate on technology innovations and best practices, which benefit all members. In-house/ out-sourced software helps the smooth functioning of the Computer Center, Examination and the Administrative departments. The hi-tech infrastructure helps students with their skill-level training, the computer and language laboratories aid this process. The curriculum incorporates two aspects, one the conduct of syllabi with the technological aids and second the latest technology subjects are included to keep the students updated. The Main Library of the Institute has e-Journals and databases, the usage of which has been well incorporated into the teaching-learning process.

- **Quest for excellence**

In the quest for excellence the University stresses on emphasizes enquiry, creativity and innovation in teaching and learning processes, use of high technology, creating and nurturing entrepreneurial and moral leadership. The University attempts to transform the imparting of education from uncreative and mechanical to a dynamic genuine process supporting the following dimensions:

- Good Infrastructure
- Subscription to e-journals and e-databases
- Updated and Hi-tech Computer Centre (CC)
- Updated Curriculum
- Competent & Proactive Faculty
- Responsiveness to issues promptly by the Administration
- Smooth processes in Examinations with Accuracy and transparency
- Extensive Research & Consultancy

- Transforming with Out-bound activities
- Reaching with Social sensitivity

6.2 Strategy Development and Deployment

6.2.1 Does the university have a perspective plan for development? If yes, what aspects are considered in the development of policies and strategies?

Yes, the University has a perspective plan for development.

▪ Vision and mission

The plan of the University is to develop integrative multidisciplinary teaching-learning systems and processes for the holistic development of students with global perspective and to enhance Gross Enrolment Ratio (GER), offering equity in access for education while ensuring quality of education.

▪ Teaching and learning

As outlined by the UGC, the perspective plan of the university is designed to have periodical reforms in teaching and learning aspects. This include increased students' choices of courses, improved technology-assisted participatory teaching-learning processes and provision of relevant education which emphasis on feed-back-based holistic evaluation system. Further it is planned to strengthen the teaching and learning process in a way to attract and retain the students from socially deprived backgrounds particularly in rural areas.

The University envisages the possibility of expanding our academic programmes by exploring on-line mode in a big way, to achieve an inclusive expansion of our academic programmes.

Towards the vision of development, the University plans to introduce various new academic programmes from the session 2014-15 as given in the table below:

Sr#	Name of the Department	Course	Duration
1.	UIET	M.E. Mechanical Engineering	2 years

2.	UIET	M.E. Electrical Engineering (Power System)	2 years
3.	UIET	M. Tech Material sciences and Technology	2 years
4.	UICET	M.E. Chemical with specialization in Environmental Engineering	2 years
5.	UICET	M.E. Food Technology	2 years
6.	CEDS	M. Ed Special Education (Learning Disability)	1 year

▪ **Research and development**

The plan of the University is to develop promotion of research activities in the identified areas. The university is planning to create facilities for research with modern cutting-edge technology so as to provide international quality infrastructure and resource support to researchers in all the disciplines.

The research priorities that are identified based on the university's strength include:

- ✓ Materials Engineering
- ✓ Innovations in entrepreneurship for rural livelihood uplift aiming at desirable changes in society and culture.
- ✓ Nano Science & Nano Technology

Cluster Innovation Centre (CIC)

In the year 2014, Panjab University has been selected (one of the three Higher Education Institutes in India) to establish Cluster Innovation Centre with the support of Biotechnology Industry Research Assistance Council (BIRAC, a Govt. of India Enterprise) and National Innovation Council (NInC).

The mandate of CIC is to promote the spirit of innovation in the young minds and to nurture a culture of applied research and need - oriented (societal or industry) innovation among researchers.

▪ **Community engagement**

The University has planned various activities to be carried out for community development. Thus, it is planned to organize programs such as Colloquium Speaker Series, Chandigarh Region Innovation and Knowledge Cluster (CRIKC) to foster and sustain close academic alliances between institutions of higher education and research in the Chandigarh region, Public Awareness Lectures, Blood Donation Camps and Women Entrepreneur Development Program (WEDP).

▪ **Human resource planning and development**

The University has a well defined Human Resource Planning and Development policy. The policy lays down guidelines for recruitment, remuneration, performance appraisal, career advancement, training and development, superannuation, health & insurance benefits, research grants and leave entitlement.

The prospective plan of the university in human resource development includes capacity building and capability enhancement with modern-day requirement of the faculty resources through training in current developments and technologies.

▪ **Industry interaction**

The Centre for Industry Institute Partnership Programme (CIIPP), Panjab University, Chandigarh was set up in 1996 as a separate entity as a self sustaining centre on Strategic Business Unit concept. It aims to bring the industry closer to the academia and vice-versa, and enriches the university by providing monetary support in the form of university share received through various consultancy projects.

It is planned to strengthen interactions with industry by way of industry visit, guest lectures by eminent industry personnel, and projects for students with the help of industry by nominating industry experts on various academic bodies.

Policy Research Centre (PRC)

In the year 2013, Panjab University has been selected (one of the four Institutes in India) to establish Policy Research Centre (PRC) with the support of Department of Science and Technology (DST), Govt. of India.

The mandate of DST sponsored Policy Research Centre at PU is for the promotion of Industry Academia Interactions. The data collected from the

Academia and the Private Sector including Industry will lay the foundations for drafting the National Science Policy.

▪ **Internationalisation**

For improving the quality of teaching and research it is planned to have more collaborations with reputed international organizations.

To make the programmes taught and graduates brought out internationally accepted, curriculum is to be periodically revamped in a way to fit to the situations, opportunities and requirements of subjects concerned at global level. Trainings are provided to the students with hands-on training so as to widen their practical knowledge and competence in various facets. Computer related courses are also included in the curriculum.

