JSS MAHAVIDYAPEETHA

SRI JAYACHAMARAJENDRA COLLEGE OF ENGINEERING

(An AUTONOMOUS Institution under VTU, Belagavi)

"A COMMITMENT TO TECHNICAL EDUCATION"

GOOD GOVERNANCE DOCUMENT
&
INITIATIVES AT S J C E, MYSURU

EXPERIENCING THE CHANGE …………..

……………….CHANGING FOR BETTER FUTURE

MAY 2015

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PREAMBLE

Sri Jayachamarajendra College of Engineering (SJCE), Mysuru is one of the reputed Engineering Institutions in Karnataka offering a variety of Engineering Disciplines both at undergraduate, postgraduate and research levels. Established by **Jagadguru Sri Shivarathreeshwara Mahavidyapeetha(JSSMVP),** Mysuru in the year 1963 with a *Commitment to Technical Education,*the institution is over 50 years and has celebrated its Golden Jubilee during 2013-14.

The institution has been identified by the Ministry of Human Resource Development, Govt. of India, as one of the Institutions in the country which is offering good quality engineering education as one of the beneficiary Lead Institutions under World Bank financed **Technical Education Quality Improvement Programme(TEQIP).**

Under TEQIP, SJCE has seen all-round development including up gradation of laboratories, faculty development, establishing new laboratory facilities etc., have lead to attain the **AUTONOMY** from University Grants Commission (UGC) and Visvesvaraya Technological University, Belagavi during 2007. Along with SJCE, several other institutes were also given Autonomy.

Started with a humble beginning in the year 1962 with just 3 engineering disciplines, SJCE went on to grow and has reached its pinnacle today offering over 12 undergraduate engineering disciplines, 18 postgraduate programmes and Doctoral Programme in all the disciplines of Engineering including basic sciences, Computer Applications and Management.

SJCE is a conglomeration of senior and junior members of the faculty with rich experience, exposure and higher qualification.

All the courses of UG and PG at SJCE have been accredited by the National Board of Accreditation, New Delhi. During 2015 – 16 SJCE is going for Accreditation under Outcome Based Education System, which has been started during 2012 -13 academic year. The products of SJCE would be accepted globally since they would come out with Outcome Based Education Programme being offered at SJCE.

For an Educational Institution to be recognized nationally and internationally, it has to have a Good Governance Policy, Good Governance Document and Good Governance Initiatives. For a Professional Institute like Sri Jayachamarajendra College of Engineering, Mysuru it is an essential component for its overall growth and development. Being one of the premiere technical institutions in the country today, it boasts of a legacy of over 52 years of **_COMMITMENT TO TECHNICAL EDUCATION._**

Under Autonomous system, the institute has grown leaps and bounds and is doing extremely well. To sustain and to establish itself as one of the Institutes of Excellence in the country in professional higher education, the institute has developed a Good Governance Document and started implementing several Good Governance Initiatives.

1.0 GOOD GOVERNANCE

The concept of "Governance" is not new. It is as old as human civilization. Governance means "the process of decision making and the process by which decisions are implemented or not implemented. It can be used in several contexts such as corporate governance, international governance, national governance and local governance.

Good Governance has 8 major characteristics **(Figure 1.1).** It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures irregularities are minimized, the views of the lower level employees are taken into account and the voices are heard in decision making. It is also responsive for the present and future growth and development of the society at large, and an institution in particular.
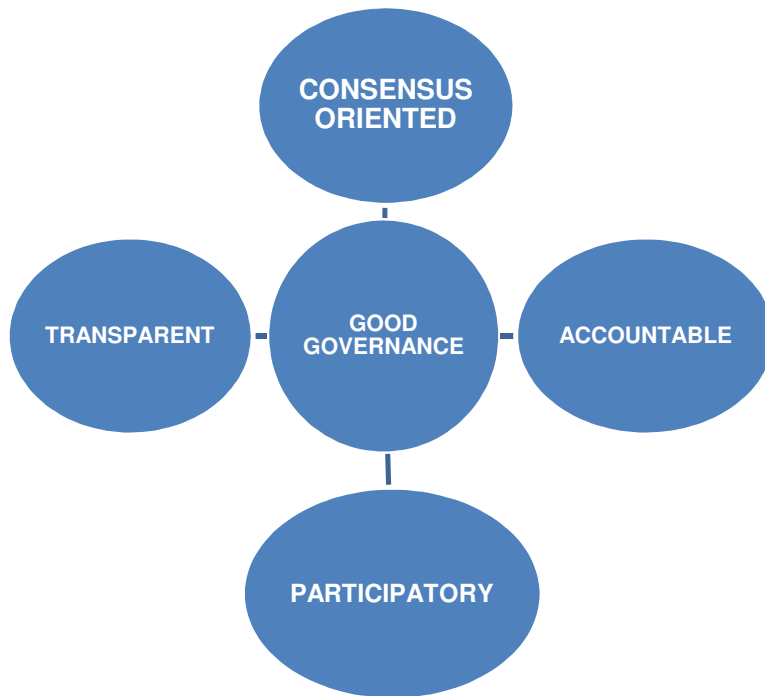
(a)
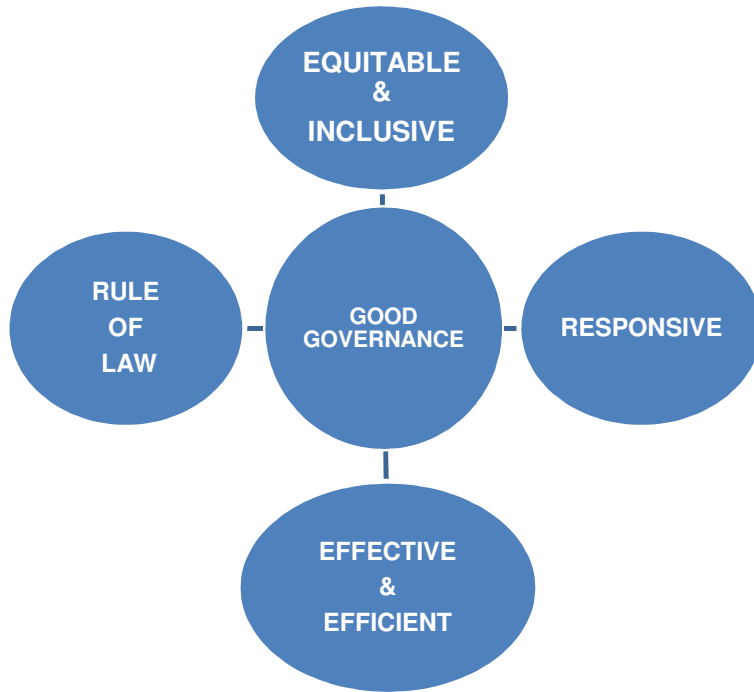
(b)

