

**PERFORMANCE EVALUATION OF IQAC:
THE ROLE OF THE PRINCIPAL AND COORDINATOR**

Paper

By

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Abstract:

Quality assurance and enhancement is the continuous process, for which Internal Quality Assurance Cell (IQAC)¹ has been constituted in most of the accredited colleges. IQAC has evolved mechanisms and procedures for the predefined objectives, by formation of the corresponding committees².

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 institution². The effectiveness is brought in by coordinating the activities of each committee via academic calendar³. The activities covered in the calendar were suggested to be published in the form of academic Newsletter⁴ covering the innovative methods of teaching⁵, consultancy services⁶ and the participation⁷ of the students and the activities undertaken by the cluster group under the leadership of the lead college⁸.

However, in spite of all these efforts to channelise and routinize the TQM in the institution, it was unfortunate to find paralyzed totally only due to lack of awareness of the crucial role by the Head of the institution and the coordinator of IQAC.

It is suggested in the present paper that proper realization of the potential of the IQAC is required. The principal and coordinator should work proactively with full democratic and open approach towards execution and implementation of the evolved innovative mechanisms some of them are suggested by us. 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. This can be brought in by making the IQAC a statutory and mandatory apex body of the institution.

Introduction:

Quality assurance and enhancement is the continuous process, for which Internal Quality Assurance Cell (IQAC) has been constituted in many college. The functions of IQAC and the efficiency of college administration being interrelated, depend on the degree of decentralization of power and authority with high-leveled specialization through division of work via the participatory and proactive involvement of every member in the institution.

Though IQAC is the first step towards the internalization and institutionalization of quality enhancement, its success depends upon the sense of belongingness and participation it can inculcate in all the constituents of the institution. The IQAC has the potential to work out 'intervention strategies'¹ to remove deficiencies and enhance quality. Though it will be facilitative and participative, decision taking and goal setting system evolved, its intervention strength is not exploited or even used by the institutions only because it may supersedes the so called emperor of the Principal. The functions expected from IQAC, demand accountability of the Principal and thus put a question mark on the performance of the Head of the Institution which is hard enough to be digested by the person in a powered chair. Eg. First expected function of the IQAC is development and application of quality benchmarks/parameters in various activities of the institution. It is expected that the Principal should implement the innovative ideas suggested by IQAC. But, in some cases it may be difficult for the Principal to work on any other's orders though they have come from a democratic systematic mechanism of IQAC. The second suggested function of IQAC is dissemination of information on quality aspects. But unfortunately the Principal is supposed to keep confidentiality and secrecy of the information. While performing the third suggested function of organization of discussions, workshops, seminars, the word of the Principal is final. If IQAC is expected to record and monitor quality measures of the institution, it directly questions the performance of the Principal as one of the important stakeholder. It is surprising to find the list of stakeholders¹ without the mention of this important powered post : Principal. Though it is ignored in the list, cannot be ignored by any constituent in the institution.

The role of the coordinator of the IQAC is also crucial in ensuring the effective functioning of all the members. The coordinator of the IQAC should be a senior person with expertise in quality aspects. But unfortunately the seniority of a person is measured in terms of years of experience and not on the experiments and innovativeness brought by him/her in the work. As quality assurance and enhancement are new concepts, they are very rarely taken in their true sense by many of the senior people. Again as she/he may be a full-time functionary bearing coordinating responsibility of IQAC as an additional responsibility, hardly provides justice to the work. The coordinator keeps on waiting for the orders of the Principal even for conducting the meetings of the IQAC and writing the AQAR. Academic excellence is a result of democratic, unidirectional targeted team work of all the stakeholders together. However, the key role is to be played by the principal and coordinator. Their awareness of their catalytic role when is left unidentified, this totally personalizes and thus paralyses the mechanism of quality enhancement.

Suggested measures: IQAC must be made statutory apex body similar to local management committee(LMC). The awareness towards quality and excellence must be taken into consideration rather than the position of the person in the seniority list for being selected as a coordinator. IQAC Meetings should be regularly conducted at least thrice in an academic year and whose proceedings should be properly recorded and seriously implemented as well as monitored. IQAC must go through SWOT analysis as a periodic activity and evolve the mechanism which is made routinised by the Principal and coordinator by assigning duties to the stakeholders. Accountability of each stakeholder is to be made mandatory and proper credit is given to the good quality work. At the same time there should be provision for the relevant punishments for the ignorance and negligence to duties.

Conclusion: 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. This can be brought in by making the IQAC a statutory and mandatory apex body of the institution.

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