The **Knowledge Economy Partnership** (KEP) programme of the University supports collaboration between Indian and UK academic institutions with the primary purpose of building capacity and strengthening policy and practice. It provides a platform and framework for the creation of sustainable, multilateral partnerships that link the higher education sector, government and business communities to drive forward regional, national and global knowledge economies.

6.2.2 Describe the university's internal organizational structure and decision making processes and their effectiveness.

The Organizational structure of the University encompasses:

- The Senate
- The Syndicate
- The Academic Council
- The Faculties
- The Board Of Finance
- The Boards of Studies

The Syndicate is the apex executive and governing body, the Senate is the supreme decision making body, and the Academic Council is the authority to decide on courses and curriculum and other academic matters of the University.

The three bodies have adequate representation from the divergent set of stakeholders namely University faculty, affiliated college principals and faculty, academic administration as well as eminent personalities of society. This diversity in the higher bodies enables the leadership to interact with the stakeholders and in identifying the organizational needs. It also promotes a culture of participative management.

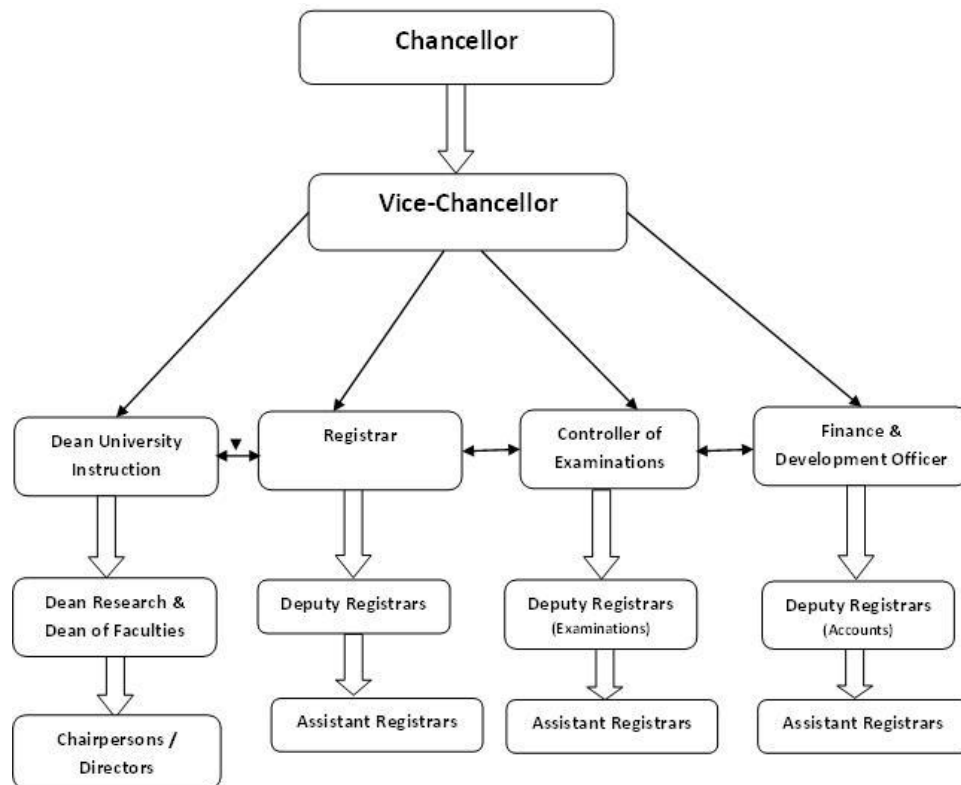
Board of Finance (BoF) in the University deliberate on financial matters

Board of Studies (BoS) of each Department, with membership also from external experts in the respective areas of knowledge, meets at least 4-5 times every semester to design and manage academic matters, including issues related to assessment, evaluation and results.

At the department level, all the decisions are taken by following the democratic process as per the Rules and Regulations of the University. As per Panjab University Calendar Vol. III, there are three statutory committees, i.e., Academic Committee, Administrative Committee and Technical Committee and their respective functions are prescribed at page 386 of P.U. Cal. Vol. III. All the matters regarding admissions and migration are placed before the Board of Control, which is constituted by the university every year. All the decisions are taken by the appropriate committees/bodies of the department.

The University's structure has also promoted the involvement of the academic staff in different committees tasked to set-up and frame rules and norms on a variety of academic matters.

The University's internal organizational structure is depicted below:



Honorable Vice-President of India is the Chancellor of the University. The Vice-Chancellor who is appointed for a term of three years is the Head of the Institution. The Dean University Instruction provides academic leadership and evolves strategies for academic growth of the University. The Registrar of the University, who is the Secretary of the Syndicate, is the custodian of all the records and Chief Administrator of the university. Yet another function, the examinations of the University, is managed by Office of the Controller of Examinations.

6.2.3 Does the university have a formal policy to ensure quality? How is it designed, driven, deployed and reviewed?

Yes. The University has a constant endeavor to ensuring quality at various levels in the University and has been clearly stated in the vision-2020 document of the University.

The various wings of the University are empowered to formulate and implement the policies as per the rules of the University to maintain the quality. While following the bottom-up approach, the Boards of Studies of respective departments, Research Promotion Cell (RPC), Departmental Research Monitoring Committees (RMCs), Departmental Committees and other stakeholders define and deploy the quality benchmarks. The IQAC and College Development Council (CDC) on the University campus ensure successful implementation of these policies.

Departmental Committees

The Departmental Committees are bestowed with the powers to take decisions on academic and administrative matters concerning the department and implement them with the approval of the University.

Research Promotion Cell (RPC)

A five member cell has been put in place for the entire University to coordinate, facilitate and collate the research work of all the departments. RPC is expected to timely respond and anticipate the requirements of research scholars, post doctoral fellows and the INSPIRE faculty who choose to join P.U.

