

Minutes of the meeting of the Odisha State Higher Education Council (OSHEC), held under the chairmanship of Prof. Asoka Kumar Das, Vice-Chairman (V.C.) of the OSHEC on 20th March, 2019 at 11 AM in the Conference Hall of Text Book Bureau, Bhubaneswar.

- (1) Due to model code of conduct for General Election 2019 was in operation, Hon'ble Minister, Higher Education, who is the Chairman of the Council did not attend the meeting. The list of the members present is annexed(Annexure-I)
- (2) At the outset, Commissioner-cum-Secretary welcomed the members, who were nominated by the Government to the Council. The meeting began with the participants briefly introducing themselves, their work experience and present area of interest.
- (3) The V.C. of the Council briefed the members that the Council has been formed as one of the mandates of Rashtriya Uchchar Siksha Abhiyan (RUSA) through an Act in 2017. This will proactively work towards making Odisha a hub of global excellence in higher education with intense focus on equity, access, innovating teaching-learning, consultancy and extension activities empowering millions of Odia youth with employable knowledge commensurate with Industry 4.0, Education 4.0 and wisdom to help build a creative, enlightened, productive and sustainable civil society.

Dr. Das also highlighted the following initiatives undertaken by the Council during last one year with the active support of the Higher Education Department.

- I. Finalization of model curriculum for U.G. courses that were formulated by a combined BOS drawing from various universities through a rigorous process of reviewing by external experts and subsequent approval by the Govt.
- II. Preparation of draft "Higher Education Policy" for the State of Odisha under the Chairmanship of Prof. Shiba Prasad Adhikary, former V.C., F.M. University.
- III. Implementation of a Research Scheme "Odisha University Research and Innovation Incentivization Plan (OURIIP)".
- IV. Establishment of digital campus in the Universities, academic audit of the HEIs, undertaking more leadership programmes etc are in pipeline..

V. Dr. Das also suggested to have a dedicated website and logo for the Council as an essential requirement.

(4) Other members presented their views, as given below:

Dr.(Er.) Dibakar Swain,Former G.M.PPL:

1. Welcomed the idea of making a website for the Council.
2. Making a vision document, which will focus in Academic-Industry partnership.
3. Environment audit of the selected HEIs through a third party verifying agency.

Dr. A.B. Ota, IAS,Director,SCSTRTI

1. Website should be dynamic.
2. Logos have been designed by him for the Council, which may be placed in the Council for finalization.
3. The draft curriculum, developed through putting so much intellectual input must be accepted fully both in the Universities and Autonomous colleges.
4. There must be gap analysis i.e academic as well as infrastructure of the HEIs.
5. Monitoring of the HEIs may be made following Hub & Spoke model.
6. Vision Document should be prepared only after developing a complete and reliable database on HEIs.
7. The OSHEC members may be involved in the process of mentoring of the colleges opting for NAAC accreditation.

Dr.(Ms)Roshnara Begum,Former Director, Vocational Education

1. In view of the shortage of teachers in the Colleges, the implementation of CBCS in the Degree Colleges across the state is jeopardized. As the choices are many and teachers are few in number, the students are actually not getting enough choices. Therefore, filling up of vacancy position will definitely help in improving the quality of education.
2. NAAC accredited HEIs are to be continuously viewed.

Prof. K.K Basa,Former Professor of Anthropology,Utkal University

1. There should be regular Principals in all the colleges, if quality is to be ensured.
2. Students of the Universities are to be sensitized before getting the international students inside the campuses.

3. Synergy is to be maintained between the HEIs and nationally renowned institutes, situated in Odisha.
4. Flow of any assistance from the University Office to the beneficiary level is to be streamlined, so that the stakeholders reap the benefit of the system.
5. Project component may be introduced in the curriculum of +3 final year courses.