Figure 1.1 CHARACTERISTICS OF GOOD GOVERNANCE

Figure 1.2 below provides an insight into the various associated links with Good governance and its outcome.
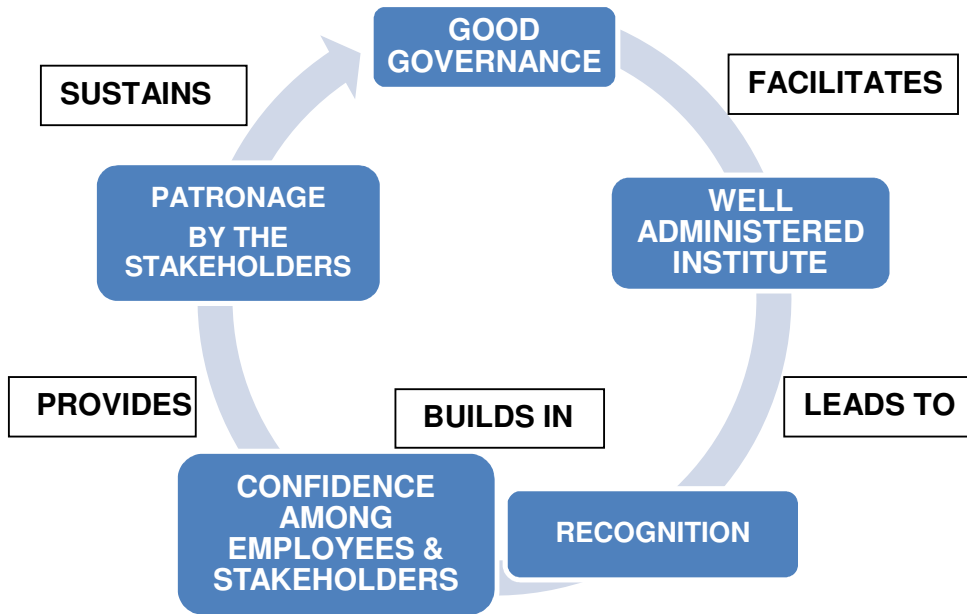
FIGURE 1.2 GOOD GOVERNANCE OUTCOMES

Good governance facilitates a well administered institution and leads to its recognition. This recognition builds up confidence in the stakeholders which leads to its patronage.

Thus, SJCE has decided to harp on the opportunity provided to establish itself as one of the **Institutes of Excellence in the country** through its strategic planning and good governance initiatives.

2.0 STRATEGIC PLANNING AT SJCE

For any institute to grow and develop, it should have a strategic planning system in place.

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.

It includes the following phases :

Phase I : Process Design

The process design involves the preparation and development of strategic plan with phase wise initiatives for easy implementation and monitoring

Phase II : Responses to Strategic Issues

In this phase, strategic issues like academic and research, examination and evaluation process, financial implications, internal revenue generation, administrative aspects, transparency, rules and regulations, institute's social responsibility would be considered and their outcome would also be envisaged in terms of their impact on good governance.

Phase III : Strategic Agenda Development

This phase envisages the development of Strategic agenda with key inputs from various stakeholders including the employees and the students. Management takes initiatives and prepares the strategic agenda with additional inputs from the Executive Head of the institution.

