



KAI. YASHODABAI DAGADU SARAF CHARITABLE TRUST'S
COLLEGE OF PHARMACY



ISO 9001 : 2015 Certified Institute

(Approved by AICTE, PCI, New-Delhi; Govt. of Maharashtra & Affiliated to KBC North Maharashtra University, Jalgaon)

N.H. No.6, Sakegaon - Bhusawal, Dist. Jalgaon-425201 (Maharashtra) India

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Principal

7.2 Best Practices Decentralization of Administrative System

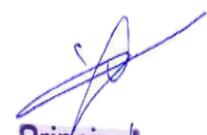
1. Title of the Practice

Decentralization of Administrative System

2. Objectives of the Practice

The institute is practicing decentralization of administrative system by creating a robust organizational structure with well-defined roles and responsibilities at each level. The objective of the practice is to increase participation of each faculty in decision making and achievedemocracy, resolution of problems for achieving better outcomes, to create accountability at every level of the hierarchy and maximize efficiency of every activity.




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3. The Context

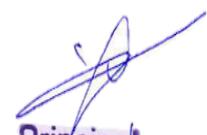
Administrative decentralization seeks to redistribute authority, responsibility and financial resources for providing better services to end users. It is the transfer of responsibility; fully or partially for the planning, expenditure and management of certain functions from the college management and Principal to faculty members. Decentralization is a backbone of democratic system. It improves the quality of education.

The practice of decentralizing the administration was designed in context of:

- Improving participation of faculty and students
- Enhancing the efficiency of personnel
- Avoiding the conflicts by assigning specific portfolios
- Alleviating bottlenecks in decision-making
- Ensuring faster decision making
- Enhancing commitment and dedication by defining roles
- Improving sensitivity to assigned tasks
- Improving the systems by learning through experimentation.

Challenging issue is selecting the right persons for delegating the authority based on knowledge, experience and skills required to execute the function.




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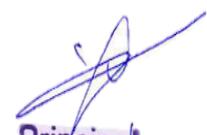
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4. The Practice

- The practice is designed in two steps; identifying the administration areas to be decentralized and assigning the right person for the right job.
- The areas requiring decentralization are identified and allocated by Principal.
- The committee in charge and committee members are decided on the basis of knowledge, skill and experience. The number of members in a committee depended on importance and volume of work.
- The office orders are issued and clarified to committee in-charge as well as committee members. The roles and responsibilities of every committee are clearly defined by creating a job description thereby creating transparency and clarity in the entire process.
- The committee in-charge has been given freedom to appoint student co-ordinators and members. Students are involved as active members of the committee.
- Since objectives and job responsibilities of each committee are clearly defined, co-ordination of activities is much easier.
- At the end of the academic session, a job accomplishment report is submitted by each committee which is evaluated for further improvement.
- Changeovers in committee members (wherever required) or their portfolios are done to have wide experience to faculty members. Sometimes temporary committees are formed for smooth execution of function.

Uniqueness in the context of India higher education:




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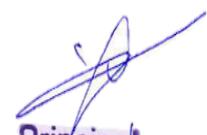
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As per recommendations of the University Grant Commission, "Higher Education in India: Issues, Concerns and New Directions" released in December 2003, participation of teaching faculty in a democratic process, students involvement in governance, co-ordination of activities, encouraging accountability at various levels of decision making and decentralization is recommended. The practice being followed at our institute is unique and very much in tune with these recommendations.

5. Evidence of Success

- Smooth functioning of the activities: as job orders are issued with defined objectives and responsibilities, there is clarity in process, targets to be achieved and personnel involved. E.g. for college Gathering, Rhythum activities are distributed with specific job orders and stated responsibilities which resulted in smooth conduct of the event.
- Time bound achievement of stated objectives was observed for all activities.
- After analyzing job accomplishment report and difficulties encountered, upcoming year's planning and implementation became easier. E.g. After analyzing performance in National Pharmacy Week, planning for the next year was done in advance involving faculty and students. .