Prof. S.M. Patnaik, Vice-Chancellor, Utkal University

1. Utkal University has followed the U.G.C Guidelines, 2016 for Ph.D. registrations, so as to enhance the Ph.D. quality.
2. Under RUSA 2.0, a North East Study Centre has been set up to bring about internationalization of higher education.
3. Economic literacy of the faculty members is to be improved through workshops/training.

Prof. B. Satapathy, Chairman, P.G. Council, Utkal University

In U.G.C. Guidelines for M.Phil. and Ph.D. Regulation, 2016, there is reservation for OBC, which is not there in the state of Odisha. Therefore, it is to be looked into.

Prof. R.P. Das, Vice-Chancellor, Berhampur University

1. Regional Directors of Education are to work in hand to hand with University functionaries to boost the academic efficiency of the HEIs.
2. Most of the Colleges have lost their autonomy status. Therefore, these Colleges may be treated like other non-autonomous Colleges by the University.

Prof. D.K. Behera, Vice-Chancellor, Sambalpur University

1. RDEs and College Development Councils (CDCs) of the Universities should work together.
2. In view of the changes CBCS curricula, teachers are to be updated.
3. E-Content of the difficult subject areas are to be developed.
4. External agencies are to be identified, who can help the institutes to prepare the self-study report for NAAC accreditation.

Dr.Partha Sarathi Mishra, IAS, Additional Secretary-cum-SPD,RUSA

The concerns of the members were addressed by Dr. Partha Sarathi Mishra, IAS, Additional Secretary-cum-SPD, RUSA Project. He stated that Govt. of Odisha in the HE Dept. has taken steps to appoint regular Principals in Govt. Colleges through OPSC and also informed the house that 345 lectures will return from the S&ME Dept. to HED and 320 posts will be filled up after General Election, 2019.

Sri Saswat Mishra,IAS, Commissioner-cum- Secretary

1. The Council should retain a lean and thin structure, so as to function more as a think tank rather than an implementation body. However, certain innovative ideas can be implemented by the Council for initial couple of years till the new idea gets deeply entrenched in the Higher Education System.
2. The Council as an autonomous body would need to set up its own internal process and procedures pertaining to financial and administrative powers with proper delegation of power to appropriate levels. This needs to be submitted, discussed and decided in the next meeting of the Council.
3. The listed goals set in the Council Act, 2017 numbering to about 37 in the Chapter-III(9. Powers and functions of the Council),the Council should concentrate its activities on the following 10 goals which seem to be very critical for improving the quality of education in Odisha.
 - i. Prepare the State Higher Education Plan (Perspective Plan, Annual Plan and Budget Plan [Para 9(i) (a) of the Act].
 - ii. Evaluate and monitor State Higher Education Institutions on the basis of norms and key performance index (KPI) developed under Rashtriya Uchchatar Siksha Abhiyan (RUSA) and the Council may, for its own use, develop additional norms as it may think fit [Para 9(ii) (b) of the Act].
 - iii. Specify norms and mechanisms to measure the productivity of research programmes funded by the Council [Para 9(ii) (f) of the Act].
 - iv. Specify norms and mechanisms to enhance the quality of faculty [Para 9(iii) (a) of the Act].

- v. Specify norms and mechanisms to enhance quality of examination [Para 9(iii) (b) of the Act].
- vi. Specify norms and mechanisms to maintain quality of curriculum [Para 9(iii) (g) of the Act].
- vii. Specify requirements of academic quality for the award of any degree or diploma in any field of higher education and research [Para 9(iii) (h) of the Act].
- viii. Specify norms of academic quality for accreditation and benchmarking of higher educational Institutions [Para 9(iii) (i) of the Act].
- ix. Specify norms of academic quality for a University to affiliate Colleges [Para 9(iii) (k) of the Act] .
- x. Specify norms and mechanisms for transparent, efficient and accountable governance in Universities, Colleges and other higher educational Institutions [Para 9(iii) (n) of the Act].