Phase IV : Operational Planning

After having developed Strategic agenda, there has to be a mechanism to operate it at various levels. This phase helps to create an operational planning with an Hierarchical structure with well defined roles and responsibilities of each level of operational structure.

Phase V: Implementation

This phase assumes lot importance since well planned and developed process of good governance has to be effectively and efficiently implemented. As this process is dynamic and continuous, there has to be a well thought of implementation mechanism. This phase conceives such a robust and effective mechanism of implementing the planned aspects under strategic planning. If this is successful, then it assures good governance.

2.1 STRATEGIC VISION (2015 – 2025)

SJCE has evolved over 50 years and today it aims to establish and sustain the lead locally, regionally, nationally and to achieve the status of *Institute of Excellence* through academic and research excellence, strategic planning and good governance.

Include College Vision and Mission

2.2 STRATEGIC THOUGHT PROCESS AT SJCE

The world's natural way of approach is Systems' Thinking Approach. This thinking is called Strategic thinking which turns complex situations into simple, implementable and affordable situations**.(Figure 2.1).**
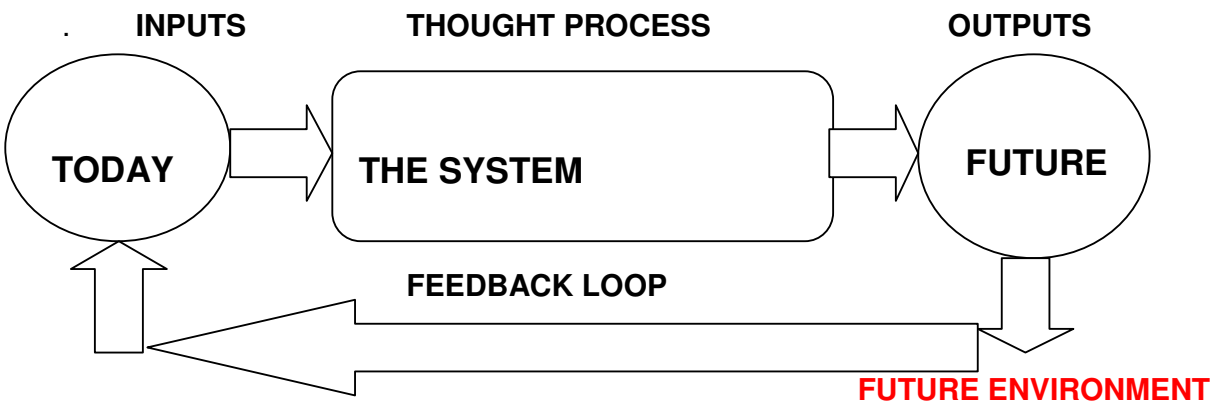
FIGURE 2.1 STRATEGIC THOUGHT PROCESS FLOW LINE

Figure 2.2explains the process of Strategic Management Cycle. SJCE dreams to achieve the status of an independent University by 2020. To reach this goal, the strategic planning along with good governance initiatives have been developed and being implemented at SJCE.

SCENARIO PLANNING

WHERE ARE WE NOW?

STRATEGIC PLANNING

HOW DO WE GET THERE?

STRATEGIC VISION & MISSION

WHERE DO WE WANT TO GO?
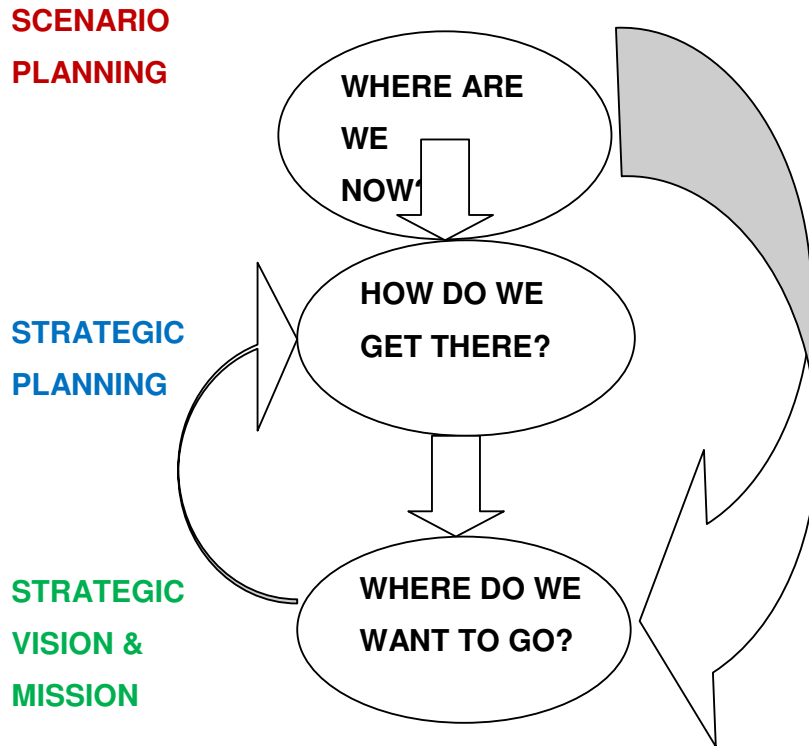
FIGURE 2.2 STRATEGIC MANAGEMENT CYCLE

Figure 2.3 shows the Strategic Vision's flow scheme of SJCE's dream of becoming one of the Institutes of Excellence in the country by 2025. The Figure shows how was SJCE, the current status of SJCE and the future goal of SJCE.