Departmental Research Monitoring Committee (RMC)

The Departmental RMC constituted under the Chairmanship of the respective

Heads of the Departments, shall monitor all research activities in the departments and address the quality sustenance and maintenance matters in the research activity of the departments.

Internal Quality Assurance Cell (IQAC)

IQAC, constituted in the University under the Chairmanship of the Vice Chancellor,

- ✓ Functions as a nodal agency of the University for quality-related Issues.
- ✓ Initiates measures leading to quality sustenance and quality enhancement.
- ✓ Promotes quality consciousness among all the stake holders and constituents of the University through seminars, workshops and meetings.
- ✓ Evolves mechanisms to record and monitor the healthy practices adopted by the various wings of the University.
- ✓ Analyzes and discusses the NAAC Peer Committee Reports. The Cell also deliberates on various aspects of quality sustenance, quality enhancement and the action to be initiated on the recommendations and observations of the Peer Team.

Mini-Internal Quality Assurance Cell (Mini-IQAC)

A Mini-IQAC, established in all the departments having one Coordinator and two members, monitors the quality aspects in the department and coordinates with IQAC from time to time at the university level. It provides the required information to IQAC and facilitates in the preparation of annual reports and other information required for submitting reports to NAAC.

The quality indicators at the University are:

- The lifelong learning through curriculum restructuring and continuous professional development
- Comprehensive assessment and evaluation system
- The interdisciplinary approaches to education with innovative ideas.
- Attract faculty who bring distinction and stature to the university.
- Use of e-learning pedagogy and technology.

6.2.4 Does the university encourage its academic departments to function independently and autonomously and how does it ensure accountability?

Yes. All the departments are autonomous and function independently except in case of certain policy matters like Annual Academic Calendar, Course Structures, Course Fees, Recruitments, Financial Matters etc. The University directs all the departments to submit Annual Reports, Annual Confidential Performance Reports and AQAR which are reviewed to ensure accountability.

6.2.5 During the last four years, have there been any instances of court cases filed by and against the institute? What were the critical issues and verdicts of the courts on these issues?

During the period under review, there are no remarkable decisions/ judgments delivered by various courts in academic and administrative matters of the University.

On July 17, 2013, Supreme Court dismissed the petition of Panjab University faculty for extending retirement age to 65. Court says that PU is a state university and Punjab government is liable to take all decisions.

6.2.6 How does the university ensure that grievances / complaints are promptly attended to and resolved effectively? Is there a mechanism to analyse the nature of grievances for promoting better stakeholder-relationship?

Each Department has an Administrative Committee headed by Chairperson of the department and consisting of a senior faculty member, a lady teacher, a research scholar. The committee meets periodically and redresses the complaints/grievances if any and recommend to the University for Action. A centralized grievance committee, Anti-Ragging Committee, Anti Sexual Harassment Committee etc exist at university level for solving problems which are beyond the purview of Department.

6.2.7 Does the university have a mechanism for analyzing student feedback on institutional performance? If yes, what was the institutional response?

Yes. The University collects feedback information students on institutional performance at the end of each semester. The information obtained is analysed and the steps to be taken for necessary improvements are passed on to the concerned departments.

6.2.8 Does the university conduct performance audit of the various departments?

The University collects the information pertaining to teaching, research and outreach activities regularly such as Annual Report, Placement Records, Papers Published, Research Projects going on, Awards to faculty etc. which are looked into to understand the performance of the departments.

6.2.9 What mechanisms have been evolved by the university to identify the developmental needs of its affiliated institutions?

The University monitors and directly helps the affiliated colleges to meet their

academic needs. As far as the infrastructure developmental needs are concerned, the Dean, CDC guides and facilitates flow of grants from UGC to affiliated colleges recognized under 2(f) and 12(b).

6.2.10 Does the university have a vibrant College Development Council (CDC) / Board of College and University Development (BCUD)? If yes, detail its structure, functions and achievements.

Yes. The University has a vibrant College Development Council (CDC) and the information is provided to the colleges through its web-site: <http://dcdc.puchd.ac.in> . The details for its structure, functions and achievements are given as under:

Structure of CDC

The College Development Council consists of the following:

- Vice-Chancellor, Panjab University, Chandigarh (Chairman)
- Dean, College Development Council, Panjab University, Chandigarh
- Registrar, Panjab University, Chandigarh
- Controller of Exams, Panjab University, Chandigarh
- Finance & Development Officer, Panjab University, Chandigarh
- Director of Public Instructions (Colleges), Punjab, Chandigarh
- Director of Public Instructions (Colleges), U.T. Administration, Sector-9, Chandigarh
- Deputy Registrar (Colleges), Panjab University, Chandigarh
- A few senior teachers of the University Teaching Departments
- Some Principals/Teachers of the affiliated colleges

Functions of CDC

The duties and functions of the College Development Council as well as the Dean of the Council are as under:

- a) Function as a policy making body in regard to proper planning and integrated development of colleges;
- b) Conduct surveys of all the affiliated colleges district-wise with a view to preparing and maintaining an up to date profile on each college under the university, revising the existing facilities and identifying the needs and gaps that need to be filled for the development of colleges and make such information available to the UGC and other concerned bodies;
- c) Advise the University on all matters relating to development of affiliated colleges, such as provision of adequate facilities – academic and physical – for raising thereof learning, teaching and research and its periodic evaluation of enabling the University to maintain reasonable continuity of policy in regard to development colleges;

- d) Prepare a perspective plan for the development and opening of new colleges, to enable the university and state education authorities to take long term decisions on the planning and development of colleges and may advise the university on matters relating to different disciplines taught in colleges at different levels of university education;
- e) Advise the university in regard to rationalization and implementation of University's policy on affiliation of colleges.
- f) Keep close contact with the colleges with a view to helping them in their proper development, selection of teachers, student amenities, and proper utilization of grants and efficient implementation of UGC approved projects and reforms, viz., examination.
- g) Review the facilities for post-graduate departments of colleges in terms of the norms prescribed by the UGC and assist those having the potential of coming up to the norms within a few days;
- h) Help in the selective development of some colleges to remove regional imbalances and also assist the colleges to realise their potential and in identification of colleges for autonomous status;
- i) Evaluate and assess the impact of UGC grants utilized by the colleges for the implementation of various development projects;
- j) Ensure close and continued contact and interaction between the academic faculties at the university teaching departments and at the colleges, monitor the development programmes and maintain regular statistics on the development of college;
- k) Review the inspection reports of the colleges and suggest remedies for the defects and irregularities reported.