Each of these goals would consist of sub goals directed at a quantifiable outcome and must have a timeline. These points were in principle agreed upon by the members.

(5) Responding to the agenda item regarding the progress of the “Utkal Entrepreneurship and Career Hub (UECH)” to be established at Utkal University through RUSA 2.0 program, Prof. S.M. Patnaik, Vice- Chancellor of Utkal University presented the progress to the Council.

- Hon’ble Prime Minister inaugurated the (UECH)” in Utkal University, Bhubaneswar (UU) on 3rd February, 2019 digitally from Jammu. The hub will collaborate with Northeastern University and University of California, Berkeley.
- UU is taking steps to register UECH as a special purpose Vehicle (SPV) either under Society Registration Act or Company Act.
- Tender to procure equipment is finalized and after the General Election,2019, it will be advertised.
- All the 08 Centres of Excellence (CoE) have finalized their work plan, activities and deliverables.

- An agency will be selected through tender process to from a PMU and it will be effective from 1st April, 2019.
- Progress has been made for procurement of e-Resources and also for engaging PDFs, Visiting Professors, Adjunct faculty and Emeritus Professors.

(6) As the Model Code of Conduct for General Election 2019 was in operation, actionable decisions could not be undertaken in the Council. However, it was decided that:

1. The 10 goals(out of the total 37 goals)) of the OSHEC Act, 2017, as suggested by Commissioner-cum-Secretary and further elaborated by the Vice-Chairman, and accepted by the members of the Council; are to be further categorized into sub-goals with a definite timeline for translating these into action. Members were requested to give their input within a week to the Council by email.
2. Since in the OSHEC Act, 2017, there is no link between HED and OSHEC, it was decided that Secretary, HED may be made a permanent invitee to the Council so as to ensure linkages between the Couuncil and the HED.
3. NIC/OCAC of IT Dept. may be requested to design the website of the Council.
4. Dr. A.B Ota, IAS may be requested to share the logos of the Council for short-listing, which will be placed in the next Council meeting for approval.
5. So far TA/DA and sitting allowance provision for the members of Odisha State Higher Education Council (OSHEC) is concerned, it was accepted in principle that the TA/ DA, and sitting allowance provision may be made as per the following principles.

(a) Members who are in State Government service or university service shall draw TA/ DA as per the State Govt. or University rules from their respective institutions

(b) TA/DA, as per the State Govt. rules, and sitting allowances shall be paid to those members, who are not serving under the State Govt or any University. Rate of sitting allowance shall be finalized in the next Council meeting.

(c) Outside state members may be provided with Air fare in economy class as well as hotel accommodation in a 3 star hotel.

(d) TA, DA and Sitting allowances may be paid from OSHEC's available contingency fund.

The suggestions made by the members in written form are attached in Annexure-II, III & IV.

Sri Krupasindhu Mishra, Member Secretary of the Council proposed a vote of thanks and sought co-operation of all members to make the Council a functional and vibrant think tank for the State Government to improve the higher education sector of the State.


Vice-Chairman

OSHEC

Members present in the meeting of Odisha State Higher Education Council (OSHEC) held on 20/03/2019 at 11.00 AM in the Conference Hall, Text Book Bureau, Bhubaneswar

