CRITERION VI: GOVERNANCE, LEADERSHIP & MANAGEMENT

6.1 Institutional Vision and Leadership

6.1.1 State the vision and mission of the Institution and enumerate on how the mission statement defines the institution's distinctive characteristics in terms of addressing the needs of the society, the students it seeks to serve, institution's traditions and value orientations, vision for the future, etc.?

Vision:

Vardhaman College, true to its name (‘Vardhaman’ means ‘having potential to grow’) has been growing and growing, in its ceaseless march to realize its vision that ‘nothing that exists is as sacred as knowledge’. ‘Learning is an endless process’ guides its faculty, its students, and its managing body. It seeks to achieve excellence in higher education, empowerment through knowledge, inclusive growth for socio-economic challenges and sustainable development. In this regard, the college attained minority status as a Jain Minority Institution in November, 2006.

Mission: The mission of the Institution is:

- To impart education at degree and post graduate level in the faculty of Arts, Science, Commerce and Teacher Education.
- To establish a co-ed institution to provide equal opportunities of higher education to male and female students.
- To inculcate human values such as Truth, Non-violence and Love etc. in the students through the medium of education.
- To evolve the feeling of patriotism and universal brotherhood and to build up ideal citizens.
- To develop social, economic, political, psychological and spiritual consciousness/awareness among the students.
- To awaken sense of accountability towards the nation.
- To ascertain an educational system in order to fulfill the targets of education, and to impart vocational education.
- To motivate the students to participate in the various contests, sports’ competitions and activities for physical education, and to make them capable of making their contribution in nation-building.
- To work in the field of research, especially in the field of Jain philosophy.
- To make progress in the development of Jain arts and culture.
- To provide the facility of consultancy and guidance for the all-round development of the students.

Thus, the mission of the College is to reach its goal of producing proficient, upright, and dedicated citizens for the nation.

The vision and mission of the Institution is disseminated through the official website of the College at http://www.vardhamancollege.edu.in/, and also through the college prospectus which is published every year at the time of admission. In
the orientation programme for the students which is organized in the beginning of new academic session, the vision and mission of the Institution is again elaborated.

**Institution’s Distinctive Characteristics**

- The main thrust of the Institution is upon development of skilled human resources of high caliber and to prepare students to achieve core competencies to meet global requirements.

- Keeping in mind the needs of the society, culture, science, technology and economy of the country, the Institution contributes substantially to the development of the nation.

- On the academic front, the College enriches and empowers all its beneficiaries through value-based quality education, and interactive, positive and fertile teaching-learning environment.

- Well-equipped and advanced teaching-learning pedagogy is provided by the College.

- Extensive sports activities in the College inculcate professionalism and sportsmanship for promotion of Indian culture, team spirit, brotherhood and competency among students.

- The extension activities that are run by NSS, NCC, and Sports in the College inculcate a sense of responsibility towards the nation and society, and also disseminate awareness about female foeticide, AIDS, blood donation, women empowerment, gender issues, and increase sensitivity towards disabled, social justice, etc. Through NCC, the College is able to develop a sense of patriotism among students and to sensitize them towards the issue of national security.

- Co-curricular activities/cultural programmes promote and revive Indian tradition, culture, heritage and spiritual philosophy.

Thus all these values are clearly reflected in the tradition of the College for its quest for excellence. The institution aims to impart quality education and infuse among students the heritage of Indian culture and values. The vision and mission statements are in keeping with the intellectual potential and needs of the region. Most of the students seeking higher education of this College are from rural areas. They are from economically weaker sections of the society. The College has thus made higher education accessible to the deprived group. The College ensures that the vision and mission of the institution is in tune with the higher education policies of the nation by offering the benefit of education to all. It facilitates economic empowerment through higher education, offering vocational education and Skill Development Programmes for economic, social and educational empowerment of under privileged sections of society.

The College stands on the core values of nationalism, dedication and commitment to social causes and integrity, and above all service-before-self in all academic and administrative affairs of the College. These values are explicitly reflected in the philosophy of the College in
its quest for excellence, student centric approach, youth centric practices, social outreach and promoting use of technology. In addition to dynamic curriculum, many opportunities are provided to the students for their holistic growth and materialize their potential. The supportive management keeps its faculty members updated on the latest trends in higher education and teaching pedagogy. They believe that the teacher is a continuous learner, who motivates students to become lifelong learners by enhancing the specific professional competence through qualitative programmes.