SJCE has already laid out its strategic vision and mission along with strategic planning to reach the higher status in professional education.

```
┌─────────────────────────┐          ┌─────────────────────────┐
│ SJCE – A CONVENTIONAL   │          │ SJCE – AN AUTONOMOUS    │
│ ENGINEERING             │  ───►    │ INSTITUTE               │
│ COLLEGE (1963)          │          │ Since 2007              │
└─────────────────────────┘          └─────────────────────────┘
     WHERE WERE WE?WHERE ARE WE?

        ┌─────────────────────────────┐      ┌──────────────────────┐
        │ SJCE –                      │ ◄─── │ GAINSSTAKEHOLDERS'   │
        │ INSTITUTE OF EXCELLENCE     │      │ CONFIDENCE           │
        │ (2025)                      │      └──────────────────────┘
        └─────────────────────────────┘
           WHERE DO WE WANT TO GO?
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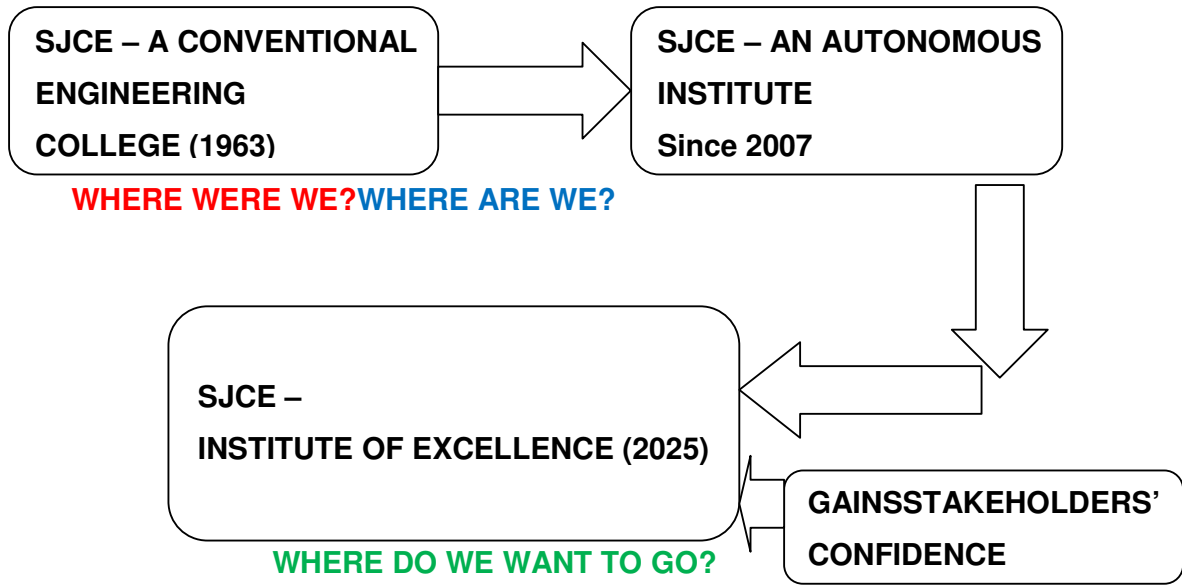
FIGURE 2.3SJCE's STRATEGIC VISION TO BECOME INSTITUTE OF EXCELLENCE

The Hierarchical Structure followed at SJCE for its Strategic Planning implementation is shown in **Figure 2.4.**

The Institute has considered the following important areas for strategic planning and to provide and sustain good governance.

1. Administration
2. Academics
3. Finance
4. Examination and Evaluation Process
5. Research and Development
6. Institutional Social Responsibility
7. Planning and Development
8. Students' Affairs
9. Industrial Consultancy
10. Employees' Welfare

2.3 HIERARCHIAL STRUCTURE FOR GOOD GOVERNANCE AT SJCE

There are well defined roles and responsibilities at each level strictly monitored by an Annual Academic Assessment Committee consisting of outside experts, eminent educationists and able administrators.

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                    GOVERNING COUNCIL (GC)                          ◄──┐
                              │                                        │
ANNUAL                        ▼                                    JOINT
ACADEMIC              ACADEMIC COUNCIL (AC)            ◄──────────  BOS
PROGRESS                      │                                        │
ASSESSMENT                    ▼                                        │
COMMITTEE       DIRECTORATE OF TECHNICAL EDUCATION    ◄──┐             │
(AAPAC)                    (JSSMVP)                      │             │
                              │                          │             │
                              ▼                          │             │
                 EXECUTIVE HEAD OF THE INSTITUTION   ◄──┴─────────────┘
                           (PRINCIPAL)
                              │
     VICE                     │         VICE
     PRINICPAL   ACADEMIC     │         PRINICPAL   FINANCE    ADMINISTRATION
     (PG)                     │         (UG)
```