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- The practice helped in percolation of organizational policies and goals to the each level of hierarchy. For example Involving students in academic monitoring committee helped them to understand the mission and vision of the institute.
- Improvement in decision making and problem solving ability was observed due to focused working and allocation of authority.

6. Problems Encountered and Resources Required

Problems encountered are-

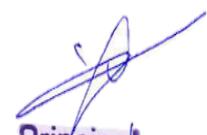
1. Balancing course curriculum and additional responsibilities requires effective time management.
2. Resources in terms of finance are continuously required to upgrade technology and infrastructure requirements. Financial constraints occasionally hamper the rapid renewal/upgrade of technology.
3. Teachers today have to play the role of an educator, motivator and entertainer combined, rather than just an tutor. Most of the faculty members are a part of multiple departments/ committees and it becomes challenging for them to work with optimum efficiency in every department/ committee.

Problems were overcome by carefully planning the activities and follow-up of the hurdles in which the finance is involved.

The resources required are-

1. Training of faculty to handle the responsibilities assigned.
2. Financial resources to update the knowledge, technology and infrastructure time to time.




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7. Notes

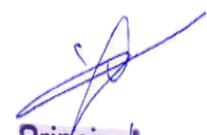
Decentralization of administration helps a lot in smoothening of the functions and developing skills of faculty. The practice creates sense of accountability at each level. Delegating authority to the respective person develops decision making and problem solving. Since portfolios are assigned with defined responsibilities, time bound achievement of objectives becomes easier.

The crucial point in decentralization is selecting the right person for the right job. The practice encourages democracy as everyone's opinion matters in executing the activities.

Decentralization also helps the chief administrator i.e. Principal to monitor the overall activities. At the end of the academic year, job accomplishment reports are submitted to the Principal and difficulties encountered are discussed. Accordingly it helps to make necessary changes for the coming year.

Thus practice can be a fruitful suggestion to the institutes who have not initiated it and a tool of great value addition for those who are implementing it.




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B. Academic Monitoring

1. Title of the Practice

Academic Monitoring

2. Objectives of the Practice

The objective of the practice is to monitor the regular completion of academic activities like workload allotment to teachers, preparation and display of timetable, conduct of regular lecture- practicals, alternate workload adjustments, conduct of continuous assessments and getting and evaluating student feedback. The practice aims to monitor the overall teaching learning process to ensure that the students get the best of knowledge and develop skills accordingly.

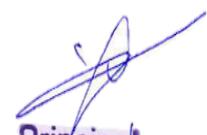
3. The Context

The context of this practice lies in the need to ascertain that teaching learning process is going on as per the predesigned objectives to ensure the expected outcomes.

To achieve the educational objectives it is important to continuously ensure

- clarity in the academic schedule to both staff and students
- prescribed syllabus is completed in time as per the session plan
- proper time is allocated to each subject as per syllabus recommendations




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- regular attendance is marked in attendance sheet
- feedback is sought from the students regarding the faculties and facilities which will help in improving the system.

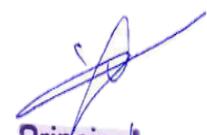
Basic challenge was to cover multiple aspects of academics under continuous tracking.

4. The Practice

Academic monitoring is done through academic monitoring committee. The committee comprises of Academic In-charge, M.Pharm Co-ordinator, B Pharm Class Teachers, students' class representatives and members of teaching learning committee.