6.1.2 What is the role of top Management, Principal and Faculty in design and implementation of its quality policy and plans?

The quality policy and plans are designed with the cooperation of the Management, Principal and faculty members. The Institution has research oriented vision and it encourages faculty members to attend Seminars and Conferences. The teaching staff is allowed to join Refresher and Orientation courses. The faculty members are allowed to move on study leave in order to acquire their Ph.D. degrees under UGC sponsored Faculty Improvement Programme (FIP). The Management encourages the participation of the staff in decision making in institutional functioning. During the Management meeting, the Principal’s report is reviewed by the members of the Managing Committee. A thorough discussion ensues, valuable suggestions offered and final resolutions are taken for implementation for the growth of the College. Actions taken on recommendations from the previous meeting are also reviewed to monitor the progress and take necessary action. The head of the institution communicates the policy decisions to the faculty in the staff meetings. The College follows a policy of inclusiveness. The administrative staff is also entrusted with responsibilities. A list of infrastructure requirements from departments is sent to the Principal, which after careful scrutiny, is included in the annual budget and implemented. Besides, personal interaction of the Principal with various stakeholders such as faculty members, non-teaching staff, students and their guardians play important role in accomplishing new plans.

6.1.3 What is the involvement of the leadership in ensuring:

- The policy statements and action plans for fulfillment of the stated mission
- Formulation of action plans for all operations and incorporation of the same into the institutional strategic plan
- Interaction with stakeholders
- Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders
- Reinforcing the culture of excellence
- Champion organizational change

The leadership is fully committed to fulfill the stated mission. The Institute runs different courses as per the university syllabus.
Workshops and seminars are organized to enhance the analytical ability and critical thinking of students. All types of support is provided by the management to the College faculty to improve their research aptitude. The Institute also imparts value added education through NCC, NSS, Women Cell and Eco-Club to make students socially aware citizens. The top management is all adaptive about changing trends in existing system and invites proposals for new programmes.

**The policy statements and action plans for fulfillment of the stated mission:**

The Management Committee maintains contact & communication with the College. Different committees constituted by the Principal such as Advisory Committee, Library Committee, IQAC discuss all the matters within their purview and the Principal furthers their suggestions to the Management Committee. The issues are discussed and final resolutions are adopted for implementation. At times, with the prior consent of the management, the Principal plays a leading role in the governance and management of the Institution. He/she communicates the vision and mission of the Institute to faculty members, students and other stakeholders. He plays the role of chief coordinator for various internal and external affairs of the College. He takes reviews from all the committees, teaching staff, and incharges of various departments by holding meetings with them for efficient working of the College.

**Formulation of action plans for all operations and incorporation of the same into the institutional strategic plan:**

The Principal takes care of all its major areas at the time of formulating action plans. All the committees function in their respective areas and convey their suggestions to the Principal for her consideration. The Principal discusses these with Advisory Committee to formulate a comprehensive action plan on the lines of the rules and regulations of the University.

**Interaction with stakeholders:**

The Principal makes conscious efforts to build a healthy relationship with its stakeholders namely staff, students, parents and alumni. The interaction with students takes place throughout the year. The Principal interacts with the parents on issues concerned with academics, discipline in the college, new initiatives taken by the College etc. The teachers encourage parents to maintain interaction, and welcome all kind of feedback offered by them. Programmes such as Teachers Day celebrations, and other activities facilitate interaction between teachers and the Principal. The Principal values the opinion of the stakeholders and makes efforts to reach out to them whenever possible.

**Proper support for policy and planning through need analysis, research inputs and consultations with the stakeholders:**

The interaction with stakeholders, and feedback received from subject experts indicate the areas of needed modification. The Principal at the
College level, with the support of the management, and the professors through their roles at the university level try to use that feedback.

**Reinforcing the culture of excellence:**

The Institution tries its best to ensure participatory leadership at every level to promote a culture of teamwork and excellence. At the time of formation of various committees, a fair representation of all faculties namely Humanities, Science, Commerce and Computer Science is ensured. Whether it is academics, or co-curricular, sports and extension activities, the Institution strives to achieve excellence.