ACADEMIC			FINANCE	ADMINISTRATION
D – AA	HEADS	BOS	F A	D - ADMN.
D – SA	OF	&	C F O	CHIEF WARDEN
D – E& E	DEPTS.	BOE	A O	C A O
D – CEP			D – P& D	A A O
D – R &D			D –CON.	REGISTRAR 1
D – I I R			D – I S R	REGISTRAR 2
				REGISTRAR3
				ESTATE OFFICER
				R E (CIVIL)
				R E (ELE)
				LEGAL ADVISOR

FIGURE 2.4 HIERARCHIAL STRUCTURE FOR GOOD GOVERNANCE AT SJCE

The Governing Council (GC) is the apex body with full powers of governing the institute. It is ably supported by the Academic Council, Annual Academic Progress Assessment Committee, Directorate of Technical Education of JSSMVP and the Executive Head of the Institution.

The roles and responsibilities of each body / position have been presented in the forthcoming chapter.

3.0 ROLES AND RESPONSIBILITIES FOR GOOD GOVERNANCE AT SJCE

In order to provide a transparent, effective and efficient administration, SJCE has laid out a well thought of Good Governance Structure (Refer Figure 2.4).

Each level has been clearly defined and the roles and responsibilities have been appropriately fixed.

The following sections clearly define the roles and responsibilities of various levels in a Hierarchical Structure.

3.1 GOVERNING COUNCIL (GC)

It is the apex Governing body of the institution. It consists of eminent personalities as its members from various walks of life. The Constitution of GC is enclosed in *Enclosure 1.*

ROLE

The Governing Council plans and approves policies, provides guidance and advises in the overall development of the institution and in strategic management aspects. It is an ultimate decision making body of the institution.

RESPONSIBILITY

- The GC is responsible for implementation, monitoring, controlling and encouraging and supporting good governance initiatives. It will also provide adequate and timely financial and human resources requirement.
- Recommends the list of graduates (both UG and PG) approved by the Academic Council (AC) for the award of the Degree to the University.

3.2 DIRECTORATE OF TECHNICAL EDUCATION OF JSSMVP

JSSMVP, Mysuru has been serving the society from past 60 years. Under its aegis, there are over 350 institutions starting from crèche to Medical, Engineering, General Education, Spiritual and Doctoral programmes. To assist the Governing Council, the JSSMVP has created several Directorates including the one for Managing technical education under JSSMVP. This directorate is headed by a Director assisted by two Joint Directors – one for academics and the other for projects. The Head Quarters of

the Directorate of Technical Education is located on the sprawling campus of SJCE, Mysuru.

ROLE

The Directorate plans, advises, guides and administer several technical institutions including 4 Engineering Colleges for their overall growth and development.

RESPONSIBILITY

- The Office of the Director (Technical) coordinates, guides and advices the institution for its overall progress and growth.
- It acts as a facilitator & advisor between the Executive Head of the Institution and the JSSMVP, GC of the institution.
- It approves and recommends the Institutional Development Plans to JSSMVP and to the GC to obtain clearance for implementation.
- The Directorate monitors and initiates actions for the smooth running of the institution.
- It approves and sanctions the Annual Budget for the institution.
- The Directorate clears the financial and human resources as per the institutions requirement.

3.3 ACADEMIC COUNCIL (AC)

The Academic Council is an important body governing all issues related to academic aspects of the institution. It constitutes eminent personalities from academia, research institutions, premier organizations, industries and eminent alumni members. The Constitution of AC is enclosed in ***Enclosure 2.***

ROLE

It provides the directions, approves the academic syllabi, policies with respect to all academic issues such as formulating Boards of Studies (BOS), Boards of Examiners (BOE), Rules and Regulations governing the academic and research programmes.

It also decides and approves the Examination and Evaluation processes, allows fine tuning of syllabi, evaluation process etc.,

RESPONSIBILITY

- Responsible for timely deliverance of approvals related to schemes of studies, syllabi, evaluation process, declaration of results, formulating guidelines, providing frame work of academic calendar, events etc.,
- Approves and Recommends the list of graduates (both UG and PG) to the GC and then to the Senate of the University.
- It is the guiding spirit for the overall development of teaching – learning environs in the institution
- It approves, promotes and facilitates good governing initiatives for the overall academic progress and high quality education to be offered.

3.4 JOINT BOARDS OF STUDIES (JBOS)

The Joint Boards of Studies is a body under Academic Council. This consists of all Heads of the Departments as members and will be chaired by the Dean (Academic and Administration).

ROLE

- To deliberate policy issues on all academic matters.
- To recommend the same to the higher bodies.
- Meets as and when required or on emergency needs.

RESPONSIBILITY

- To set and uphold the academic quality standards of the institution.
- Recommend the policy changes as and when required.