Achievements of CDC

- a) Setting up of Research Centres in affiliated colleges
 - ✓ to enhance and facilitate disciplinary and interdisciplinary research collaboration, knowledge transfer and training
 - ✓ to transfer and mobilize knowledge gained through research for the benefit of society, via a variety of mechanisms as appropriate
- b) Facilitated the introduction of pre-PhD course work followed by examination in those colleges that have been identified as research centres by Panjab University
- c) Facilitated the setting up of 'Community Colleges' in the UT and Punjab State to impart skill-oriented education of Diploma level with multiple futuristic opportunities for preserving and upgrading traditional skills.
- d) Facilitated the introduction of new academic programme of studies in affiliated colleges

6.3 Faculty Empowerment Strategies

6.3.1 What efforts have been made to enhance the professional development of teaching and non-teaching staff?

Several initiatives have been taken and provisions made for the professional development of the teaching staff. The University promotes faculty participation in research by providing the following facilities:

Internet and Wi-Fi facility

Various academic areas are provided with wireless access points for the staff and students to make use of internet and intranet.

To stay advanced and provide staff with the best of the latest services, the University campus has gone Wi-Fi, enabling staff to access the internet through the wireless router, anytime and anywhere in the campus. The campus is wireless-fidelity enabled, with an internet speed of 1 Gbps. Staff in the campus can now access internet from anywhere using their wireless devices.

Subscription to e-journals and e-databases like INFLIBNET, DELNET

Subscription to research journals and periodicals besides procurement of books on various research areas

Study Leave

All faculty members are eligible to avail study leave for higher studies.

Leave for orientation and refresher course:

All faculty members are granted leave for the period when they want to attend orientation and refresher courses in any Academic Staff College. They are also granted leave and allowed to attend any other short-term training programmes.

Seed money for research:

A separate budgetary head has been created and a dedicated fund has been created to provide seed money to faculty members to start a research project. Details of the 'seed money' allocated and actual quantum utilized is provided in Criterion-VI.

Partial travel grants:

Partial travel grants for attending conference / seminars are provided to faculty members to attend / participate in national and international conferences / seminars / workshops.

Improvement of Education Grants:

Nominating and financially supporting faculty members to participate in workshops/training programmes/ other national and international forums in areas which are important to the University's mission of the University.

Similarly, the non-teaching staff have also benefitted from the University's policy of encouraging and helping its staff's professional development.

- The staff of the University is provided training in basic and advanced computing skills. This includes training in use of software (MIS and MS-Office).
- Nominating and financially supporting the staff to workshops / training programmes in relevant matters (for instance, RTI)

6.3.2 What is the outcome of the review of various appraisal methods used by the university? List the important decisions.

The University has been able to achieve efficiency, through performance appraisals. The faculty members give self-appraisal consisting of information related to their academic development in respect of teaching-learning process, research, consultancy etc., at the time of Career Advancement and Publication of Annual Report. The non-teaching employee's annual confidential report is submitted by their departmental head. These are the annual exercises in the University.

Some of the major decisions taken are:

- To sanction special incentives/rewards to staff with exemplary performance.
- To nominate faculty to training on specialized topics wherever some gap in performance is noticed.
- To assign senior faculty to mentor the junior faculty and guide them in both academic and administrative functions.
- To enthuse members of the staff to rise to the expectations of the students and stakeholders.
- To encourage the staff to familiarize with modern technical support systems.

6.3.3 What are the welfare schemes available for teaching and non-teaching staff? What percentage of staff have benefited from these schemes in the last four years? Give details.

The University provides welfare facilities to their employees to keep their motivation levels high. The welfare schemes available for teaching and non-teaching staff in the University are as follows:

- Free of cost health checkups and medication in health center
- Provision of financial assistance for health related emergencies
- Facility of day-care center/ crèche within the campus for working women, to take care of their children
- Provision of 3-months maternity leave to female employees with full salary and 15 days' paternity leave to male employees.

- Availability of working women hostel
- Waiver of 25% of the tuition fees to the wards of employees pursuing self-financing courses
- Provision of wheat/grain advance, festival advance, car/scooter advance, house building advance and other such schemes
- Provision of advance out of provident fund (PF) of employees for meeting expenses towards education, marriage etc. of their wards.
- Prompt payment of pension benefits including gratuity to Superannuated employees appointed prior to 2004 (there are standing instructions to this effect in the University)
- Provision of Ex-gratia grant and other facilities to the family of a University employee who dies while in service
- Benefit of Provident Fund and Group Insurance Scheme for all employees
- Provision of Professional training sponsorships
- Financial assistance to the Teachers of the University for attending the National/International Conferences/Seminars
- Subsidized transportation/ free transportation to off-campus employees
- Subsidized canteen/cafeteria facility
- Uniforms to class-IV non-teaching staff
- Excellent Internet/Wi-Fi facility to all the Staff
- Other facilities such as University Residences, Timely promotions, Salary through Bank, Indoor/Outdoor Sports Facility, Mobile Allowance etc.

