

**Integrated framework for Quality Assurance  
towards effective governance and operationalisation  
of academic and administrative activities**

Paper by

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**INTEGRATED FRAMEWORK FOR QUALITY ASSURANCE  
TOWARDS EFFECTIVE GOVERNANCE AND  
OPERATIONALISATION OF ACADEMIC AND ADMINISTRATIVE ACTIVITIES**

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Abstract

Quality assurance and enhancement is the continuous process, for which Internal Quality Assurance Cell (IQAC) may be constituted to evolve mechanisms and procedures for the predefined objectives, by formation of the corresponding committees<sup>1</sup>. The effectiveness can be brought in via the coordinating activities of each committee via academic calendar<sup>2</sup>. The activities covered in the calendar were suggested to be published in the form of academic Newsletter<sup>3</sup> covering the innovative methods of teaching<sup>4</sup>, consultancy services<sup>5</sup> and the participation<sup>6</sup> of the students, the activities undertaken by the cluster group under the leadership of the lead college<sup>7</sup> for the development of soft skills<sup>8</sup> etc. There is a crucial role to be played by the Head of the institution and the coordinator of IQAC<sup>9</sup>. It is significant to implement ICT<sup>10</sup> for enhancement in the quality of administration, teaching, learning, evaluation and research. The individual performance being assessed by academic audit<sup>11</sup>, the designing of quality policy can be done by benchmarking and brainstorming<sup>12</sup>, reflecting the core values in HE.<sup>13</sup>

We propose hereby the integrated frame work for quality assurance to design and implement of quality policy and the institutional strategic plans by decentralized governance system, participative management, better stakeholder relationship, faculty empowerment strategies while reinforcing the culture of excellence to bring in the champion organizational changes.

**INTRODUCTION:**

Quality has become the defining element of education. In order to survive in the competitive world of globalization, all higher education institutions should pay special attention to quality in higher education. NAAC proposes that every accredited institution establish an Internal Quality Assurance Cell (IQAC) as a post accreditation quality sustenance measure, for which Internal Quality Assurance Cell (IQAC) has been constituted in most of the accredited colleges. IQAC has evolved mechanisms and procedures for the predefined objectives, by formation of the corresponding committees<sup>1</sup>.

Effectiveness of IQAC is brought in by setting goals; monitoring and analyzing results by feedback & improving accordingly by modified mechanism. Overall SWOT analysis of the institution is done, considering the peer team report by NAAC. Redressal of grievances or issues identified as hurdles to the progress of the institution is also expected to be taken care of.

Via such extended activities the IQAC is made effective which may serve as a powerful tool for efficient administration in the institution<sup>1</sup>. The effectiveness is brought in by coordinating the activities of each committee via academic calendar<sup>2</sup>. The activities covered in the calendar were suggested to be published in the form of academic Newsletter<sup>3</sup> covering the innovative methods of teaching<sup>4</sup>, consultancy services<sup>5</sup> and the participation<sup>6</sup> of the students and the activities undertaken by the cluster group under the leadership of the lead college<sup>7</sup>. There is a crucial role to be played by the Head of the institution and the coordinator of IQAC<sup>8</sup>. The principal and coordinator should work proactively with full democratic and open approach towards execution and implementation of the evolved innovative mechanisms. Quality and excellence are results of team work led by the leaders like Principal and Coordinator of IQAC. However the leaders should work on the guidelines of IQAC with proper realization of the democratic role of IQAC and accountability of their own role. Special efforts should be taken to impart different soft skills<sup>9</sup> in the students as a principal stakeholder at the receiving end. In all these efforts of the team towards TQM of an institution, there is a very significant and potent tool in the hands of every stakeholder namely ICT<sup>10</sup>. The overall performance of the college is assessed by means of academic audit<sup>11</sup>. Improvements can be suggested by designed mechanisms by the effective IQAC via brainstorming and benchmarking methods<sup>12</sup>. The special care should be taken to reflect the one or more core values<sup>13</sup> in each of the institutional activities.

However it is found that in the existing hierarchy of the institutional set up, it is difficult to implement the changes and improvements suggested by IQAC in lieu of the 'statutory' status of the existing IQACs in the institutions. There is a great need to reframe the institutional hierarchy to provide the necessary importance to the mechanisms and goals set by IQAC.

The present paper suggests this innovative integrated frame work for quality assurance towards effective governance and operationalisation of academic and administrative activities. We propose hereby the integrated frame work for quality assurance to design and implement of quality policy and the institutional strategic plans by decentralized governance system, participative management, better stakeholder relationship, faculty empowerment strategies while reinforcing the culture of excellence to bring in the champion organizational changes.

