

# **ACADEMIC AND ADMINISTRATIVE AUDIT REPORT**

June 2023

## **RANI BIRLA GIRLS' COLLEGE**



**Estd: JULY 1961**

38, Shakespeare Sarani,  
Kolkata,  
West Bengal -700017

## AUDIT TEAM

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College with Potential for Excellence  
& Reaccredited by NAAC with A  
Grade (3<sup>rd</sup> Cycle)

State Mentor for NAAC Accreditation  
- Govt of West Bengal

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*Tilak Chatterjee*  
14.06.2023

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### Audit Definition

AAA refers to a systematic process of designing, implementing, monitoring, and reviewing the **Institutional Systems - (IS)** - with the objective of mapping of the current attainment/non-attainment of the IS and recommends several corrective and preventive action processes for quality improvements through successive Audit Cycles - (AC)

### Audit Period

This report refers to the audit of Academic and Administrative functions and facilities of the institution for the period 2018-19, 2019-20, 2020-21, 2021-22, 2022 -23 and the report henceforth be referred to as AAA

### Audit Date

The audit exercise was conducted during May 2023

### Audit Report

The audit report was submitted on 14.06.2023

The AAA was facilitated by the IQAC, Rani Birla Girls' College

## **AUDIT PROCESS**

The auditors visited the offices and the departments including the library  
The auditors interacted with HODs/Conveners and/Coordinators/Librarian, teaching and non-teaching staff, students but were unable to meet parents and alumni.

The IQAC coordinator placed all documents and data including the

- 1) Infrastructure Report
- 2) Research Activities Report
- 3) Add-on Programmes Report
- 4) Teaching-learning Report
- 5) Report on Quality Initiatives
- 6) IQAC Minutes

The Principal also submitted the

- 1) Annual Quality Reports,
- 2) Financial Internal Audit Reports
- 3) Statutory Audit Reports
- 4) AISHE
- 5) NIRF
- 6) Gender Audit Reports
- 7) Green Audit Reports
- 8) Energy Audit Reports
- 9) Collaboration Report
- 10) Electoral Literacy Report
- 11) e-governance Report
- 12) Academic Calendar
- 13) Prospectus
- 14) CO PO
- 15) Students Activities Report
- 16) Alumni Association Report

17) Lockdown Report

18) Feedback Report

The Principal, IQAC coordinator, the HoDs, the Office bearers, Committee Convener were put to several audit queries with the objective of appreciating the achievements and non-achievements of the institution which is summed up in the several observations and recommendations.

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## **ACADEMIC AUDIT**

## AUDIT OBSERVATION – STAGE 1

**Audit Observation 01.** While discussions with the teachers and students in the Departments, it was observed that the Principal has the vision of institutionalizing the practice of regular teaching and for that purpose the Principal keeps close watch on the planned curriculum delivery round the year by way of

1. meeting the teachers and understands the extent to which courses are completed
2. meeting the learners as well as understood from the students and obtain feedback about the teaching of the teachers

**Audit Observation 02.** It is further observed that the college has developed a mechanism for performance appraisal of teaching staff towards establishing an internal check on the performance of the teacher round the year in terms of the following parameters

- a) Annual footfall of teachers in the college and daily duration of stay in the college in terms of arrival to the college and departure from the college
- b) Class allotted and class taken during the stay in the college
- c) Checking the Teachers Register (Yellow Book) where all academic and extra-academic activities are noted in details.

**Audit Observation 03.** However, it is noted that the method of Performance Appraisal remains half-hearted as it remains in application only in case of the teachers who are CAS aspirants and not the others. The SACT teachers, who form almost 50% of the teaching staff do not come under any appraisal system.

**Audit Observation 04.** Furthermore, the annual performance appraisal is neither communicated to the Department of Higher Education / affiliating university nor to the Governing Body and hence performance accountability of each individual teacher remains unmonitored and non-reviewed and the mapping of the attainment/non-attainment of the academic growth of teachers is absent.