A large percentage of employees have been benefitted from welfare measures initiated by the University.

6.3.4 What are the measures taken by the University for attracting and retaining eminent faculty?

To attract and retain eminent faculty members, the University takes the following measures:

- Implemented various welfare schemes such as Superannuation Fund, PF/EPF, group insurance etc.
- Faculty members are given opportunities to earn extra income through participation in Consultancy Assignments through CIIPP.
- Vacancies are publicized in leading national and regional newspapers and selection is always made on the basis of merit.
- The University offers and provides attractive salary package as per 6th Pay commission.
- Granting necessary financial assistance to attend seminars/conferences at national level.
- Infrastructural support for fitness & health care facility & recreation facility like badminton, table tennis, basketball, etc.

- Good work ambience, and respectable climate.

As a result, the University has been able to retain faculty members without any attrition during the last five years.

6.3.5 Has the university conducted a gender audit during the last four years? If yes, mention a few salient findings.

The university is mainstreaming gender in all its programmes and policies.

The University has conducted a gender audit for SC, ST, BC, General and other category students admitted in various academic programmes on the campus in the last four years and is given below:

Category	2010-11		2011-12		2012-13		2013-14	
	Male	Female	Male	Female	Male	Female	Male	Female
SC	1638	1155	1702	1424	1852	1485	2001	1736
ST	342	244	401	247	447	322	469	323
BC	548	257	657	437	907	523	880	642
General	16016	10993	15655	11838	17736	13316	17712	13980
Others	84	39	69	38	83	75	129	95

The University has conducted a gender audit for the faculty having highest qualification as Ph.D., M.Phil. or PG and is given below:

Highest	Professors		Associate		Assistant		
Qualification			Professors		Professors		Total
	Male	Female	Male	Female	Male	Female	
Permanent teachers							
Ph.D.	103	94	45	37	101	120	500
M.Phil.&PG	03	01	06	11	84	78	183
Temporary teachers							

Ph.D.	00	01	00	00	16	14	31
M.Phil.&PG	00	00	04	01	57	66	128
Part-time teachers							
Ph.D.	00	00	00	00	01	00	01
M.Phil.&PG	00	00	00	00	08	15	23

6.3.6 Does the university conduct any gender sensitization programmes for its faculty?

Yes.

‘Let’s be Gender Sensitive’ – a panel discussion at PU was organized on April 22, 2013 in the light of the increasing incidence of gender violence in the country, brought to the fore disturbing statistics on crimes against women, particularly in the educated higher socio-economic section of the population.

The panelists - Prof. Reicha Tanwar (Member, National Consultative Committee of UGC on Women Managers in Higher Education and Director, Women Studies Research Centre, Kurukshetra University); Ms. Gurpreet Deo (IG Police, Jalandhar Range, Punjab); Mr. Naunihal Singh (S.S.P., U.T., Chandigarh) – stressed the necessity of changing mindsets, of spurning outdated notions of patriarchy, of refusing to accept traditions that nullify one’s very humanity.

Another Workshop on ‘Gender Sensitization’ was organized by the Department-cum-Centre for Women’s Studies & Development on February 28, 2012 for sensitizing the students and faculty towards gender injustice.

For Gender sensitization programmes please refer to Q5.1.17:

6.3.7 What is the impact of the University’s Academic Staff College Programmes in enhancing the competencies of the university faculty?

The UGC-Academic Staff College, Panjab University, Chandigarh was established in the year, 1987 and in the last 27 years it has trained about 12,000 teachers. Most of these teachers are faculty of affiliated colleges of the University or the various departments of the University.

The University faculty needs to pass through the portal of the Academic Staff College for the mandatory requirements of attending Orientation and Refresher Courses. The competencies that are focused on, in the training programmes of the UGC-Academic Staff College, are classroom teaching, pedagogical skills, research skills and understanding of the inter-linkages between society, community and academic faculty for junior teachers. Senior teachers are trained

into subject updating, novel methods of training, development of interdisciplinary perspective and, finer and more advanced research techniques. Refresher Courses are subject- specific, hence the specific competency in teaching of corresponding discipline is targeted at. For mid career faculty members administrative skills are honed which include financial understanding, conflict management, human resource management etc. Meets for heads of the departments are held to develop leadership skills and a wider vision of Higher Education. From the feedback received from the participants it can be deduced that about 87% of the participants feel that the Academic Staff College training programmes have sharpened their competencies.

The Programmes of Academic Staff College have been successful in enhancing the competencies of faculty and have enabled the teachers to:

- (a) Understand the signification of education in general and higher education in particular, in the global and Indian contexts;
- (b) Understand the linkages between education and economic and socio-economic and cultural development, with particular reference to Indian Polity where democracy, secularism and social equity are the basic tenets of society;
- (c) Acquire and improve the basic skills of teaching at the University level to achieve goals of the higher education;
- (d) Keep abreast of the latest development in the specific subjects;
- (e) Understand the organization and management of a College / University and to perceive the roll of the teachers in the total systems;
- (f) Utilize opportunities for development of personality, initiative and creativity;
- (g) Promote computer literacy as well as use of ICT in teaching and learning process.

6.4 Financial Management and Resource Mobilization

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

The University has well structured institutional mechanism to monitor the effective and efficient use of financial resources. In terms of section 31 (2) (r) of Panjab University Act, 1947, the University has constituted a Board of Finance comprises of following members:

1. Vice-Chancellor, P.U., Chandigarh. (Chairman)
2. Principal Secretary to Government of Punjab,
3. Department of Finance, Chandigarh (Ex-officio).
4. Joint Secretary, Deptt. of Higher Education, Ministry of Human Resource Development, New Delhi (Ex-officio)
5. Principal Secretary, Deptt. of Higher Education, Govt. of Punjab (Ex-officio).
6. Finance Secretary, Chandigarh Administration, Chandigarh (Ex-officio).
7. Dean University Instruction, P.U., Chandigarh.
8. Two Members from Syndicate
9. Two members from Senate
10. Registrar, P.U., Chandigarh (Secretary)

The Board of Finance periodically reviews the financial requirement of the University and suggests ways and means of its improvement and also make recommendations to Syndicate relating to University finances.