1	Prof. Asoka Kumar Das, V.C. OSHEC
2	Sri Saswat Mishra, IAS, Commissioner-cum-Secretary, HED
3	Sri. Krupasindhu Mishra, Additional Secretary to Govt., Member Secretary to OSHEC
4	Dr. Partha Sarathi Mishra, IAS, SPD-cum-Additional Secretary to Govt. RUSA
5	Prof. Soumendra Mohan Patnaik, V.C. Utkal University
6	Prof. Deepak Kumar Behera, V.C. Sambalpur University
7	Prof. Rajendra Prasad Das, V.C Berhampur University
8	Dr. Srimoy Das Adhikary, Principal, F.M.(A) College, Balasore
9	Prof. Kishore Kumar Basa, Former Professor of Anthropology, Utkal University, Bhubaneswar
10	Prof. (Dr.) Akhil B. Ota, IAS, Director, SC and ST Research and Training Institute(SCSTRTI), Unit-VIII,CRPF Square, Nayapalli, Bhubaneswar-751003
11	Dr.(Er.) Dibakar Swain, Former GM, PPL, 18/1738, Green Park, 8/2, Saileshree Vihar, Near Jagannath Temple, Bhubaneswar-751021
12	Dr. Roshnara Begum, Former Director(VE), Snehalata Apartment, Vivekananda Marg, Bhubaneswar-2
13	Prof. Brahmananda Satpathy, Chairman, P.G. Council Utkal University, Vanivihar, Bhubaneswar
14	Dr. Mihir Kumar Das, Officer-in-Charge, State Performance Tracking Cell
15	Durga Devi Majhi, Finance Officer, OSHEC, HIG-16, Sailashree Vihar, Chandrashekharapur, BBSR-751021

Annexure II

SUGGESTIONS SUBMITTED TO THE HIGHER EDUCATION COUNCIL
TO ENHANCE THE EFFECTIVE FUNCTIONING
OF HIGHER EDUCATION SYSTEM IN THE STATE

Prof. A.B.Ota, IAS
Special Secretary & Director,
SC & ST Research and Training Institute
& Advisor, Tribal Development to Govt. of Odisha.

- I. **Uniform curriculum to be adopted without any mutilation:** Uniform curriculum prepared by the Council of Higher Education be adopted uniformly without giving any scope to the Universities to make any modification. In the event, the Universities are given the scope to make modifications in line with the broad contour of the already designed curriculum, the curriculum so designed with a lot of brain storming will be mutilated and the very objective of designing the Uniform Curriculum will be defeated. **(The exercise be completed by latest by 15th June 2019).**

- II. **Identification of the Gaps in the existing institutions** and to have a dedicated/robust data base: At it stands now, there is serious dearth of information/data base in respect of the affiliated institutions under various Universities of the State. Nonexistence of a robust data base is nullifying the efforts/initiatives of Government in effective implementation of various plans and programs. To make effective plans and initiatives with considerable knowledge about the ground realities and need of an institution will enable desired results to be achieved. Currently, all the Regional Directors under Higher Education Department have been given the official responsibility to personally visit/inspect all the affiliated colleges under various Universities within his/her jurisdiction and furnish information to Higher Education Department identifying the gaps existing in various fronts. But in reality, the information might be collected but not properly compiled meaningfully and shared for use in policy/plan formulation at the Government level. I would strongly suggest Higher Education Department that a format will be developed by the Higher Education Council to capture information through the RDs and a Web Site be maintained with the generated data of each institution on the basis of which specific institution wise action plan can be developed by the Council in consultation and in agreement with the Higher Education Department. **(This activity be completed by end May 2019).**

- III. **MIS System to be in place for monitoring the academic progress and attainment of set goals at the level of the Council.** Once the a strong and dedicated data base is created taking inputs from the Regional Directorates, a MIS System can be put in place hiring an

outsourcing agency who can provide valid inputs to Government through the Higher Education Council. (MIS System to be in place by end June 2019).