**Champion organizational change:**

The College introduced higher education in District Bijnor. This beginning followed a series of social change in the area. The people of Bijnor, who used to travel far for higher education, found it at their doorstep as it were.

Vardhaman College, the champion of change, has been one of the leading Colleges of the University. The faculty members have been actively involved in change of syllabus, evaluation etc. at the University level.

The College distinguished itself as the first Institution of the region to go in for NAAC. Thus the College enjoys the reputation of being a trendsetter.

Organizational changes in the College have been effected during its fifty five years of life. Major infrastructural changes, the attaining of minority status, the recruitment procedures, computerization etc. are some of the outcomes of this organizational growth.

The College is also a force of social changes in the sense that its students come from the under privileged classes of society. The College takes care to see that all benefits, in terms of seats quota and financial aid, reach the students entitled to them.

Subscription to INFLIBNET is another harbinger of change liberating and empowering those who can access knowledge resources anywhere, anytime.

Again, Vardhaman College is the first co-ed College in this area to have a lady principal.

**6.1.4 What are the procedures adopted by the institution to monitor and evaluate policies and plans of the institution for effective implementation and improvement from time to time?**

The management of the Institution monitors and evaluates policies and plans and effective implementation through reporting and interaction with Principal and staff members.

**6.1.5 Give details of the academic leadership provided to the faculty by the top management?**

The top management remains in constant touch with the head of the Institution and gives its utmost support to the Principal for the smooth functioning of the College. The Management Committee discusses the
problems and other issues related to College development, administration, appointments and infrastructural needs. The meetings with staff are scheduled whenever felt necessary in the interest of the Institution. The vision of top management is conveyed to the faculty members through Principal and further the Principal discusses these suggestions in its Advisory Committee for implementation. All the members are easily available for any guidance required by the College.

6.1.6 How does the college groom leadership at various levels?

The head of the Institution is highly democratic in its outlook and practices to delegate a variety of duties to the faculty members. She has given lots of diverse jobs to various departments, committees, councils, cells and units to accomplish their desired objectives. The students are also encouraged to organize their own programmes and conduct them.

6.1.7 How does the college delegate authority and provide operational autonomy to the departments / units of the institution and work towards decentralized governance system?

The administration is decentralized to a great extent. The Principal makes organizational working participatory by providing utmost support to all in-charges and various committees in their decision making. Each department is also given operational autonomy, as all in-charges have been empowered to take their decisions freely to improve working. The managerial powers and responsibilities are delegated to teachers on the basis of their competence, commitment and aptitude to achieve the desired goals.

6.1.8 Does the college promote a culture of participative management? If ‘yes’, indicate the levels of participative management.

Yes, the Institution has adopted the participative management system. The members of Management interact with the Principal and inspire all to achieve excellence in their respective fields. The principal and staff make plans to attain the high goals. In short, students participate in departmental activities at the bottom level. Respective in-charges of all Departments and Advisory Committee participate in decision making at College level. The managing committee consists of one representative each from the teaching staff and non-teaching staff on rotation basis. This system ensures participative management to such an extent that everybody will be part of the management for at least one year.

6.2 Strategy Development and Deployment

6.2.1 Does the Institution have a formally stated quality policy? How is it developed, driven, deployed and reviewed?

Yes, the Institution has formally affirmed quality as its policy, which has been clearly stated in the vision and mission. The Institution has set up Internal Quality Assurance Cell (IQAC) for improving quality in education. The management monitors and reviews plans and policies to uplift the College. Further, in achieving the desired goals in the academics, teachers are encouraged to participate in seminars,
conferences, workshops, and refresher and orientation courses, and update their knowledge and skill base. The departmental meetings are also held to monitor and maintain quality excellence.

### 6.2.2 Does the Institute have a perspective plan for development? If so, give the aspects considered for inclusion in the plan.

Yes, the institute formulates the perspective plan regarding curricular, co-curricular and extra-curricular activities. The long term plan is also framed in order to improve the infrastructure of the College. These plans are drawn as short-term and long term goals in the different aspects of the functioning of the College such as Teaching and Learning, Research and Development, community engagement, adding more job oriented courses, ICT usage, further improving sports department, Human Resource planning and infrastructure up-gradation, etc.