The following are the specific measures being followed by University for effective and efficient use of financial resources.

1. All the financial activities are planned by translating these requirements in annual budget incorporating therein recurring and Non-recurring expenditure and the income expected to be generated from internal resources. The Board of Finance considers these budgetary requirements and after careful examinations makes recommendations for its approval by the Governing Bodies of the University i.e. Syndicate and Senate.
2. For day to day financial transactions, the University has prepared its Accounts Manual which provides the rules for making various expenditures following the principle of transparency, efficiency and fair procedures.

6.4.2 Does the university have a mechanism for internal and external audit? Give details.

The University has a strong mechanism of independent audit both at pre-audit and post-audit stage. Each bill before it is paid is pre-audited by independent Government Auditor i.e. Resident Audit Officer deputed by the Finance Department, U.T. Administration Chandigarh.

Besides above, the accounts of the University are being audited on annual basis by the office of C.A.G.

6.4.3 Are the institution's accounts audited regularly? Have there been any major audit objections, if so, how were they addressed?

The University has a system of concurrent pre-audit by the office of Resident Audit Officer deputed by the Chandigarh Administration as well as post audit by the office of CAG. The accounts of University are being regularly audited on annual basis and there are no major audit objections. However, all the audit observations are put up before the Board of Finance on annual basis.

6.4.4 Provide the audited income and expenditure statement of academic and administrative activities of the last four years.

The audited statement of income and expenditure of the University for the last four years are enclosed herewith (Annexure V-A).

6.4.5 Narrate the efforts taken by the University for Resource Mobilization.

The University has taken various measures for internal resource mobilization as below:

- The University has set up a Centre for Industry Institute Partnership Cell (CIIP) which gives a platform to the University faculty members not only to interact with the industry by providing various kinds of consultancy services but also helps to supplement the resource generation of the University.
- The University has been conducting the examination for various government institutions including recruitment tests which helps the University to mobilize extra resources.
- The University through its strong alumni base has been able to receive donations and contribution for creation of endowments and specific projects.

6.4.6 Is there any provision for the university to create a corpus fund? If yes, give details

The University has created following corpus fund out of the internal resources generated by the University:

S.#	Name of Corpus	Amount	Purpose
1.	Foundation for Higher Education & Research Fund	Rs.25.00 crores	The interest of the corpus is being utilized for the development of infrastructure
2.	Endowment Fund	Rs.5.34 crores	Interest is utilized to pay scholarships, prizes etc.

6.5 Internal Quality Assurance System

6.5.1 Does the university conduct an academic audit of its departments? If yes, give details.

The University prepares annual report by taking inputs from various departments regarding their progress in terms of Academics.

6.5.2 Based on the recommendations of the academic audit, what specific measures have been taken by the university to improve teaching, learning and evaluation?

Based on inputs received from the Annual Report of each department, IQAC interacts with the Chairpersons to improve teaching learning and evaluation.

6.5.3 Is there a central body within the university to continuously review the teaching learning process? Give details of its structure, methodologies of operations and outcome?

Yes. Academic Council and its composition is given at Q:6.1.6 of Criterion VI.

6.5.4 How has IQAC contributed to institutionalizing quality assurance strategies and processes? Yes. IQAC has initiated the monthly meetings with heads of the departments to enhance quality. Moreover, Mini-IQAC have been setup in each department.

6.5.5 How many decisions of the IQAC have been placed before the statutory authorities of the university for implementation? All.

6.5.6 Does the IQAC have external members on its committees? If so, mention any significant contribution made by such members.

Yes. IQAC have three external members on its committee. The members suggested using ICT fully for maintaining the institutional database. The MIS/IQAC Cell was strengthened and the data organization and management has been streamlined.

6.5.7 Has the IQAC conducted any study on the incremental academic growth of students from disadvantaged sections of society?

Comparative study is placed at Q: 6.3.5 of Criterion VI.

6.5.8 What policies are in place for the periodic review of administrative and academic departments, subject areas, research centres, etc.?

Syndicate/Senate, Board of Studies, Academic Council, Research Degree Committee, etc have well defined roles for periodic review to implement the rules and regulations of the university.