3.5 ANNUAL ACADEMIC PROGRESS ASSESSMENT COMMITTEE (AAPAC)

The purpose of this committee is to evaluate the whole process of autonomous system including the conduct of examination, evaluation and processing of results. It provides the first hand information for the reviewers to identify the gaps, if any and suggest the corrective steps to improve upon. The committee constitutes three senior and highly experienced members drawn from higher education area. The constitution of AAPAC is enclosed in *Enclosure 3.*

ROLE

The Committee is responsible to conduct annual evaluation of the autonomous system and to provide a report based on their findings to the Executive Head of the Institution i.e. the Principal.

RESPONSIBILITY

- The Committee is responsible for critically assessing the various activities involved in an academic autonomy including the transparency, examination and evaluation process, teaching – learning environment, faculty and student needs, quality of syllabi etc.
- The Committee is empowered to access all the documents to evaluate and to find any gaps or loopholes in the system.
- The Committee has to suggest / advice corrective measures for the smooth running of the autonomous system.

3.6 BOARD OF STUDIES

Board of Studies is another important body and an integral part of the institution. It consists of experts from various areas of experience and exposure apart from the members of the faculty of each discipline. Board of Studies owns the responsibility of addressing all academic related issues. Constitution of the BOS is presented in *Enclosure 4.*

ROLE

- To plan for curriculum revision.
- To organize meetings and interactive sessions as and when required.
- Recommends the approved schemes of study, curriculum, list of examiners etc., to the higher bodies.

RESPONSIBILITY

- To prepare / recommend the detailed courses of studies, curriculum and prescribe text books and reference books for the respective subjects.
- To advise on all matters pertaining thereto, referred to it by the Governing Council and Academic Council or the Dean of the Faculty concerned.
- To bring to the notice of the Academic Council and other Authorities of the University, matters connected with the examinations in its subject and advise them on any matters relating to the improvements in the courses of study therein.

- To prepare the panel of examiners suitable for University examinations.
- To prepare and suggest the panel of experts and specialists for various works of the institution and the University as and when required.
- To advise / recommend the equivalence of other University Degrees.
- To advice on such matters as may be referred to it by the higher bodies of the institution.

3.7 BOARD OF EXAMINERS (BOE)

Board of Examiners will assist the respective departments in scrutinizing and approving the question paper manuscripts and schemes of valuation before the Semester End Examinations of both UG and PG programmes.

ROLE

- Scrutinize and approve the semester end examinations' question paper manuscripts and schemes of valuation.
- Reviewing the answerscripts after the internal valuation

RESPONSIBILITY

- Participate in the scrutiny meeting to scruitinize thoroughly the semester end examination question papers
- Scrutinize the Schemes of Valuation of the set question papers.
- Approve the question papers and schemes of valuation.

3.8EXECUTIVE HEAD OF THE INSTITUTION (PRINCIPAL)

Principal is the Executive Head of the institution and he runs the day to day affairs of the Institution. He coordinates between the various sections of academic, finance and administration of the institution. He must be dynamic, articulate, experienced with national and international exposure to guide the institution and to carryout smoothly the activities envisaged as per the institution's vision and mission and comply with academic standards set by University, AICTE, NBA and other regulatory bodies.

ROLE

The Principal is the Head of the Institution and is the key person to run the affairs of the institution smoothly. His role has to be a leader and has to take along with him the employees of the institution.

He runs the day to day activities of the institution and coordinates between the Office of the Director (Technical) and the Governing Council of the institution.

RESPONSIBILITY

- He is responsible for the effective and efficient management of all academic related issues of the college on a day to day basis.
- He shall coordinate between the members of the faculty, staff and the Heads of the Departments.
- He is responsible for the preparation of Annual Development Plan for the institution I consultations with the Heads of the Departments.
- He is responsible for getting the timely budgetary sanctions for the multifaceted activities as envisaged by the institution.
- He shall take quick and appropriate decisions for the smooth running of the institution.
- He has to provide a good leadership to the institution and be a part of its overall growth and development.
- He has to be dynamic, dedicated, versatile and a visionary to realize the dreams of the institution.

3.9 DEANS OF VARIOUS DIVISIONS / SECTIONS

It is proposed to have several Deans towards de-centralizing the powers of operation of various issues related to academics, research and development, Institutional Social Responsibility, Examination and Evaluation etc.,

Senior and experienced member of the Faculty with exposure would be considered for the post of Dean.

ROLE

- Dean has to conceive, plan, design and implement plans of action for the good of the institute.
- He has to coordinate with inside as well as outside organizations for effective and smooth running of the programme/s.

RESPONSIBILITY

- Responsible for calling of meetings as and when required to deliberate on the issues of concern.
- Plan and design the developmental perspectives.

- Get them approved by the higher bodies of the institution.
- Monitor the implementation of plans of action.

3.10 HEADS OF THE DEPARTMENTS

The Head of the Department plays a key role in running the day to day affairs of the department. This position should be **on rotation basis** for the betterment, overall development and growth of the department. This provides an opportunity to create a pool of leaders for tomorrow.

ROLE

- The Head of the Department will be a role model for the members of the faculty and the staff of the department.
- He coordinates various activities of the department with a main focus on teaching-learning aspects.
- He would provide the leadership to initiate, plan and implement multifaceted activities of the department.
- He would work in tandem with the Executive Head of the Institution.