- IV. **Regional Directors to furnish status reports on line** (upload in the website) to the Vice Chancellors of the Universities under which the institutions fall on a periodical basis (quarterly basis) or such information as the Vice Chancellors require from time to time. The format of capturing the information will be developed by the Higher Education Council in consultation with the three Vice Chancellors who are esteemed members of the Council. (The Mechanism to be in place from 19-20 academic session beginning and Higher Education Department to consider issuing advisory to all the Regional Directors in this regard).
- V. After having a dedicated data base with clearly outlined gaps (both academic and infrastructure) institution wise, **a five year perspective plan to be formulated** by end 31st July 2019 so that the from next academic session, the plan can be made operational. (The 5 Year Perspective Plan to be formulated and made ready for implementation by 31st July 2019).
- VI. **Required man power support be provided by Higher Education Department to the Higher Education Council** for its effective functioning. Council in consultation with Higher Education Department to determine the manpower requirement some of which need to be deputed from Government and some through outsourcing agency. (However, HE Department be requested to provide required man power by 31st May 2019 for effective functioning of the Council).
- VII. **There is serious dearth of space for the Council to function in the existing building which is shared with the Text Book bureau.** Therefore, either some government vacant space be provided or it may be considered to take accommodation on rent basis for smooth functioning of the Council. (This arrangement be requested to Higher Education Department so as to provide at the earliest, preferably by 30th June 2019).
- VIII. **NAAC Accreditation of the non- accredited institutions:** As was observed from the facts placed by the Vice Chairman of the Council, there are about 650 institutions (colleges) in the State which do not have NAAC accreditation till date and if they are not mentored/facilitated properly either they cannot prepare and submit the report at all and even if they submit the report, they may not be able to prepare it as per the requirement of NAAC and they are likely to end up with a much lower grade than what they deserve which will give a bad name to the Higher Education system and the institutions of the State. Therefore, it is suggested that a number of qualified agencies or individuals conversant with NAAC accreditation procedure be empaneled through a transparent manner of selection and they be given responsibility of formulating the NAAC document and handhold the institutions in getting accredited to their full potential within a given timeframe. (The empaneled process be initiated immediately and the

agencies/individuals to be in place by end June so that the entire accreditation of all the institutions can be completed in 12 to 18 months time).

- IX. **Training and Capacity Building of the in-house staff of the Colleges on Financial Management/Procedures:** It was stated by almost all the Vice Chancellors and members that one of the main reasons of abysmally low extent of expenditure by University/Colleges though funds are placed by HE Department and many other sources is the fear of the concerned institutions of serious objections raised by the auditors of Government when they come for audit which is resulting in non- receipt of pension and other entitlements and also recovery from the concerned finance in charge persons. It was also identified that the personnel from the Universities dealing with the financial matters are basically academicians and are not conversant with the financial rules & procedures. Therefore it is recommended to ask the academic institutions and Universities to send at least one academic/non -academic personnel to undergo 15 days of training on Financial Management in Madhusudan Academy in phases over a period of one year which will enhance the capacity of the untrained personnel handling financial matters and reduce the procedural flaws identified by the Auditors at the time of audit. It may also be considered by Higher Education Department to instruct the auditors to give more suggestions while doing audit to the institutions and avoid serious observations as much as possible within the purview of rules.
- X. **Concurrent Monitoring of Expenditure of Universities and Colleges against the allotment:** It could be surmised from the discussion by esteemed members during the meeting that though fat sums have been received on various heads for different purposes, the expenditure has hardly been done in some cases. There should be zero tolerance of such cases. Therefore, there is a serious need for ideally monthly and at least quarterly expenditure review by the H.E Department and in case there is serious slowness in the expenditure, further releases be stopped. Releases to be directly linked with expenditure and there should be accountability in respect of the laggard institutions. Such decisions need to be communicated by Higher Education Department in the shape of guideline. Further institutions spending funds properly on time should be provided some kind of incentive grants as many of the Government of India Departments provide.

Annexure III

SUGGESTIONS SUBMITTED TO THE HIGHER EDUCATION COUNCIL
TO ENHANCE THE EFFECTIVE FUNCTIONING
OF HIGHER EDUCATION SYSTEM IN THE STATE

Dr. (Er.) Dibakar Swain

Member OSHEC

Mob. 9937007265

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This has reference to the enlightened deliberations made during the first meeting of OSHEC held on 20 march 2019 under your Chairmanship in august presence of Hon'ble Commissioner cum secretary, Higher Education, Govt. of Odisha and other esteemed members. The interactions were very effective and productive. As advised and decided in the above said Meeting, the following few suggestions are submitted for kind perusal and decision as may be considered suitable and deem fit & proper by OSHEC.