ANNEXURE – V-A											
Heads of Income			Estimates for 2009-2010		Actuals for 2009-2010	Heads of Expenditure			Estimates for 2009-2010		Actuals for 2009-2010
			Original	Revised					Original	Revised	
I. NON-PLAN			(Rupees	in	Lacs)	I NON-PLAN			(Rupees	in	Lacs)
(A) REVENUE RECEIPTS :			Expenditure charged to Revenue Receipts:								
I	Fees of Examinations	..	3608.55	3892.25	4302.67	I	General Administration	..	5307.37	4979.19	5316.14
II	Registration/Certificate fee etc.	..	466.10	433.70	482.34	II	Conducting Examination	..	1019.47	1030.70	987.50
III	University Tuition Fee	..	868.59	791.74	863.12	III	University Teaching Deptts.	..	8484.41	7460.86	7040.33
IV	University Institute of Engg. & Tech.	..	1528.22	1472.43	1458.18	IV	University Institute of Engineering & Technology	..	1321.68	917.68	765.28
V	University Institute of Legal Studies	..	347.50	340.80	342.91	V	Dr.H.S.Judge Inst. of Dental Sciences & Hospital	..	818.18	559.36	521.57
VI	Dr. H.S. J. I. of Dental Sci. & Hospital	..	500.85	410.23	439.35	VI	Regional Centre Muktsar,INVS,Kauni & B.Ed Kauni	..	287.59	162.04	142.97
VIII	University School of Open Learning	..	644.43	802.08	941.67	VII	Regional Centre Ludhiana	..	135.28	114.68	97.58
IX	Regional Centre, Muktsar	..	67.05	16.10	18.21	VIII	S.S.G.P.U. R.C. Hoshiarpur	..	477.80	329.02	279.18
X	Regional Centre Ludhiana	..	266.65	175.84	216.14	IX	V.V.B.I.S. & I.S. Hoshiarpur	..	215.06	180.39	174.66
XI	S.S.G.P.U.R.C., Hoshiarpur	..	657.00	551.01	615.54	X	A.C. Joshi Library Chd.	..	319.82	450.69	465.00
XII	V.V.B.I.S. & I.S., Hoshiarpur	..	1.24	0.89	0.68	XI	Ext. Library Ludhiana	..	110.86	89.08	85.95
XIII	(a) A.C. Joshi Library, Chandigarh	..	1.67	1.20	1.39	XII	Improvement of Education	..	152.37	163.33	128.47
XIV	(b) Extension Library, Ludhiana	..	2.45	2.60	3.00	XIII	Publication Bureau & P.U.News	..	66.57	45.06	42.58
XV	Publication Bureau (Sale of Books)	..	18.00	15.40	15.97	XIV	Press Department	..	246.86	189.05	177.82
XVIII	University Hostels	..	19.50	20.00	16.78	XV	Bhai Ghanayia Ji Health Centre	..	131.08	147.89	144.76
XIX	Research Journals	..	0.41	0.35	0.33	XVI	Research Journals	..	18.83	17.00	16.13

XX	Centre for Emerging Areas	..	280.33	220.57	146.39	XVII	University Hostels	..	287.96	255.78	231.66
XXI	U.I.A.M.S.	..	1003.28	750.42	829.60	XVIII	Works Department	..	2608.66	1406.11	1406.40
XXII	Miscellaneous Receipts (i.e. Rent of Staff Qtrs., Dilap. Fee., Sale of Result Gazette & other priced forms, Refund of Adv., etc.)	..	805.96	607.75	678.23	XIX	Provision for D.A. instalments	..	825.35
	TOTAL (REVENUE RECEIPTS):	..	11087.78	10505.36	11372.50						
	Less 50% of NRI Tuition Fee transferred to Fund 'Foundation for Higher Education & Research'	..	452.00		..						
	Total:	..	10635.78	10505.36	11372.50		Total (Non-Plan Expenditure)	..	22835.20	18497.91	18023.98
	Total (Income for calculating the deficit)	..	10635.78	10505.36	11372.50		Deficit Non-Plan (Excess of Expenditure over Income)	..	12199.42	7992.55	6651.48

<i>Heads of Income</i>			<u>Estimates for 2010-2011</u>		<u>Actuals for 2010-2011</u>	<i>Heads of Expenditure</i>			<u>Estimates for 2010-2011</u>		<u>Actuals for 2010-2011</u>
			<i>Original</i>	<i>Revised</i>					Original	Revised	
I. NON-PLAN			(Rupees	in	Lacs)	I NON-PLAN			(Rupees	in	Lacs)
(A) REVENUE RECEIPTS :						Expenditure charged to Revenue Receipts:					
1	Fees of Examinations	..	3893.25	4579.15	5453.13	1	a) General Administration & Deans	..	7029.77	7098.94	6666.59
2	Registration/Certificate fee etc.	..	452.50	490.46	581.31		b) Arrears of revised Pay-scales	..	14700.00	10500.00	9055.93
		..				2	Conducting Examinations		1066.20	1190.21	1150.95
3	University Teaching Departments, (Tuition Fee)	..	1526.38	1586.91	1871.12	3	University Teaching Departments, Chandigarh	..	11805.91	10308.17	8734.16
4	(a) A.C. Joshi Library, Chandigarh	..	1.40	1.45	2.33	4	(a) A.C. Joshi Library, Chandigarh	..	582.83	547.59	437.32
	(b) Extension Library, Ludhiana	..	2.65	3.15	3.38		(b) Extension Library, Ludhiana	..	146.20	131.79	108.47

5	Improvement of Education	5	Improvement of Education	..	238.28	135.67	86.71
6	Publication Bureau & P.U. News	..	16.00	22.00	22.04	6	Publication Bureau & P.U. News	..	73.77	57.51	54.29
7	Research Journals	..	0.41	0.35	0.24	7	Press Department	..	306.69	234.99	213.43
8	University Hostels		21.00	22.00	17.96	8	Bhai Ghanayia Ji Institute of Health Sciences	..	160.81	168.37	165.03
9	Partially Self-Financed Departments	..	4388.65	4469.26	4685.27	9	Research Journals		18.78	18.98	17.94
10	Miscellaneous Receipts (i.e. Rent of Staff Qtrs., Dilap. Fee., Sale of Result Gazette & other priced forms, Refund of Adv., etc.)	..	615.80	715.25	722.80	10	University Hostels	..	420.12	375.88	296.35
			11	(a) Works Department	..	3272.75	3924.56	2102.54
				(b) Expenditure on Projects transferred from fund 'Foundation for Hr. Education & Research A/c	4112.86	4105.57
			12	Partially Self-Financed Departments	..	5036.13	2580.05	2961.60
	Total Revenue	..	10918.04	11889.98	13359.58						
	Amount transferred to Non-Plan from fund 'Foundation for Higher Education & Research Account'	4112.86	4112.86						
	TOTAL (REVENUE RECEIPTS):	..	10918.04	16002.84	17472.44		Total (Non-Plan Expenditure)	..	44858.24	41385.57	36156.88
	Total (Income for calculating the deficit)	..	10918.04	16002.84	17472.44		Deficit Non-Plan (Excess of Expenditure over Income)	..	33940.20	25382.73	18684.44