RESPONSIBILITY

- Responsible for providing conducive environment in the department.
- Assures fine tuning of the curriculum and the syllabi as and when needed.
- Conducts monthly meetings of the faculty and the staff.
- Plans and executes all the academic related activities including time table preparation, subject allotment, conducting CIEs, SEE on appropriate date and time or as per the academic calendar of the institution.
- Prepares annual budget for the department and gives opportunity to the members of the faculty to contribute for the overall development of the department.
- Motivates and encourages the members of the faculty for carrying out research, consultancy and need based training programmes.
- Provides a good platform for the students to unfurl their extracurricular and co-curricular talents.

4.0 GOOD GOVERNANCE INITIATIVES AT SJCE

With a clear cut vision of establishing itself as one of the Institutes of Excellence by 2025, SJCE has started initiating several good governance activities.

Following paragraphs provide the steps and measures taken to implement the good governance initiatives.

4.1 ADMINISTRATIVE INITIATIVES

- Good Governing Council for guiding and monitoring of institutional performance
- Proactive Management with clear vision and mission to ensure quality education
- Development and good Governance Policy
- Institutional Leadership Development
- Transparent system of governing
- Employee recognition / **Appraisal Cell**
- Establish e – office or paperless office for day to day administration
- Create an Office of the Administrative Dean **(D -ADMN)**
- **Establishing Accreditation Facilitating Cell**
- **Creating Institution's Website &Network Management Cell**
- **Inviting outside agencies for Outsourcing key facilities**

4.2 ACADEMIC INITIATIVES

- Establish an Office of the Dean of Academic Affairs **(D -AA)**
- Adopt OBE system through Quality syllabi with freedom to fine tune the contents
- Develop / upgrade laboratory infrastructure and equipment facilities
- Establishing an Industry ready learning centre
- Pool of courses for choice based selection
- Flexibility to choose (including self learning courses) and offer courses
- Robust & Transparent internal evaluation process
- Faculty / Staff Training
- Faculty Appraisal by the students
- Self Evaluation of Faculty
- Semester End Academic Feed back

- Offer new, interdisciplinary and applied programmes
- Stabilize basic sciences and humanities programmes
- OBE based tool to set the question papers (CIE & SEE)
- Creating a full-fledged Soft Skill Development Centre
- Strengthen Humanities Department to offer foreign languages

4.3 FINANCIAL FREEDOM INITIATIVES

- Have a Finance Advisor **(FA)**
- Create a post of **CFO**
- Establish an Office of CFO
- Develop a robust on – line, easily accessible & useable finance portal
- Make all the transactions on-line and transparent through e-finance / e-accounts portal
- Develop and install e-salary portal for employees with smart card option
- Develop Financial Sustainability plan

4.4 EXAMINATION & EVALUATION PROCESSES INITIATIVES

- Establish an Office of the Dean **(D – E&E)**
- Continuous Internal Evaluation
- Semester End Examination
- Transparent & unbiased Evaluation / Digitized Evaluation
- Office of the Controller of Examinations
- State - of - the - art facilities for conducting examinations, valuation& results declaration and announcementand issue of PDC
- Student Grievances Redressal Cell
- Disciplinary Committee
- Internal Academic Evaluation Committee

4.5 NON-FORMAL EDUCATION / CEP INITIATIVES

- Identify and Develop modules on Emerging Areas of Focus
- Development of need based / tailor made courses
- Establishing a CEP Cell with a Dean to manage**(D - CEP)**
- Offering courses on a regular basis

- Motivate & involve the faculty in CEP

4.6 RESEARCH & DEVELOPMENT INITIATIVES

- Establish an exclusive R & D Cell with a Dean to head**(D–R&D)**
- Promote Research Culture at UG & PG levels
- **Promote IPR and Patenting by creating an exclusive cell**
- Motivate and Involve Faculty extensively
- Develop inter-disciplinary research groups
- Initiate integrated & applied research culture
- Encourage science & humanity streams in basic research
- Govt. & Non-govt. organizations' sponsored research
- Industry sponsored research
- Improved teaching – learning process
- Bringing out a high quality Research Journal

4.7 INDUSTRIAL CONSULTANCY INITIATIVES

- Establish an exclusive Interdisciplinary Consultancy Centre headed by a Dean**(D –CONSULTANCY & SERVICES)**
- Create facilities to cater to consultancy needs
- Faculty involvement and Recognition
- Increase Internal Revenue Generation
- Develop pool of experts in emerging areas of consultancy
- Emphasize Industry – Institute Relationship
- Offering institute's infrastructural resources to outside users

4.8 INSTITUTIONAL SOCIAL RESPONSIBILITY (ISR) INITIATIVES

- Create an Outreach Cell headed by a Dean **(D - SO)**
- Identify the need areas
- Develop the process to reach the society
- Encourage lab to field concept
- Form small groups to cater to societal needs
- Conducting Annual Open House for the public