### 6.2.3 Describe the internal organizational structure and decision making processes.

The Institution is headed by the Principal within the enlightening vision of the Management, and works with the cooperation of incharges of various departments. The internal organizational structure of the College is being shown in the following chart:

```
College Management Committee
   /\                                    /\
  /  \                                  /  \\
Principal                               Principal
   /\                                    /\
  /  \                                  /  \\
Administration                         Library
   /\                                    /\
  /  \                                  /  \\
Office Superintendent                 Librarian
   /\                                    /\
  /  \                                  /  \\
Support staff                         Support Staff
```

The Institution follows the democratic ethics in its organizational structure. The various committees are working and the decisions are taken unanimously. The informal feedback obtained from the various stakeholders constitute the major inputs for the perspective planning. These inputs are carefully analyzed by the head of the Institution. The institutional plan for academic programmes and infrastructural improvement is developed by the Head of the Institution after consultation with Managing Committee. The proposed plans are discussed with the respective committees, fine-tuned and then implemented with passion.

### 6.2.4 Give a broad description of the quality improvement strategies of the institution for each of the following
• Teaching & Learning
• Research & Development
• Community engagement
• Human Resource Management
• Industry interaction

Teaching & Learning:
The Management ensures the effective teaching learning process by recruiting highly qualified and competent teaching faculty. Keeping this in mind, 18 new faculty members have been appointed during the last two sessions. The College Management also promotes professional development of faculty by providing support to undertake orientation and refresher courses time to time. Management allows the faculty members to pursue higher education courses under Faculty Development Programs of UGC and to attend/organize National and International Seminars. The Institution also follows the practice of replacing faculty going on study leave with substitute teachers to ensure that teaching-learning process remains unaffected. The modern techniques like ICT (Information and Communication Technology) and smart classrooms are being adopted. The faculty of the College is committed in the timely completion of the syllabi and are always concerned about the improvement of results.

Research & Development:
The College has research friendly environment to promote research aptitude among faculty and students. More than 50% of our faculty is actively engaged in research activities in some or other way. The College is also publishing a Magazine ‘Vardhman’ for promoting creative talent among faculty and students. The College has provided the facility of INFLIBNET to access online journals to promote research environment and this facility is available for all the teachers and students within the Institution.

Community Engagement:
The NCC, NSS, Women Cell & Eco-Club are effectively working in the College for community engagement and social awareness. The College has two units of NSS and one unit of NCC (Army wing). The College encourages students to take part in NCC, NSS and other activities. The College organizes various programmes which help the students to respond to the larger issues of society. Blood donation camps are also conducted by NSS units of the College. Besides, tree plantation, awareness programmes on HIV/AIDS and other issues like female foeticide, drug addiction, fire safety, inter college competitions and counselling programmes are organized to create awareness among students.

Human Resource Management:
The Human Resource Management is a key area in the growth of any Institution. The College is leaving no stone unturned in the area of
faculty development. Faculty development programmes are joined by
teachers to update their knowledge base and academic skills of
teachers. The Institution recruits faculty members and staff as per
guidelines provided by the university/state government. The
personality development programmes are organized to improve the
communication and soft skills of students.

**Industry interaction:**

The Institution has been trying to involve exposure to unconventional
industries for the students of conventional courses. For example, the
students of Geography are being told about tourism industry, those of
commerce about banking and investment industry, and those of
computer science about IT industry. Some milestones have been
created by the faculty in publishing industry, by creating user friendly
knowledge resources of higher quality. Late Prof. Satya Prakash is a
well known name in this context.

6.2.5 **How does the Head of the institution ensure that adequate
information (from feedback and personal contacts etc.) is available
for the top management and the stakeholders, to review the
activities of the institution?**

The management holds meetings to review the overall progress of the
Institution. The head of the Institution also ensures to take enough
information through students’ feedback in the form of interaction with
the guardians, and personal interactions with students. The overall
performance of the Institution related to academic, cultural and
sports are communicated to the management as well as other stakeholders.

6.2.6 **How does the management encourage and support involvement of
the staff in improving the effectiveness and efficiency of the
institutional processes?**

For improving the effectiveness & efficiency of the institutional
processes, the Management extends its support at all levels. The
infrastructure has been renovated to improve conditions & facilities for
the staff to work with greater efficiency. The office has been
computerized to make functioning more smart and speedy. Teaching-
learning processes have been greatly boosted by the fresh recruitments.
The faculty members are granted leave to go for refresher courses and
workshops etc. The staff are included in these efforts through their
roles as members of different committees, of interview boards, and of
the Managing Committee itself.