### **PRINCIPAL'S OBSERVATIONS**

The Principal explains that **the matters related to Annual Confidential Report and Performance Appraisal Report** in Chapter II Section 6.2 of the West Bengal Universities and Colleges Act 2017, to be read as follows

*For all employees of the college there shall be prepared Annual Confidential Report and Performance Appraisal Report for every year in such manner and to be maintained in such form as may be prescribed by the State Government, from time to time.*

However, the Government of West Bengal has not issued any rule / order in concurrence to the act. Hence appraisal of teachers' performance has remained limited in the domain of mere attendance audit and has failed to get it extended to the larger domain outcome-based performance audit. She also noted that the SACT teachers, who form almost 50% of the teaching staff do not come under any appraisal system.

### **AUDIT RECOMMENDATIONS – STAGE 1**

The audit team recommends several corrective and preventive action processes for quality improvements of teachers which may be conformed across successive Audit Cycles.

In the absence of rules / orders / statutes the Governing Body should resolve to implement the practice of performance appraisal in appreciable degree of thoroughness with the aim of improving the functioning of the colleges and the college management shall have to introduce different measures for ensuring outcome-based attainment

**Recommendation 01.** Introduction biometric attendance of teachers and non-teaching staff

**Recommendation 02.** Introduction of Student's Feedback on teaching of teachers on completion of Programme.

**Recommendation 03.** 360° appraisal of teachers comprising of –

- a) Self-Assessment (1<sup>st</sup> quadrant)
- b) Feedback of teachers by Students (2<sup>nd</sup> quadrant)
- c) Principal's Appraisal (3<sup>rd</sup> quadrant)
- d) External Appraisal (4th Quadrant)



## AUDIT OBSERVATIONS – STAGE 2

**On verification of the several documents it was observed as follows**

1. The college publishes an Academic Calendar and the same is largely comprehensive as it includes the list of holidays, exam schedules, schedule of departmental seminars and lectures and celebration of commemorative days.
2. Teachers make teaching plan during the commencement of each semester but the same gets communicated to the students in the class through verbal mode only.
3. Teachers in the departments meet as and when required to decide on syllabus change, course allocation and university exams.
4. Teachers in the departments have designed the CO and PO and the IQAC have displayed in the college website.
5. Teachers strictly adheres to the class routine as designed by the Time-Table Committee under the tutelage of the Principal.
6. The attendance record of each student is maintained in the class attendance register
7. The teachers could not provide any input regarding:
  - Continuous Internal Assessment
  - Question Bank with MCQ emphasis
  - Month wise academic activity with the teachers
  - Result analysis

## PRINCIPAL'S OBSERVATIONS

The Principal accepted that recommendations are necessary to streamline academic activities of the teachers and to enhance larger accountability beyond the restrictive domain of mere physical presence in the college campus without emphasizing on outcome-based learning

## AUDIT RECOMMENDATIONS – STAGE 2

**Recommendation 04.** The Academic Calendar must include schedule of the continuous internal evaluation as a part of formative assessment throughout the year

**Recommendation 05.** Teachers to make teaching plan during the commencement of each semester and the same gets communicated to the students through college website/ departmental notice boards.

**Recommendation 06:** Departmental meetings be held by all departments at frequent interval with the following purposes:

- To review the course structure and the changes in the syllabus.
- Course outcome and programme outcome and their attainment
- To review the course completion by each teacher and adopt strategic action plan to make up for the classes lost on account of university examination exam duties and leave taken as authorized, or other official duty.
- To review the results of the continuous internal evaluation and take appropriate steps to cater the diverse needs of the students particularly the slow learners and the absentee students by way of introducing and imparting remedial classes.
- To obtain feedback on evaluation and curriculum

**Recommendation 07:** The teachers to build question bank including MCQ and upload the same in the college website/LMS

**Recommendation 08:** The Principal is to redesign the Teachers diary in terms of the recommendations as spelt above, and the diary be authenticated by the IQAC and signed by the Principal at the end of every semester.

## AUDIT OBSERVATION – STAGE 3

Audit Team visited each individual Department with the objective of reviewing the state of health of the departments and mapping of the attainments and / or non-attainments of the departments.