4.9   PLANNING AND DEVELOPMENT INITIATIVES

- Create a Planning Cell headed by a Dean**(D - P&D)**
- Set Strategic Developmental Goals / Blue print for the next 25 years
- Estimate Financial outlay for the proposed infrastructure projects
- Identify the resources for implementation in phases
- Establish a strong link with Alumni
- Promoting an Product Development Cell and an Incubation Centre
- Promote Endowment Schemes (Annual and Life time)
- Establish Chairs of Excellence in each stream of engineering

4.10 STUDENTS' ACTIVITIES INITIATIVES

- Establish an Office of the Dean of Students' Affairs **(D - SA)**
- Promote and Encourage extra – curricular and co-curricular activities
- Establish a Student Activities Centre (SAC) & provide a separate building block with all facilities for students activities
- Creation of Competitive Examinations Cell
- Provide a link to Alumni Initiatives
- Encourage and promote sports and indoor games
- Provide platforms to students to organize, coordinate and conduct conferences, Workshops, refresher courses, conducting technical tours, trekking, cultural fests, lec-dem programmes, competitions, etc.,

4.11 EMPLOYEES' WELFARE INITIATIVES

- Provide Statutory Welfare schemes and basic amenities.
- Create Non-statutory Welfare Schemes like personal health care, employee assistance programme, harassment policy, maternity and adoption leave, mediclaim insurance and employee's referral scheme.
- Provide better health and life.
- Make employees happy and comfortable.
- To improve standard of living and life style.
-

5.0 KEY PERFORMANCE INDICATORS

Key Performance Indicators are the measure to know whether the deliverables have been achieved or not.

To monitor and to assess the achievability of good governance, SJCE has evolved Key Performance Indicators (KPIs) in three distinct areas – Academics, Finance and Administration.

The KPIs considered for achievability success are given in the following sections

5.1 ACADEMICS

- Faculty – student Ratio
- Students Performance and Achievements
- Transition Rate
- Stakeholders' Satisfaction
- Increased Campus Recruitment / Placement
- Faculty contribution
- Faculty attrition
- Chairs of Eminence / Excellence / No. of Endowment scholarships
- Percentage of admission to each programme

5.2 FINANCE

- Utilization and Over head rates
- Cash flow
- Break-even rate
- Profit to earnings ratio
- Net Revenue per employee
- Net Multiplier (Actual Revenue)

5.3 ADMINISTRATION

- Admin. Process cycle – time improvement (e-governance, documentation, timely and appropriate decision, transparency)
- Improved Revenue Generation
- Cost Reduction
- Leadership Recognition / Development
- Increased Customer Satisfaction
- Increased Employee Satisfaction

ENCLOSURES

ENCLOSURE 1

CONSTITUTION OF GOVERNING COUNCIL(GC)

POSITION	AREA	No. OF POSITIONS
Chairman	Person of Eminence from Public Life	01
Management Members	Senior Members of the Administration	04
Members Representing Faculty	Senior Faculty Members	02
Member	Educationist or Industrialist	01
Member	UGC Nominee	01
Member	AICTE Nominee	01
Member	State Government Nominee	01
Member	University (VTU) Nominee	01
Permanent Invitee	Eminent Person	01
Ex-Officio Secretary	Executive Head of the Institution	01

ENCLOSURE 2

CONSTITUTION OF ACADEMIC COUNCIL (AC)

POSITION	AREA	No. OF POSITIONS
Chairman	Executive Head of the Institution	01
Members	Heads of All Departments in the Institution	17
Members Representing Different levels of the Faculty	Senior Faculty Members	04
Member	Experts from outside the Institution	08
Member	University (VTU) Nominees	03
Special Invitee	Controller of Examinations of the Institution	01
Member Convener	Senior Member of the Faculty	01

ENCLOSURE 3

CONSTITUTION OF ANNUAL ACADEMIC PROGRESS ASSESSMENT COMMITTEE (AAPAC)

POSITION	AREA	No. OF POSITIONS
Chairman	Person of Eminence from Higher Education Field	01
Members	Eminent Personalities from Professional Educational Area	02
Member Convener	Senior& an Eminent Member Nominated by the Academic Council	01

ENCLOSURE 4

CONSTITUTION OF BOARD OF STUDIES (BOS)

POSITION	AREA	No. OF POSITIONS
Chairman	Head of the Department	01
Members Representing Different levels of the Faculty	Senior Faculty Members in the Department	10
Member	Subject Experts from outside the Institution nominated by the AC	04
Co-Opted Members (outside and from the members of the faculty)	Approved by the Executive Head of the Institution	As per need

ENCLOSURE 5

CONSTITUTION OF BOARD OF EXAMINERS (BOE)

POSITION	AREA	No. OF POSITIONS
Chairman	Head of the Department	01
Members Representing Different levels of the Faculty	Senior Faculty Members in the Department	05
Member	Subject Experts from outside the Institution nominated by the AC	02
Member	Expert from outside the Institution nominated by the Vice Chancellor	01
Member	Representative from the Industry nominated by the AC	01
Member	Postgraduate Meritorium Alumnus /Alumna nominated by the Executive Head of the Institution	01
Co-Opted Members (outside and from the members of the faculty)	Approved by the Executiv Head of the Institution	02

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