6.2.7 **Enumerate the resolutions made by the Management Council in
the last year and the status of implementation of such resolutions.**

The Management of the College had a proper plan to work for the
betterment of education in the College campus and last year, the
Management passed the following resolutions:

<table>
<thead>
<tr>
<th>S.No</th>
<th>Resolutions</th>
<th>Implementations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resolution passed regarding the appointment of teachers. A. For Regular Courses</td>
<td>03 Teachers have been appointed. 02 Teachers have been</td>
</tr>
</tbody>
</table>
### 6.2.8 Does the affiliating university make a provision for according the status of autonomy to an affiliated institution? If ‘yes’, what are the efforts made by the institution in obtaining autonomy?

No such provision exists.

### 6.2.9 How does the Institution ensure that grievances / complaints are promptly attended to and resolved effectively? Is there a mechanism to analyze the nature of grievances for promoting better stakeholder relationship?

The Institute has well-defined grievance redressal mechanism to address and redress the grievances of all the stakeholders. The grievances are promptly redressed by the Grievance Redressal Cell. The Grievance Redressal Cell is constituted for the overall welfare of staff and students. The committee addresses the problems of the students and staff and promote healthy atmosphere in the College. This committee discusses the matter with the Principal to solve the problem. The students can use complaint box; seek the meeting with the head of the Institution in general, and girl students can lodge their complaints to redress their grievances to the Women Cell in the College in particular.

### 6.2.10 During the last four years, had there been any instances of court cases filed by and against the institute? Provide details on the issues and decisions of the courts on these?

No such case has been filed during the last four years.

### 6.2.11 Does the Institution have a mechanism for analyzing student feedback on institutional performance? If ‘yes’, what was the outcome and response of the institution to such an effort?

The College provides feedback form on its website. Till the College receives enough feedback through that, informally collected inputs are

<table>
<thead>
<tr>
<th>B. For Self Financing Course</th>
<th>appointed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Appointment of part time lecturers including self financing courses</td>
<td>21 lecturers appointed</td>
</tr>
<tr>
<td>3 Appointment of non- teaching staff on temporary basis</td>
<td>Routine clerks- 08 Class IV- 15</td>
</tr>
<tr>
<td>4 Construction of College gate and boundary</td>
<td>Completed</td>
</tr>
<tr>
<td>5 LOI for re-accreditation to be sent</td>
<td>LOI sent and accepted by The NAAC</td>
</tr>
<tr>
<td>6 New Canteen room to be constructed</td>
<td>Canteen room is under consideration</td>
</tr>
<tr>
<td>7 Construction of auditorium</td>
<td>Under consideration</td>
</tr>
<tr>
<td>8 Renovation of the College building</td>
<td>In progress</td>
</tr>
<tr>
<td>9 Renovation and interior decoration of Principal’s room</td>
<td>In progress</td>
</tr>
<tr>
<td>10 Renovation of Library building roof</td>
<td>Complete</td>
</tr>
<tr>
<td>11 Availability of sufficient furniture for students</td>
<td>Furniture purchased as per requirement</td>
</tr>
</tbody>
</table>
being used to make the College more and more as per the expectations of the stakeholders.

6.3 Faculty Empowerment Strategies

6.3.1 What are the efforts made by the institution to enhance the professional development of its teaching and non teaching staff?

The Management is very encouraging and fully aware of the fact that updating of knowledge base and skills is not only desirable but also imperative to face the challenges of this constantly evolving world. The Faculty Improvement Programme (FIP) of UGC is implemented perfectly in the institution by granting duty leave to the faculty so that they can further improve their professional skills. The staff is also sent to attend the Orientation and Refresher courses. Workshops have been organized to update the skills of non-teaching staff to make them acclimatize with the new technology.

6.3.2 What are the strategies adopted by the institution for faculty empowerment through training, retraining and motivating the employees for the roles and responsibility they perform?

The College motivates the faculty to join national seminars, workshops, conferences and faculty development programmes. The College management sanctions duty leave, to the faculty for attending seminars/conferences to keep them updated on the recent advancements in their respective fields. The faculty members are also encouraged to attend Orientation and Refresher courses. The College has recently subscribed to N-LIST programme of INFLIBNET for the employees to perform their roles in a more responsible manner.