1. Almost all departments reported of having
  - adequate number of teaching staff either in form UGC substantive basis or Govt ordered SACT (since 2020), except the department of Sociology.
  - inadequate infrastructure – laboratories and classrooms are not adequate and thus putting any constraint to the classes being held in terms of the class routine is a major challenge.
2. Few departments (like History, Hindi) expressed their feeling of despair as no students are getting enrolled in departments while some of the departments reported that students are not coming to the classes and hence the entire exercise of teaching-learning evaluation is becoming purposeless
  - Departments are less aware about the innovative teaching methods – both student centric as well as use of ICT – and thus most teachers rely on teacher centric chalk and talk method of teaching.
  - Departments by and large have shown either lesser understanding about e-content development or lesser ability to develop e-content needed for future needs of blended mode of teaching-learning
    - a. Departments were observed to less futuristic and unable to make their own SWOC and describe their distinctiveness or future-plan.

## **PRINCIPAL'S OBSERVATIONS**

The Principal accepted that recommendations are necessary to streamline academic activities of the teachers, so as to enhance larger accountability beyond the restrictive domain of mere physical presence in the college campus without emphasising on outcome-based learning

## **AUDIT RECOMMENDATIONS – STAGE 3**

**Recommendation 09:** The college should also devise effective strategies to attract and retain students, such as improving the quality of teaching and learning, providing scholarships and financial aid, enhancing student support services, and promoting the college's reputation and achievements.

**Recommendation 10:** The college should provide regular training and incentives for the faculty members to adopt innovative and student-centric teaching methods, such as flipped classroom, project-based learning, collaborative learning. The college should also equip the classrooms with adequate ICT facilities and resources to facilitate the use of multimedia, online platforms, and interactive tools in teaching and learning.

**Recommendation 11:** The college should develop a clear policy and guidelines for e-content development, and assign roles and responsibilities to the faculty members and departments accordingly. The college should also provide technical support and quality assurance for the e-content development process, and ensure that the e-content is aligned with the learning outcomes, assessment criteria, and accreditation standards. The college should also encourage the faculty members to share and reuse the e-content among different courses and programs, and to update and revise the e-content regularly.

**Recommendation 12:** The college should conduct a comprehensive SWOC analysis for each department, and involve the faculty members, students, and stakeholders in the process. The college should also help the departments to identify their distinctiveness and competitive advantages, and to formulate their vision, mission, and goals for the future. The college should also assist the departments to develop action plans and monitoring mechanisms to achieve their goals, and to address the challenges and opportunities in the changing environment.

## AUDIT OBSERVATION – STAGE 4

- No efforts are taken for improving teacher quality and teaching quality adoption, use of ICT in teaching, learning process and faculty development programmes.
- No efforts are taken by the institution evaluates and assesses the research facilities and research output in the form of publications and patents.
- No efforts are taken by the college has the practice of mentoring system, bridge courses, guidance for competitive examinations.
- No efforts are taken by the college has introduced programmes of personality development programmes for the students.

## PRINCIPAL'S OBSERVATIONS

The Principal accepted that recommendations are necessary to streamline academic activities of the teachers so as to enhance larger accountability.

## AUDIT RECOMMENDATIONS – STAGE 4

**Recommendation 13:** The college should encourage and **support** the faculty members to participate in **professional development** programs, such as workshops, seminars, conferences, and online courses, to enhance their knowledge and skills.

**Recommendation 14:** The college should also **integrate** and **utilize** ICT tools and platforms, such as e-learning, virtual labs, online quizzes, and interactive whiteboards, to enrich the teaching and learning process, and to provide **diverse** and **engaging** learning experiences for the students.

**Recommendation 15:** The college should also **communicate** and **disclose** the feedback results and actions taken to the relevant parties, and **monitor** and **evaluate** the effectiveness and impact of the feedback mechanism.

**Recommendation 16:** The college should **design** and **administer** the continuous internal assessment in a **fair, transparent, and reliable** manner, and ensure that they are **aligned** with the learning outcomes, assessment criteria, and accreditation standards.

**Recommendation 17:** The college should **enhance** and **expand** its research facilities and resources, such as laboratories, equipment, library, journals, databases, and funding, to support the faculty members and students in conducting quality and relevant research.