<i>Heads of Income</i>	<u>Estimates for 2011-2012</u>	Actuals for		Heads of Expenditure	<u>Estimates for 2011-2012</u>
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		<i>Original</i>	<i>Revised</i>	<i>2011-2012</i>				Original	Revised	Actuals for 2011-2012	
I. NON-PLAN		(Rupees	in	Lacs)		I NON-PLAN		(Rupees	in	Lacs)	
(A) REVENUE RECEIPTS :						Expenditure charged to Revenue Receipts:					
1	Fees of Examinations	..	4704.15	5353.70	5956.17	1	a) General Administration & Deans	..	9942.00	7778.20	8035.14
2	Registration/Certificate fee etc.	..	505.45	545.93	530.44		b) Arrears of revised Pay-scales	..	2000.00	1300.00	1211.49
		..				2	Conducting Examinations		1136.80	1283.44	1241.45
3	University Teaching Departments, (Tuition Fee)	..	1743.47	1801.45	1929.83	3	University Teaching Departments, Chandigarh	..	14290.78	10355.24	9356.53
4	(a) A.C. Joshi Library, Chandigarh	..	1.50	2.30	2.35	4	(a) A.C. Joshi Library, Chandigarh	..	589.35	584.41	517.34
	(b) Extension Library, Ludhiana	..	3.25	3.05	3.10		(b) Extension Library, Ludhiana	..	166.14	134.54	112.71
5	Improvement of Education	5	Improvement of Education	..	274.46	182.89	115.20
6	Publication Bureau & P.U. News	..	22.00	16.00	17.41	6	Publication Bureau & P.U. News	..	79.28	61.45	51.38
7	Research Journals	..	0.41	0.25	0.38	7	Press Department	..	345.09	260.23	232.81
8	University Hostels		22.00	25.00	22.06	8	Bhai Ghanayia Ji Institute of Health Sciences	..	190.26	200.15	181.81
9	Partially Self-Financed Departments	..	4778.56	4663.93	4395.39	9	Research Journals		21.04	24.20	19.40
10	Miscellaneous Receipts (i.e. Rent of Staff Qtrs., Dilap. Fee., Sale of Result Gazette & other priced forms, Refund of Adv., etc.)		728.25	736.00	798.77	10	University Hostels	..	427.26	407.18	346.16

11						11	Works Department	..	3269.08	1758.26	1604.95
		..				12	Partially Self-Financed Departments	..	6234.61	4505.49	3642.52
	TOTAL (REVENUE RECEIPTS):	..	12509.04	13147.61	13655.91		Total (Non-Plan Expenditure)	..	38966.15	28835.68	26668.89
	<i>Total (Income for calculating the deficit)</i>	..	12509.04	13147.61	13655.91		Deficit Non-Plan (Excess of Expenditure over Income)	..	26457.11	15688.07	13012.98

Heads of Income		Estimates for 2012-2013			Actuals for 2012-2013	Heads of Expenditure		Estimates for 2012-2013			Actuals for 2012-2013
		Original (Rupees)	Revised in	Lacs)				Original (Rupees)	Revised in	Lacs)	
I. NON-PLAN						I NON-PLAN					
(A) REVENUE RECEIPTS :						Expenditure charged to Revenue Receipts:					
1	Fees of Examinations	..	5452.70	6132.65	6657.40	1	a) General Administration & Deans	..	11330.13	10718.40	10394.52
2	Registration/Certificate fee etc.	..	579.45	575.45	591.46		b) Arrears of revised Pay-scales	..	1000.00	350.00	383.50
3	University Teaching Departments, (Tuition Fee)	..	1806.76	1924.23	2093.94	2	Conducting Examinations		1344.97	1985.94	1816.90
4	(a) A.C. Joshi Library, Chandigarh	..	2.35	2.45	2.42	3	University Teaching Departments, Chandigarh	..	17025.41	10776.33	10202.39
	(b) Extension Library, Ludhiana	..	3.20	3.15	1.96	4	(a) A.C. Joshi Library, Chandigarh	..	650.52	626.10	599.07

5	Publication Bureau & P.U. News	..	18.00	22.00	22.67			(b) Extension Library, Ludhiana	..	186.20	117.62	101.83
6	Research Journals	..	0.31	0.37	0.26		5	Improvement of Education	..	300.31	187.47	135.23
7	University Hostels	..	25.00	23.00	19.44		6	Publication Bureau & P.U. News	..	96.43	59.83	48.18
8	Partially Self-Financed Departments	..	4731.93	4456.50	4684.83		7	Press Department	..	415.14	250.78	232.53
9	Miscellaneous Receipts (i.e. Rent of Staff Qtrs., Dilap. Fee., Sale of Result Gazette & other priced forms, Refund of Adv., etc.)	..	749.00	743.00	849.90		8	Bhai Ghanayia Ji Institute of Health Sciences	..	233.21	200.99	187.25
							9	Research Journals		27.73	24.56	21.55
							10	University Hostels	..	510.33	367.35	319.44
							11	Works Department	..	2112.84	1987.40	1740.52
		..					12	Partially Self-Financed Departments	..	7701.65	4354.54	4100.75
	TOTAL (REVENUE RECEIPTS):	..	13368.70	13882.80	14924.28			Total (Non-Plan Expenditure)	..	42934.87	32007.31	30283.66
	<i>Total (Income for calculating the deficit)</i>	..	13368.70	13882.80	14924.28			Deficit Non-Plan (Excess of Expenditure over Income)	..	29566.17	18124.51	15359.38