6.3.3 Provide details on the performance appraisal system of the staff to evaluate and ensure that information on multiple activities is appropriately captured and considered for better appraisal.

The faculty members provide all relevant information in their self-appraisal forms, which are submitted to the head of the institution. For better appraisal, the College has been improving conditions and facilities continuously. These improvements are the outcome of the systematic digesting of the information collected.

6.3.4 What is the outcome of the review of the performance appraisal reports by the management and the major decisions taken? How are they communicated to the appropriate stakeholders?

The outcome of the review of the performance appraisal by the Management has been seen in the form of reforms and innovations effected in the College. Some of the major decisions have been- the renovation of the building, the recruitment of new faculty, and the use of ICT tools in the College. The work done is there for all stakeholders to see.

6.3.5 What are the welfare schemes available for teaching and non teaching staff? What percentage of staff have availed the benefit of such schemes in the last four years?
• The residential facility is provided to about 10% of the staff members at the subsidized rate.
• The timely disbursement of salary is ensured.
• There is provision of Group Insurance and Maternity Leave for all regular staff members.
• Woolens have been provided to the supporting staff.

6.3.6 What are the measures taken by the Institution for attracting and retaining eminent faculty?
Ours is a premier Institution in this region that has always attracted the best faculty and they are provided the best possible facilities to serve in the Institution. To retain the faculty following measures have been taken:

• Teaching environment is conducive; there is no interference of Management in the working of teachers.
• All research facilities are available to teachers like access to journals, books, internet, computer etc.
• The College provides study leave, and duty leave for attending workshops, seminars, and for higher studies.

All these facilities promote job satisfaction among teachers.

6.4 Financial Management and Resource Mobilization

6.4.1 What is the institutional mechanism to monitor effective and efficient use of available financial resources?
The Management adopts the policy of yearly budgeting. In the following year they evaluate the budget of the previous year whether it has been utilized properly or not. Accordingly they plan for next year.

6.4.2 What are the institutional mechanisms for internal and external audit? When was the last audit done and what are the major audit objections? Provide the details on compliance.
In our College, there is provision for internal and external audit.

1. Internal audit is done by College Management through C.A. team.
2. External Audit done by
   a) Chartered Accountant
   b) Local fund Audit
   c) AG auditor

The last external audit has been done for financial year 2013-14.
SHRI VARDHAMAN EDUCATIONAL SOCIETY, BIJNOR

SCHEDULE - 12:
SIGNIFICANT ACCOUNTING POLICIES & NOTES TO ACCOUNT

A. SIGNIFICANT ACCOUNTING POLICIES

1. Basis of Accounting
   The accounts have been prepared under accrual system of accounting. The financial statements
   are prepared on historical cost basis, these accounts are prepared on going concern basis and
   are consistent with generally accepted accounting principles.

2. Revenue/Expenditure Recognition
   a) Fee from students is accounted for on accrual basis.
   b) Income on Investments is accounted for on accrual basis.
   c) All expenditures are accounted for an accrual basis.

3. Fixed Assets
   Fixed assets are stated at written down value. The cost of new asset comprises its purchase price and
   all directly attributable cost of bringing the assets to working condition or its intended use.

4. Depreciation
   Depreciation on fixed assets on written down value method at rates and in manner specified in

5. Investments
   All investments are shown in the balance sheet at cost reduced for permanent devaluation in value if
   any.

S.K. KUMAR & CO.
Chartered Accountants

INDEPENDENT AUDITOR’S REPORT

To the Governing Body of SHRI VARDHAMAN EDUCATIONAL SOCIETY, BIJNOR

Report on the Financial Statements

1. We have audited the accompanied financial statements of SHRI VARDHAMAN EDUCATIONAL SOCIETY,
   BIJNOR, which comprise the Balance sheet as at 31st March, 2014 and the Income & Expenditure Account for the
   year then ended, and a summary of significant accounting policies and other explanatory information.

Management’s Responsibilities for the Financial Statements

2. Management is responsible for the preparation of the financial statements that give a true and fair view of the
   financial position and financial performance of the entity. This responsibility includes the design, the implementation
   and maintenance of internal control relevant to the preparation and presentation of the financial statements that gives
   a true and fair view and are free of material misstatement, whether due to fraud or error.

