



Shivaji University, Kolhapur

The Scheme of Lead College

Broad Outline

Preamble:

The last decade of the last century witnessed the sweeping effect of the globalization, liberalization, privatization and computerization of our public and private sector organizations. It is due to the impact of the amazing development in the field of information communication technology. The World Bank, the World Trade Organization, the International Monetary Fund, the International Agreements like GATT have made 'global competition' inevitable and imperative. Foreign Universities have challenged our traditional system of Higher Education. It has compelled us to strive hard for equality, assurance and excellence in our Higher Education. One of the most significant measures of Total Quality Management in Higher Education is the concept of 'Lead College'.

Mission :

A homogenous cluster of 10 to 15 colleges within an area fostering inter-institutional co-operation for overall development of all of them is the basic principle behind the concept of the 'Lead College'. The concept is based on the belief, "Efforts of each and welfare of all".

In western countries 'Lead Colleges' are now a matter of routine activity. But for us, it is a very recent idea still to be talked about. Our mission is to make our colleges and the institutions of HE (Higher Education) achieve nationally and internationally acceptable standards.

The Concept :

The following items constitute the total concept of 'Lead College Scheme'.

- 1) The Objectives.
- 2) The role of a 'Lead College'.
- 3) The role of the University.
- 4) The formation.
 - A) The composition of the 'Lead College Apex Committee' at the University level.
 - B) The composition of the Working Committee at 'Lead College' level.
 - C) The composition of the Co-ordination Committee at the College level.

- 5) The criteria for the selection of a 'Lead College'.
- 6) Identification of 'clusters'.
- 7) The administration of a 'Lead College'.
- 8) The financial implications.
- 9) Annual Budget of a 'Lead College'.
- 10) The Accounts of a 'Lead College'.

1.The Objectives and Functions :

Following are the main objectives and functions of a 'Lead College'.

I) Sharing of the information :

A Lead College is expected 'to lead' the entire process of the Total Quality Management of the cluster. Therefore, the primary function of a 'Lead College' is to collect and update all sorts of information regarding HE. The speedy changes in the field of science and technology, ICT, Research in the field of knowledge, information regarding various schemes of various authorities/ organizations in the field of HE, recent policies of HE etc. are the major fields of information.

Distribution of such information to the other colleges in the cluster through the electronic media like WAN or LAN and Internet is also the responsibility of the 'Lead College'. The information regarding the various grants offered by the UGC and such other funding agencies, the information regarding the activities of 'NAAC' and the re-accreditation process, the information of the world-wide/ country-wide classrooms, e-content and e- learning should be imparted by the 'Lead College' to the other colleges in its cluster.

II) Sharing of the Infrastructure, Library, Laboratories, Sports Facilities (Grounds), Big Halls/Stadium /LCD etc. :

Here the process is of mutual co-operation. The 'Lead College' should provide its own infrastructure and other facilities to the neighbouring colleges in the cluster and the neighbouring colleges can also do the same if they have such facilities with them. The idea is to make better use of the resources available in the constituent colleges for those who need them. (within the cluster).

III) Sharing of Human Resources :

'Human resources' refers to the knowledge, skills, abilities and competencies of the persons in HE. For example, eminent/ experienced teachers, academicians, good administrators, researchers etc. The apt use of such 'human resources' can be made for the development of the colleges in the cluster. For that purpose, schemes like guest

lectures, teachers exchange programmes, conferences, seminars, workshops can be arranged by the colleges in the cluster, under the guidance of the 'Lead College'. Here the aim is to achieve balanced development of the human resources among all the colleges in the cluster.

IV) Collective Organization of Academic Activities :

Academic activities like Seminar, Workshop, Conference requires hard-work and support from many persons and organizations. It also requires funds or financial support. Therefore, an individual college/ Institution of HE is unable to organize such academic activities on the State/ National or International level. Such programmes can be organized under the leadership of the 'Lead College' and through collective efforts.

V) Helping Faculty Development :

A 'Lead College' can encourage the Faculty (teachers in the colleges in the cluster) to undertake research and also to work for Faculty Development Programme. It can also encourage colleges to develop their departments by different ways and means.

VI) Helping Administrative Development :

Administration in a HEI (Higher Education Institution) is the foundation of TQM (Total Quality Management). It must be strengthened with recent technology and innovations.