1.00- Website & MIS :

1.01 To create a dedicated dynamic and rolling website for OSHEC with use of latest information technology.

1.02 Designing a MIS and ERP solution for e-Governance

A suitable software may be designed and developed in consultation with domain experts.

2.00- Industry Academia Interface:

2.01 To prepare a strategic vision Model document (Scheme) for industry –academic relationship through Knowledge partnership from macro to micro level implementation.

The hierarchy of model may consists of the following:

- Industrial visits.
- Internship
- Vocational skills
- Campus placements.

2.02 To create a suitable platform for the purpose at University/ HEIs.

- 2.03 Innovation and Incubation/Start up centres at Universities/HEIs with involvement of industries/ R&D divisions of Industries.
- 2.04 To suitably choose mentors for the purpose from Industries
- 2.05 To start Executive Ph.D Programmes for Industry Professionals in conformity with UGC guidelines and necessary approval from UGC for indirect association of Industries with academia.
- 2.06 Project work by students at Graduation level in Science/commerce/management streams may be undertaken for selective live case studies from Industries in joint consultation of each other .

3.00 – Quality Assurance and Accreditation:

To have Sustainable academic quality for accreditation, there should be perpetual mechanism of surveillance audit by third agency.

For the Purpose, empanelment of expert Professional agencies of repute may be done following due procedures at Council level so that University/HEIs can avail the help from such agencies from time to time as and when required.

4.00- Monitoring:

The esteemed members of the council may share the activities of the council and monitoring thereof functionally and geographically.

Annexure IV

Some Observations made by Dr.(Mrs) Roshnara Begum,Former Director,Vocational Education on Higher Education Reforms (College Branch)

Quality – Curriculum – The Standard of Uniform Syllabus should be global with local sensibility. Issues of local problem, local history, demography and culture must be placed. Students and community feedback on Curriculum may be collected.

- ▶ Infrastructure development includes buildings and Human Resource Development.
- ▶ The PPP modes should cover all levels of higher education with regard to construction and maintenance of college buildings, library and labs.
- ▶ Every educational institution must have a public portal website to display “Voluntary Disclosure about the Institution”.
- ▶ Accreditations - The parameters and institutional indicators are different, for example in our state the indicators of assessment for tribal areas are totally different from other parts of the state. A state level accredited body needs to be formed. To empower IQAC for internal assessment and accreditation, the proposed State level accredited body will review the status of colleges.
- ▶ Adequate state representation in regulatory bodies like UGC, NAAC & RUSA is needed.
- ▶ Skill education should be integrated with Higher Education to maintain continuity for vertical and horizontal mobility to encourage multiple entry and exit.
- ▶ There should be add-on programme for the students in Higher Education to enhance employability along with training in soft skills to meet the demand of job market.
- ▶ Prior learning of skill (Informal sector) must be recognized for certification by following due process of evaluation. In our state there are many prior learning traditional skills adopted by artisans in areas like Pata Chitra, Bandha Silk, Pipili Work, Sand art, Stone sculpture etc. , which must be recognized through certification for better marketing.
- ▶ The college students should be allowed to choose their optional subjects from both the vocational and academic areas so that no student can be classified as a vocational student.
- ▶ Online courses through Massive Open Online Courses (MOOCs) needs to be promote in the discipline of science, technology, humanity and social science.
- ▶ As Networking problem and supply of power are impediments in rural and hilly areas of our state, they may be tackled through providing power backups and satellite links (DTH system).

DTH facility is much cheaper and it can help for any time learning through downloading facilities at home and work place.

2. Perspective - The students should be taught to question, why we study a particular subject? Why social science? Why a science subject? Justification for each subject matter should be provided to the students.