**Recommendation 18:** The college should also **recognize** and **reward** the research output and achievements of the faculty members and students, such as publications, patents, awards, and grants, and **promote** and **disseminate** them to the academic and industrial communities, and the society at large. The college should also **assess** and **benchmark** its research performance and impact, and identify the areas of strength and improvement.

**Recommendation 19:** The college should also **introduce** and **organize** guidance for competitive examinations, and other academic support programs, to help the students overcome their learning difficulties and gaps, and to prepare them for higher studies and career opportunities.

**Recommendation 20:** The college should **develop** and **offer** various programs of skill development and personality development for the students, such as communication skills, soft skills, life skills, leadership skills, and entrepreneurial skills, to enhance their employability and competitiveness in the global market.

**Recommendation 21:** The college should also **collaborate** and **partner** with the industry, government, and non-governmental organizations, to provide the students with **exposure** and **opportunities** to apply their skills and knowledge in real-world situations, such as internships, projects, field visits, and social service.

**Recommendation 22:** The college should also **evaluate** and **certify** the students' skill and personality development, and **celebrate** and **showcase** their achievements and success stories.

### AUDIT OBSERVATION – STAGE 5

The Audit Team had several rounds of discussion with HoDs and the teachers in each department to make the following observations:

Name of Department	A Ratio	S Ratio	D Ratio	U Ratio
English	100	32.8	0	63
Bengali	0	0	0	0
Pol. Sc.	100	22.75	0	63
History	100	6.85	50	31
B.A. / B.Sc. General	100	14	50	90
Education	75	19	00	42
Geography	100	11.8	50	50
Hindi	100	6.7	33	21
Sociology	100	11.6	33	30
Journalism	0	16.6	100	45
Comm. Eng	0	6.33	100	25
BFAD	0	12	100	45

### **Observations:**

1. **A Ratio** - Adequacy Ratio – indicates the number of filled in posts as a % of sanctioned posts and it is desired that this figure becomes close to 100.
2. **S Ratio** – Students Teacher Ratio – indicates the number of students as against one teacher it is desired that this figure remains close to 1:30
3. **D Ratio** – SACT Dependency Ratio – indicates the number of SACT as a % of total number of teachers and it is desired that this figure becomes close to Zero.
4. **U Ratio** – Utilisation Ratio – indicates the number of admissions taken as a % of total number admissible intake capacity and it is desired that this figure becomes close to 100

### **AUDIT RECOMMENDATIONS – STAGE 5**

1. Governing Body/Principal is to take steps
  - To create UGC substantive posts in three departments Journalism, Communicative English and Fashion and Apparel Design as these departments are running without any sanctioned posts and the departments are fully dependent on the SACT which is not desirable from UGC's viewpoint of maintenance of minimum standard
  - To take steps for creating additional substantive posts in the department of Sociology.
  - To take steps to fill up the substantive posts, Education and Bengali.
  - To reduce the dependency on SACT teachers in departments like Geography by way of creating additional posts in these departments as intake capacities
  - To take steps for popularizing the departments of History and Hindi where utilisation of intake capacities are very poor. Such popularization can be place by way of introducing employability programmes for the learners in these departments.



3. Serious rethinking be made such that the students teacher ratio be brought down in the Department of English so that the students in that department get larger focused attention from the teachers by way of arranging lectures by visiting faculties through collaboration route.
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## **ADMINISTRATIVE AUDIT**

**Audit Observation 01.** The college has a clear and well-defined vision, mission, and goals, but the vision, mission, and goals are not always well understood by the students, teachers and staff and thus are not implemented effectively.

**Audit Observation 02.** The college has a proper organizational structure, roles and responsibilities, decision-making process, and reporting mechanism but should larger participatory and transparent governance system, involving the stakeholders, such as the management committee, the academic council, the faculty members, the students, the parents, and the alumni.

**Audit Observation 03.** The college has a sound and ethical management culture and follows the relevant rules and regulations of the government, the university, and the accreditation bodies

**Audit Observation 04.** The college has a prudent and efficient financial management system and maintains proper and accurate records of its income and expenditure, assets and liabilities, grants and loans, fees, and scholarships, etc.

**Audit Observation 05.** The college complies with the financial norms and standards of the government, the university, and the accreditation bodies and the college has a transparent and accountable financial reporting system.