The success of any institution depends on the efficiency and quality of its administration. The administrative staff should be trained and be oriented to the new global developments in the field of HE. The office work right from the admissions to the final University Examinations including accounts, audit and NAAC Annual Report, should be well-planned and it should be made prompt with the help of computers and Internet. The Lead College with the co-operation of the other colleges in the cluster should organize such activities leading to TQM and excellence in college administration.

VII) Sharing of Extension Activities :

The ultimate end of HE is the "sustainable development" of our society, i.e. the "fitness for the purpose". The knowledge and research outputs available in a HEI should be immediately utilized for the desired development. Colleges or HEI can play

a significant role in this regard. Our mission is to make every institution of HE (HEI) a centre for social change and overall development.

A Lead College can arrange activities that are useful in this regard with the help of the other colleges in the cluster. Such activities may include Yoga Studies, Farmers' Training or Orientations, The Study of the Historical Places and Cultural Peculiarities of the Region, Adult Education and other extension activities.

VIII) Utilization of Retired Expertise:

We can involve the retired persons, senior citizens, experts in their respective subjects/ areas for the quality enhancement of our institutions of HE. The concept is beneficial to both the sides. These experts enjoy the sense of social service and our colleges get the benefit of their expertise. The Lead College can innovate and initiate such activities with the help of other colleges in the cluster.

2) The Role of a Lead College:

A Lead College functions with the motto, "Efforts of each and welfare of all". Following are some of the guidelines that are helpful to define the role of a Lead College.

- 1) Avoiding course duplication within the cluster.
- 2) A Lead College should have all the necessary information about the HE system and the changes that take place in this regard. For example there are certain agencies that provide funds or render financial help for the development of HE, like UGC, ICSSR, DRDO, NABARD, etc. Moreover such agencies provide many educational opportunities to our students and teachers. Major or Minor Research Projects, Faculty Improvement Programme, funding for interdisciplinary and collaborative research activities are some of them. Industry and the institutions of HE can also undertake projects of mutual interests. A Lead College should collect and update such information and provide it to the other colleges in the cluster.
- 3) Designing Research Projects/ Educational activities with mutual co-operation with other colleges. The joint efforts make such programmes successful and thus the aim of quality assurance is achieved.
- 4) Collective actions/ programmes with respect to NSS, NCC and sports activities.
- 5) Encouragement to Vocational Courses.
- 6) Organization of students' cultural activities.
- 7) Organizing international collaboration. Here national / international Seminars, workshops / Conferences can be arranged with collaborative efforts.

- 8) Career guidance and placement cell are some of the new concepts NAAC has imbibed in our system of HE. A Lead College can strengthen its Placement Cell with a placement officer and render a valuable service to our students. Other colleges can obtain proper guidance and relevant information from the Lead College in this regard.
- 9) Minimizing unfair competition : Unhealthy/ unfair competition is one of the major obstacles in our system of HE. It results in the wastage of our resources of all kinds, and failures. A Lead College can play a very significant role to avoid such unfair competition.

A Lead College can make available the University resources when necessary. The planning of the budget (total and item-wise) and the planning of the action plan/programmes under the six heads identified by the University Apex body of the Lead Colleges is an essential part of a Lead College.

3) Role of the University :

The University and the Apex Committee at the University level have crucial roles to play for the success of the 'Lead College Scheme' of the University. Some of the major points in this regard are as follows:

1. Providing academic expertise to the lead colleges.
2. Providing proper guidance for the preparation of research proposals.
3. Providing guidance regarding the various funding agencies – their terms and conditions, the nature of the financial assistance or grant, the proper procedure, other relevant information etc.
4. Providing information and guidance regarding new opportunities of HE abroad – Scholarships or Courses or procedure etc. Students wishing to go abroad for Career Courses or job opportunities require such details, and a Lead College can provide the details with the help of the university.

ROLE OF THE APEX COMMITTEE AT THE UNIVERSITY LEVEL

The major role of the university Apex Committee in the 'Lead College Scheme' is to monitor the work of the Lead Colleges in the university. The Apex Committee shall meet at least three times in a year.

- i) At the beginning of the academic year to approve the programmes and the budgets submitted to it by the lead colleges in the university.
- ii) To have a mid-term review of the working of the lead college in the university.
- iii) To approve the accounts submitted to it by the lead colleges.