Auditor’s Responsibility

3. We conducted our audit in accordance with auditing standards generally accepted in India. Those
   Standards require that we plan and perform the audit to obtain reasonable assurance about whether the
   financial statements are free of material misstatement. An audit includes examining, on a test basis,
   evidence supporting the amounts and disclosures in the financial statements. An audit also includes
   assessing the accounting principles used and significant estimates made by the management, as well as
   evaluating the overall financial statement presentation. We believe that our audit provides a reasonable
   basis for our opinion.

We report that:

a) We have obtained all the information and explanations, which to the best of our knowledge and
   belief were necessary for the purpose of our audit.

b) In our opinion proper books of account as required by law have been kept by the Society so far as
   appears from our examination of those books.

c) The Balance sheet and the Income & Expenditure Account dealt with by this report are in
   agreement with the books of account.

d) In our opinion and to the best of our information and according to the explanations given to us the
   said accounts give a true and fair view in conformity with the accounting principles generally
   accepted in India:
   i) in the case of the Balance Sheet at the state of affairs of the Society as at 31st March, 2014 and
   ii) in the case of the Income & Expenditure Account, excess of income over expenditure for the
       year ending on that date.
6.4.3 What are the major sources of institutional receipts/funding and how is the deficit managed? Provide audited income and expenditure statement of academic and administrative activities of the previous four years and the reserve fund/corpus available with Institutions, if any

The major source of receipts is grant in aid from state government. Other sources are Maintenance Grant from UGC, Fee Collection, Bank Interest etc. and deficit, if any, is managed by the College Management. The audited income and expenditure of last four years is given below:

![Image of audited income and expenditure statement]
<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>SCHEDULE</th>
<th>CURRENT YEAR</th>
<th>PREVIOUS YEAR</th>
<th>SCHEDULE</th>
<th>CURRENT YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Salaries to Teaching &amp; Non Teaching</td>
<td>By Salary Grant from State Govt.</td>
<td>52,004,134</td>
<td>52,004,134</td>
<td>Grant Receipt</td>
<td>54,673,056</td>
</tr>
<tr>
<td>Bank Pay</td>
<td></td>
<td>31,277,481</td>
<td>31,277,481</td>
<td>Add Transfer from Fees</td>
<td>482,324</td>
</tr>
<tr>
<td>Dearness Allowance</td>
<td></td>
<td>13,780,827</td>
<td>13,780,827</td>
<td>Less Part of Fees if in excess to Salary A/c</td>
<td>114,790</td>
</tr>
<tr>
<td>Hostel Rent Allowance</td>
<td></td>
<td>1,039,893</td>
<td>1,039,893</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.C.A</td>
<td></td>
<td>221,289</td>
<td>221,289</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grade Pay</td>
<td></td>
<td>4,441,197</td>
<td>4,441,197</td>
<td></td>
<td></td>
</tr>
<tr>
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For & On Behalf of the Society

[Signature]

President

[Signature]

Hons. Secretary

[Signature]
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**Note:** All figures are in Indian Rupees (₹).
## Vardhaman College, Bijnor

### Income & Expenditure for the Year Ended March 31, 2015

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</table>

Significant accounting policies and notes to account

In terms of our separate report of even date attached

For & on behalf of society

[Signature]

President

Hon. Secretary
6.4.4 Give details on the efforts made by the institution in securing additional funding and the utilization of the same (if any).

The Institution constantly pursues and procures funds from UGC through various schemes and the same is utilized in the best interest of Institution and utilization certificate is sent to UGC time to time.

6.5 Internal Quality Assurance System (IQAS)

6.5.1 Internal Quality Assurance Cell (IQAC)

A) Has the institution established an Internal Quality Assurance Cell (IQAC)? If ‘yes’, what is the institutional policy with regard to quality assurance and how has it contributed in institutionalizing the quality assurance processes?

Yes, the Institution has established IQAC. The institutional policy with regard to quality assurance is encouraging teachers and students for achieving academic excellence. Faculty members undertake several quality enhancement initiatives in teaching learning and evaluation and counsel the students to improve academic performance and overall personality.

B) How many decisions of the IQAC have been approved by the management/authorities for implementation and how many of them were actually implemented?

The following recommendations of IQAC have been approved and partially implemented by the College Management:

1. Computerization of Administrative Office
2. Internet facility for teachers through Network Resource Centre.
3. Departmental Libraries
4. Improved infrastructure
5. Filling up the vacant posts.