**Audit Observation 06.** The college has a relevant and updated curriculum and aligns with the learning outcomes, assessment criteria, and accreditation standards but should improve upon quality and innovative teaching and learning process and college uses appropriate and effective methods, tools, and resources, such as ICT, e-learning, virtual labs, etc.

**Audit Observation 07.** The college has a fair and reliable examination and evaluation system but requires timely and constructive feedback to the students

**Audit Observation 08.** The college in general has a conducive and supportive academic environment needs to improve upon academic support programs, such as bridge courses, guidance for competitive examinations

**Audit Observation 09.** The college has a robust and vibrant research culture and, in the days, to come should explore upon to undertake quality institutional research and students' research

**Audit Observation 10.** The college should explore upon adequate and advanced research facilities and resources, such as laboratories, equipment, library, journals, databases, and funding.

**Audit Observation 11.** The college has a significant and impactful research output and achievement, such as publications.

**Audit Observation 12.** The college has a competent and qualified human resource, and need to train, motivate, and retains the faculty members and staff in a fair and transparent manner.

**Audit Observation 13.** The college needs to develop a comprehensive and effective performance appraisal and feedback system.

**Audit Observation 14.** The college needs to recognizes and reward the human resource for their contribution and achievement.

**Audit Observation 15.** The college has a harmonious and respectful human resource relations.

**Audit Observation 16.** The college has a grievance redressal and conflict resolution mechanism and follows the human resource norms and standards of the government, the university, and the accreditation bodies

**Audit Observation 17.** The college admits, enrolls, and retains the students in a fair and transparent manner and tries to follow a holistic and student-centric approach,

**Audit Observation 18.** The college caters to the academic, personal, and professional development of the students and tries to build a vibrant and dynamic student life,

**Audit Observation 19.** The college has various co-curricular and extra-curricular activities, such as sports, cultural, social, and community service programs and has a responsive and empathetic student support system,

**Audit Observation 20.** The college needs to improve various student welfare services, such as counseling, mentoring, career guidance, placement.

**Audit Observation 21.** The college has adequate and modern infrastructure and facilities that needs to meet the needs and expectations of the stakeholders.

**Audit Observation 22.** The college needs regular maintenance and upgradation of its infrastructure and facilities

**Audit Observation 23.** The college utilizes infrastructure and facilities, optimally and efficiently but should try to develop a sustainable and eco-friendly infrastructure and facilities,

**Audit Observation 24.** The college needs to improve upon and implements various green initiatives, such as energy conservation, waste management, water harvesting, etc.

**Audit Observation 25.** The greatest challenge of the college is the absence of its own campus.

**Audit Observation 26.** College should apply for Funds for upgradation of it's infrastructure.

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## **FINAL RECOMMENDATIONS**

**Recommendation 01.** The college should review and revise its vision, mission, and goals periodically to ensure that they are relevant and aligned with the changing needs and expectations of the stakeholders, the society, and the global trends in particular the New Education Policy.

**Recommendation 02.** The college should communicate and disseminate its vision, mission, and goals effectively to all the stakeholders through various channels, such as the website, the prospectus, the newsletter, the bulletin board, etc.

**Recommendation 03.** The college should monitor and evaluate the implementation of its vision, mission, and goals regularly and systematically, using appropriate indicators and benchmarks, and take corrective and preventive actions as needed.

**Recommendation 04.** The college should ensure that its organizational structure, roles and responsibilities, decision-making process, and reporting mechanism are clear, efficient, and responsive to the needs and challenges of the college.

**Recommendation 05.** The college should foster a culture of participation and transparency in its governance system, by involving the stakeholders in the planning, execution, and review of the college activities, and by sharing the information and feedback with them.

**Recommendation 06.** The college should adhere to the principles of sound and ethical management, by ensuring the accountability, integrity, and professionalism of the college leaders, managers, and staff.

**Recommendation 07.** The college should adopt a prudent and efficient financial management system, by preparing and following a realistic and balanced budget, by optimizing the utilization of the available resources, and by exploring and generating additional sources of income through consultancy

**Recommendation 08.** The college must try to get its own land and building for expansion of facilities and introduction of new subjects.

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14.06.2023

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