▶ Emphasis should be on the basic purpose of study and on core branch of knowledge. Focus should be on fundamental knowledge and promoting all such branches of knowledge by giving academic freedom (not to be determined by any group, social or cultural forces). Education should be secular with an emphasis on liberty, equality and knowledge specially in social science. Every student should understand the philosophy of knowledge. In each branch, history of each subject to be included.

3. Accessibility – The increase in self-financing institutions and private colleges is one of the reasons for disparity. Higher cost of private institutions has affected access by the poor economically backward students to the education. Therefore public institutions must be strengthened and expanded as far as possible and education in colleges should be made free. Children of marginalized society should not be deprived from accessibility.

▶ The deprived region having large concentration of economically backward sections should be provided with more funds to bridge the disparity.

▶ RUSA is not adequate to address the regional disparity issue as norms for funding to the colleges is linked with higher grading system of NAAC.

▶ There should be a sub-plan for tribal belt, hilly areas of Odisha under RUSA where different sets of norms to be prescribed for release of funds.

▶ The establishment of “Economically disadvantaged friendly” financial assistance by setting up a Government financial organization like the models of Australia and Canada may be of help to bridge the gaps as the method of educational loans from banks with interest subsidy does not help the poor.

▶ Gender and social gaps in higher education is much wider in backward regions and among the disadvantaged groups. To meet this challenge gender sensitization programme along with skill based education needs to be provided.

▶ The safety and security of the women students needs to be addressed by providing adequate hostel facilities with subsidized fooding and lodging to attract them to the higher education.

▶ Greater attention should be paid to the education of some minority groups in the interest of equality and social justice.

▶ Merit-cum-means should be the criteria for financial assistance to the students.

▶ Remedial classes for academically weaker students should be encouraged on regular basis.

Teachers – Appointment of regular teachers should be in a time-bound frame work and in transparent manner. Teachers must deliver in the class rooms. The teachers should be trained to encourage the students through their actions. Academic orientation and Administrative Orientation for teachers must be separated. Teachers training can be made online. Refresher Training should be as per course structure and also there needs to be a State Resource Center where pedagogy must be as per UGC norms. State Higher Education Department should frame such courses which should cater to the curriculum.

▶ Class room teaching should be more effective. For imparting quality teaching is to fix teacher student ratio at 1:30. There needs to be continuous comprehensive evaluation—Tutorials are very essential for students.

▶ Teachers orientation for successful implementation of examination reforms is needed. Results must be declared in a time-bound manner for all colleges of the State.

▶ Question Banks – Questions of different types with various objectives may be generated which should be made accessible to teachers and students.

▶ State Government should take initiative to introduce uniform emoluments, service conditions and grievance removal mechanism for teachers.

▶ Guidelines should be framed to ensure objectivity in the posting, transfer and promotion to higher grades, Incentives for good performance of the teachers to be encouraged.

▶ Academic leadership training should be made online to cover maximum number of teachers from school up to university. Academic leadership training, pedagogical training and professional course training should be made online.

▶ Online courses in specific subject areas need to be provided to the teachers for better exposure and knowledge.

▶ Original research work must be awarded with proper recognition.

Miscellaneous – Financial rules relating to purchasing of library books to be regularized. Old system of procurement of books and allocation of funds to be made flexible for example, Amazon may be included to get the books.

- ▶ Audit rules to be streamlined.
- ▶ Atmosphere of academic freedom must be maintained.
- ▶ Private management should not interfere in the academic management of private colleges.
- ▶ Bureaucratic regulations to be freed academic freedom.
- ▶ Teachers must deliver in the classrooms. Electronic surveillance in the classrooms to be avoided and democratic atmosphere must be provided.
- ▶ For smooth college administration control over non-teaching staff is necessary. An uniform transfer policy for Lab assistants, Demonstrators and store keepers is vital to minimize corruption during practical examinations.
- ▶ Coaching facilities for competitive examinations must be provided for.