C) Does the IQAC have external members on its committee? If so, mention any significant contribution made by them.

N.A.

D) How do students and alumni contribute to the effective functioning of the IQAC?

Feedback and suggestions by students and alumni help in effective functioning of IQAC.

E) How does the IQAC communicate and engage staff from different constituents of the institution?

The constitution of the IQAC in itself represents the various departments of the College. The IQAC communicates its recommendations and suggestions to the Head of the Institution and the Head discusses the same with the Management.
6.5.2 Does the institution have an integrated framework for Quality assurance of the academic and administrative activities? If ‘yes’, give details on its operationalisation.

Yes, the Institution does have quality assurance and it actively monitors the academic and administrative activities. The College has various committees and cells to improve academics, sports, cultural and administrative activities in the College. This includes a continuous improvement process through better interaction among faculty members, students and administrators as well as through self-assessment of faculty members. The College periodically reviews performance of its administrative and academic activities. Feedback taken from students about academic, library and administrative services is used to redress their grievances.

6.5.3 Does the institution provide training to its staff for effective implementation of the Quality assurance procedures? If ‘yes’, give details enumerating its impact.

Yes, adequate training is provided to the staff members for effective implementation on suggestions by IQAC. The members are sent to workshops and seminars to acquire requisite skills in their specific areas. The acquired skills during these workshops and seminars are reflected in their routine teaching and specialized roles. For example, Dr. Rajeev Kumar Vishnoi, Dept. of Mathematics, has been sent to join the workshops on IQAC and NAAC on at least six occasions to acquire training and awareness, in the context of the Institution’s deep interest in quality assurance procedures:

6.5.4 Does the institution undertake Academic Audit or other external review of the academic provisions? If ‘yes’, how are the outcomes used to improve the institutional activities?

- The external review of the academic provisions is done at the time of the career advancement of the teachers.
- The merit calculated & ordered at the time of the admissions of the students is also a kind of academic audit of their performance.
- The Institution functions to improve by updating the facilities offered to the staff & the students.

6.5.5 How are the internal quality assurance mechanisms aligned with the requirements of the relevant external quality assurance agencies/regulatory authorities?

The alignment of the internal & the external quality assurance systems is effected through scrupulous observance of the regulations & instructions received from such authorities as the M.J.P. Rohilkhand University, the Regional Higher Education Officer, Bareilly, & Directorate of Education, Allahabad.

6.5.6 What institutional mechanisms are in place to continuously review the teaching learning process? Give details of its structure, methodologies of operations and outcome?

Teaching-learning process gets continuously reviewed through the Principal’s interaction with the staff, the guardians, and the students.
The examination, the evaluation & the results, the participation of students in the various extra curriculum activities, such as sports, their performance outcomes - these are some of the dimensions of the operating methodologies being used. The outcomes of this system can be seen in the distinctions achieved by the students in academic and sports areas specially.

6.5.7 How does the institution communicate its quality assurance policies, mechanisms and outcomes to the various internal and external stakeholders?

The Institution communicates quality assurance policy to various stakeholders through discussions in staff meetings and side by side in the following way:

- Students are informed through the prospectus, notice boards, and by teachers in the classes.
- Staff members are acquainted with the same in departmental and staff meetings.
- The College Management is made aware of the quality assurance policy by the Principal.

Any other relevant information regarding Governance Leadership and Management which the college would like to include.

Admissions:
Admission norms are adhered to, and the departments & admission committees have complete autonomy in admitting students. Admission is based on the merit as per the Government norms.

Curriculum Designing:
Designing of courses rests with the University. However, Faculty makes utmost efforts to acquaint students with the contemporary trends in their respective academic areas beyond syllabi. They also participate in the Board of Studies to make the syllabi more relevant to the contemporary global realities.

Teaching-Learning Process:
The Faculty is encouraged to devise various ICT based pedagogies for the enrichment of Teaching-Learning process. Departments are free to invite academic experts for their National/ State level programmes, from any part of the country. Books, journals and equipments are purchased as per requirement of the College.

Counseling:
The College looks into students’ grievances and ensures redressal of their problems, The Proctorial Board of the College looks into grievances of students, and the task of counselling and mentoring is also performed informally by the departments.

***