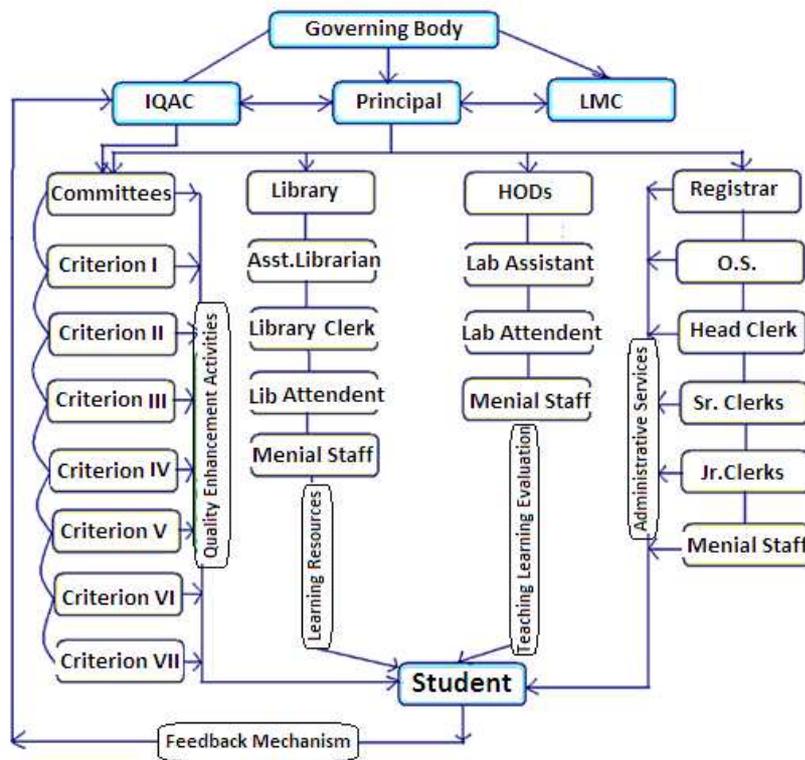
### **INTEGRATED FRAME WORK:**

IQAC is expected to activate the system and raise the institutional capabilities to higher levels so that the institution makes continuous improvement in Quality. Quality assurance is a conscious and planned process, and therefore, we should have some tools and mechanisms to ensure quality. IQAC though not a statutory body, plays significant role in the quality assurance mechanism of the institutions. Desirable weightage and importance should be given to the IQAC so that every stakeholder identifies the significant role expected from IQAC. The NAAC has adopted its New Methodology of Assessment and Accreditation from 2012. It is expected from the top management, Principal and Faculty to work for designing and implementation of quality policy and plans suggested by IQAC. For effective formulation of action plans for all operations and incorporation of the same into the institutional strategic plan, the IQAC should establish interactions with stakeholders for providing proper support

for policy and planning through need analysis ,research inputs etc. For evolving the proper procedures to be adopted by the institution to monitor and evaluate policies and plans of the institution for effective implementation and improvement, IQAC needs this recognition as a principal authorized body in the institution. This way IQAC can provide academic leadership of the faculty to the top management. Via such modified healthy innovative mechanisms one can achieve decentralized governance system to promote a culture of participative management in the institution. Every stakeholder will then accept the formally stated quality policy and perspective plan prepared by the IQAC for development of the institution. The following frame work is suggested therefore for internal organizational structure and decision making processes.

According the Maharashtra university act 1994, there shall be a separate local managing committee for every affiliated college or institution. The local managing committee should prepare the budget and financial statements; determine the programme of instruction and internal evaluation and to discuss the progress of studies in the college; formulate proposals of new expenditure not provided for in the college budget and it should recommend to the management the creation of the teaching and other posts; regarding the improvement of the standard of teaching in the college; Consider and make recommendations on the inspection report, and on the report of the local inquiry committee, if any. This being a statutory body has a great role to play in the decision making and policy designing mechanism in the institutions. However, hereby the suggested framework expects working of LMC hand in hand with IQAC to achieve participatory management.

This frame work provides effective description of the quality improvement strategies of the institution and their translation into reinforcing the culture of excellence. IQAC, LMC and Principal together will provide the different teaching learning evaluation experiences to the students by various academic departments, administrative services by the office, learning resources by the Library and different quality enhancement activities by the criterion wise committees designed by the IQAC. The various committees working in the colleges are therefore clubbed into these seven criterion wise committees to set proper mechanism of disseminating the decisions of IQAC to the teachers working as conveners of different committees and collection of data from the conveners for representation in the annual reports as well as SSR. The student feedback is also collected for the assessment of quality in the administration, management, teachers, as well as curriculum and all these feedback activities are made to result into the suggestive improvements in the existing scenario of higher education being imparted in the college.



## CONCLUSION:

Through this integrated frame work, quality is assured in design and implement of quality policy and the institutional strategic plans by decentralized governance system, participative management, better stakeholder relationship, faculty empowerment strategies while reinforcing the culture of excellence to bring in the champion organizational changes.

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