Apart from these minimum no. of meetings, the apex committee may hold its meetings as and when it feels the necessity of such meeting/s.

COMPOSITION OF THE LEAD COLLEGE APEX COMMITTEE AT THE UNIVERSITY LEVEL

- | | |
|--|-------------------------------------|
| 1. Hon'ble Vice-Chancellor | -Chairman |
| 2. Hon'ble Pro-Vice-Chancellor | -Member |
| 3. Dean nominated by the Vice-Chancellor | -Member |
| 4. One teacher representative from Management Council nominated by Management Council | -Member |
| 5. One member of Academic Council nominated by the Vice-Chancellor (Teacher) | -Member |
| 6. Registrar | -Member |
| 7. Controller Of Examinations | -Member |
| 8. Finance & Accounts Officer | -Member |
| 9. Director of Student Welfare | - Member |
| 10. One Head of the Department (University PG Dept.) nominated by the Vice-Chancellor | -Member |
| 11. Three Principals (one from each district) Nominated by the Vice-Chancellor | -Member |
| 12. Four members (one each from the Industry, Trade, Banking & Agriculture) Nominated by the Vice-Chancellor | -Member |
| 13. One Social Worker Nominated by the Vice-Chancellor | -Member |
| 14. President, University Student Council | -Member |
| 15. Secretary, University Student Council | -Member |
| 16 . Director , BCUD | -Member Secretary
& Co-ordinator |

ROLE OF WORKING COMMITTEE AT THE LEAD COLLEGE LEVEL

There shall be a working committee at the lead college level. The working committee shall meet at least five / six times in a year. The major role of the Working Committee is to look after the administration of the Lead College cluster- budgets / accounts / programmes / the proper records of the meetings, proceedings etc. It should facilitate the smooth functioning of the Lead College programme.

COMPOSITION OF THE WORKING COMMITTEE AT THE LEAD COLLEGE LEVEL

1. The Principal of the Lead College -Chairman
2. One Principal of Arts faculty from the Constituent colleges -Member
Nominated by the Vice-Chancellor.
3. One Principal of Commerce faculty from the -Member
Constituent colleges nominated by the Vice-Chancellor.
4. One Principal of Science faculty from the constituent -Member
Colleges nominated by the Vice-Chancellor.
5. Secretary , College Student Council -Member
6. Member Secretary and co-ordinator
Nominated by the Principal of the Lead College.

The above members of the Working Committee shall co-opt the following members:

7. One NSS Programme Officer
8. One NCC Officer
9. One Physical Director
10. One Performing Artist (May not be necessarily a Teacher)
11. One Member (From Industry/Trade/Banking /& Agriculture)

COMPOSITION OF THE CO-ORDINATION COMMITTEE AT THE COLLEGE LEVEL

1. Principal/Director of the College	Chairman
2. One Faculty member (Nominated by the Principal/Director)	Co-Ordinator
3. Two Faculty members (preferably faculty wise) (Nominated by the Principal/Director)	Member
3(A) NSS Programme officer	--''--
4. NCC Officer	--''--
5. Director of Physical Education	--''--
6. One Member of NGO/Banking/ Industry (Nominated by the Principal/Director)	--''--
7. Secretary, Student Council	--''--
8. Registrar/Office Superintendent/Head Clerk.	Member Secretary

(The Co-ordinator of the Coordination Committee of the College level will be responsible to submit the accounts and reports to the Concerned Lead College.)

CRITERIA FOR SELECTION OF A LEAD COLLEGE

1. The Lead College should have been accredited by NAAC with minimum B Or B+ Grade.
2. It must have attained high level of academic and administrative standards.
3. It should have taken academic initiative in the past and willing to take it in future.
4. It should have adequate infrastructure and ability to arrange Conferences, Seminars, Symposia, Workshops, Refresher Courses and Training Programmes and sports events with willingness for teachers, students & administrative staff.
5. The Principal of the Lead College shall accept the responsibility of leading the colleges in his cluster. He will maintain records of the activities and events. He must be the creative thinker, manager, leader, and supervisor and moreover he shall be the crisis and event manager.

