Good Governance RVCE initiatives and new Enhancement Strategies Based on the TEQIP Good Governance Workshop meeting held at New Delhi 16 & 17 Oct 2014.

R V College of Engineering always had a broad based, participative, and transparent governance structure and policy. The institution has continuously made an effort to adapt to the changing times, to progressively grow as a leading engineering college in India and also figure internationally. The TEQIP Phase II (1.2 & 1.2.1) process has led to more changes and accelerated growth of the institute. Thus moving from a good teaching institution into an advanced experiential or immersive learning based teaching-learning institute, with emphasis on interdisciplinary approach, hands on training, research, innovation and even entrepreneurship intertwined education, with a focus on sustainable and inclusive technology.

As RVCE embarked on the TEQIP process, it first carried out its own and an external SWOT / SWOC analysis and in discussion with the various stake holders and looking at Indian growth and a broad framework of strategic plan was formulated. The same has been fine-tuned through a series of leadership & strategic planning workshops and in discussion with the Governing Body (GB). The implementation and any necessary fine tuning are being facilitated through the **Institutional Management of Policy, Planning, Implementation, and Assessment Committee for Transformation (IMPPIACT) (HoDs & Deans meeting)**. To make the decision making open and participatory, and with the view to create multiple levels of leadership, the GB had approved creation of many Deans and Associate Deans positions to help Post Graduate (PG) activity as also support HoDs, besides taking care of activities including Co-Curricular, Extra-Curricular, Examination, Placement and Infrastructure. All these HoDs and Deans, close to 50+ people were formed as members of the IMPPIACT committee, to ensure more participation of members in all institutional activities and for better dissemination of information about the processes, compliance needs, and changes.

The points mentioned below highlights some of our initiatives and plans to enhance the governance, to create openness and transparency, to enhance medium for engagement of all stakeholders and effective monitoring and implementation of the strategic plan to achieve the institutional roadmap:

Note: * Indicates additional initiatives proposed based on the Good Governance Meeting held at Delhi.

1.   RVCE envisages to be ranked among the top institutions in the world. Hence the GB wants us to Benchmark RVCE with a group of International Universities like Stanford, MIT, Cornell & Georgia Tech, and India's best institutes like IITs, and the best among other public & private institutions including College of Engg- Pune, PSG Tech- Coimbatore, Thiagarajar College of Engg- Madurai, BITS-Pilani, Walchand College of Engg-Walchandnagar & Thapar Univ – Patiala and their best practices. Thus develop a sustainable model for private institutions, which would help the institution to grow by offering affordable and quality technical education to students, and manage research, innovation, consultancy, and entrepreneurship, without being constrained by industrial cycles of growth and slowdown and evolving government norms.

2.   Create a well-defined long term and short term road map for institutional growth, disseminate the information effectively to all stake holders and also use the **IMPPIACT** (departmental heads and deans) meeting to meticulously monitor, review and if necessary even introduce mid-course correction to the strategic plan to achieve the benchmarks, to continuously grow in all performance

metrics needed to be considered as an international class institute. Thus look at revising the strategic plan once in three years based on the institutional progress and the state, national and international environment.

3.   Provision sufficient budget for all aspects of the planned agenda and provision for telescopic budgeting to utilize the budget prudently and efficiently over a 5 year period, to achieve all performance indicators.

4.   Based on the suggestions of the Academic Council and the TEQIP mentor, 2 UG and 2 PG students, one each from circuit and non-circuit programs have been included in the GB meeting since 2013. ***Based on the Delhi workshop we now propose to have additional co-opted members from the support/administrative staff.**

5.   The TEQIP mentor has also been made an invitee to the GB meeting to help facilitate the TEQIP activities. ***We also propose to have additional faculty and industry personnel as co-opted external members on a need basis, based on the agenda to leverage their expertise.**

6.   A grievance box has been placed in all departments to enable teachers or students to put up their grievances directly or anonymously. The same is now opened once in a fortnight for institutional review since October 2014. ***Based on the Delhi workshop we propose to now have the summary of the action taken based on the complaints to be put up in the college Flat Panel display boards TWICE A MONTH, which are fixed in all departments and various other strategic places. This we hope will create a belief and confidence among the students and the faculty, that their grievances are acted upon and also convey the openness and transparency of the system.**

7.   ***We shall nominate a TEQIP ambassador to propagate the processes and benefits to students and inform about the IDP and the institutional strategic plans**.

8.   ***We shall fine tune our Strategic plan and develop a road map with a well-defined Specific, Measurable, Achievable, Realistic and Time bound (SMART) plans so that the performance can be measured more efficiently and effectively.**

9.   * **With immediate effect a Quarterly report with respect to the actions taken based on the GB meetings will be displayed on the institutional display board,** besides the previous way of discussion and dissemination through the **IMPPIACT (HoDs& Deans)** meeting and the subsequent discussion & dissemination in the respective departmental meetings.

10.   Continuous efforts are made to ensure more effective dissemination of GB and Academic Council meeting outcomes on the web and through interaction.

11.   ***To conduct at least two to three open forum, for feedback on display of institutional information on the web & display screens regarding institutional information dissemination and also educating about the GB members and their roles and responsibilities.**

12.   * **Create avenues for the GB members including the Chairman and External members to meet the students, staff, and Parents.**

13.   *Create and maintain a Register of areas of interest of GB members and also make it mandatory for all GB members to declare conflict of interest if any with respect to the agenda in each meeting.**

14.   *Administer a questionnaire based survey of 10 different GB members (past and present) about what their understanding of their roles, their involvement and their key contribution to the institutional growth.**

15.   *We plan to request each GB member to be associated or commit their time to with a few aspects of the instructional road map /strategic plan /operational activities including networking, pedagogy, industry academic interaction, sports, infrastructure growth, strategic planning, Faculty development, and R&D.**

16.   The inputs from parent collect during parents teachers in each semester is consolidated and discussed during the respective institutional committees. **Create a repository of the suggestions by parents and the action taken through an institutional mechanism.**

17.   * Create a template for monitoring the performance of the Head of the institution and his/her efficiency and thus provide an online or manual anonymous assessment system, from the ensuing semester starting from January 2015**. The analysis of the same will be conveyed to the GB and also disseminated to all stakeholders.**

18.   *Create a standalone Annual Report besides the VTU report for more holistic institutional information display and propagation**. Also start a quarterly newsletter showcasing the achievements of the institute.**