ORGANIZATIONAL STRUCTURE AND ADMINISTRATION OF THE LEAD COLLEGE SCHEME

1. Identifying clusters of colleges within the University Area :

A lead college is expected to lead a group of 15 to 20 colleges. The number of colleges included in such groups may be decided on the basis of local area, geographical conditions & other aspects related to Higher Education.

The basis of forming cluster of colleges under one group shall be as follows:

- i Arts, Science & Commerce Colleges
- ii Education & Physical Education Colleges
- iii Law Colleges and Management Institutions
- iv Engineering Colleges

It means an Arts College and a Law College can not be in the same cluster.

2. Planning functional details:

a) Periodicity :

The nominated college will be informed about its nomination and once the college authorities accept the nomination it will be declared as the Lead College for HRD and TQM for Higher Education for the particular cluster of the college. The Lead College once identified and selected shall work for a period of three years.

b) Annual Time Table :

The working committee of a Lead College shall give presentation before the University Apex Committee at the beginning and at the end of the academic year. The presentation shall be on Annual Action plan and Annual Activity Report. It shall meet the Apex Committee for mid term review also.

c) Identifying Human Resources of Constituent Colleges:

The pool of expertise of Human Resources in the constituent colleges shall be prepared at the University level.

3. Financial Implications :

The Lead College should be supported with proper funding for the activities entrusted to it for the academic year.

The funds for the activities under this scheme can be raised by the following means:

- i Tie up and linkages with industries for specific activity.
- ii Donations and sponsorship from Industry, Trade & Banking sector.
- iii Collection of fees from students of the constituent Colleges.

The fees prescribed:

Sr. No.	College	Fees per student
1.	Arts, Science & Commerce Colleges	Rs. 25/-
2.	Law, Education & Physical Education and Management Institutions	Rs. 50/-
3.	Engineering Colleges	Rs. 100/-

Management of funds raised through fees:

Phase-I: Every college shall collect the fees from students and deposit it with the University. The University shall retain the 10% of the fees so collected and transfer the remaining amount to the Lead College in two/ three stages to conduct various activities.

Phase-II: The Lead College shall prepare a Budget of its Annual activities in the format given below and submit the same to the University.

The Lead College shall also submit the utilization of the Budget expenditure to the University.

ANNUAL BUDGETORY PLAN

Sr. No.	Various Activities	Budget Head	Budget Amount(Rs.)
1.	Research Activities		
2.	Academic Activities		
3.	Cultural Activities		
4.	Sport Activities		
5.	Extension Activities		
6.	Other Activities		

ACCOUNTING SYSTEM:

The following Accounting System shall be maintained by the Lead College

- The budget estimate should be based on Annual Action Plan.
- As far as possible the transactions (receipts & payments) should be made through Bank.
- All receipts must be acknowledged and proper receipts to be issued.
- Member Secretary and Co-ordinator of Lead College is responsible for maintaining accounts.
- Day to day cash book shall be maintained.
- Budget shall be approved by the University.
- Proper Vouchers should be maintained for every expenditure.
- An Advance may be paid to Member Secretary and Co-ordinator of the Lead College for organizing Guest Lectures, Teachers Exchange Programme, Conferences, Seminars, Symposia, Workshops and any other activities – but it should be paid through cheques.
- Member Secretary and Co-ordinator of Lead College shall settle the accounts of such activities within 72 hours of the completion of the activities.

IMPORTANT FILES/RECORD TO BE MAINTAINED BY THE LEAD COLLEGE

- Cash Book
- Receipt Book
- Vouchers
- Orders for Expenditure
- Donation Register
- Minutes of the Meeting
- Attendance Register

Epilogue:

The concept of a Lead College having ‘its own cluster’ and working towards quality enhancement with mutual understanding and co-operation, is a recent one. We don not have any previous experience of the implementation of the scheme. In Maharashtra, the Shivaji University has initiated the action and designed the ‘scheme of the Lead Colleges’ for the University. (At present the University has ten Lead Colleges within its jurisdiction of three districts). The University, therefore, is prepared to make suitable amendments in future if necessary, in the light of the actual experience of the implementation of this scheme.

Let Us
Join Hands
With mutual understanding and sincere efforts
for
Quality Assurance to face the challenges of the
globalization, privatization, liberalization and
computerization of our
Higher Education

Thank You!

**Director, BCUD
Shivaji University, Kolhapur**