- a. Academic monitoring committee prepares timetable after getting directions from the Principal regarding workload allotted to each teacher. It is communicated to teachers and displayed for students.
- b. Teachers prepare session and teaching plan for each subject assigned and enter in ERP.
- c. Every teacher makes entry of lecture/ practicals conducted in the "daily record file" as well as ERP. Attendance is marked in attendance register and ERP.
- d. Teachers get workload adjusted through ERP if requesting any leave.
- e. Before each sessional examination and University examination, a meeting of every class is called wherein the class representatives affirm the topics covered for every subject. In case if the lectures conducted are less than the mandated numbers, corrective measure




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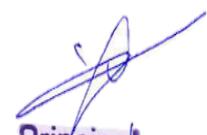
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- like extra lectures are suggested. “Remedial lectures” are arranged.
- f. The schedule for “Continuous Assessments (CA)” is prepared for all subjects by the class teachers/M.Pharm. Co-ordinator in consultation with subject teachers. It is displayed for the students.
 - g. Record of such meeting is reviewed by the Principal.
 - h. Students’ feedback about teacher performance is obtained at the end of each semester. The summarized result is discussed with individual teacher by the Principal.
 - i. Teachers get workload adjusted through ERP if requesting any leave.
 - j. Before each sessional examination and University examination, a meeting of every class is called wherein the class representatives affirm the topics covered for every subject. In case if the lectures conducted are less than the mandated numbers, corrective measure like extra lectures are suggested. “Remedial lectures” are arranged.
 - k. The schedule for “Continuous Assessments (CA)” is prepared for all subjects by the class teachers/M.Pharm. Co-ordinator in consultation with subject teachers. It is displayed for the students.
 - l. Record of such meeting is reviewed by the Principal.
 - m. Students’ feedback about teacher performance is obtained at the end of each semester. The summarized result is discussed with individual teacher by the Principal.

As per recommendations of the University Grant Commission, “Higher Education in India: Issues, Concerns and New Directions” academic monitoring and involvement of students in the process and seeking their feedback is recommended. The practice being followed in the institute is aimed to achieve objectives of these recommendations. Uniqueness of the practice lies in giving more importance to students in the monitoring




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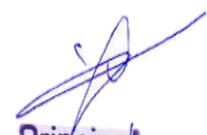
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system and implementing their feedback.

5. Evidence of Success

Academic monitoring has resulted in the improvement of overall quality of teaching learning process. As session plans are conveyed for theory as well as practicals it has helped the students to be well prepared in advance. This has improved learning process. Daily lecture/practical entry into record file as well as ERP software helped teachers to revise session plans (if required) to complete syllabus and continuous assessments in time. Through assessment if the student found weak in any subject, counseling is done by class teacher along with subject teacher. Student feedback is playing crucial role in improvising teaching quality as regular feedbacks are taken regarding teacher performance as well as about supporting facilities. This has led to many affirmative changes in time table, infrastructure and teaching process. The success can be measured through academic records of the college and overall standing of college at University, state as well as national level.




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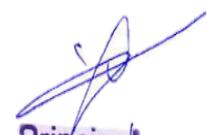
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6. Problems Encountered and Resources Required

The semester pattern and continuous assessment system spares very less time for tracking work and implementing the feedbacks. Many times central admission process by Government for first year and directly admitted to second year students get delayed which affects the number of academic days available for effective teaching. Also semester pattern consume almost three months for midterm and annual exams sparing less time for teaching-learning process as well as to carry out co-curricular/extracurricular activities. Few students used to hesitate in the beginning to participate in monitoring and express their views in the feedback. This issue was resolved soon once they realized that the monitoring system is for their benefit




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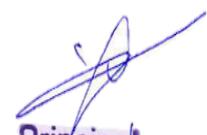
7. Notes

Academic monitoring is very important to ascertain that teaching learning process is going on as per stated objectives and time course. Generally activities regarding teaching processes are well planned before the academic session begins. But mere planning does not ensure the implementation. Therefore continuous monitoring is required to ensure that activities are being implemented in a desired time frame covering all aspects. A monitoring system creates a sense of reporting and responsibility in the people involved. Only end point monitoring leaves no scope for the corrective actions.

Since everyone from academic in-charge to the class representative is involved in the monitoring process, it maintains transparency and ensures evaluating and understanding teaching learning from all views. Need for necessary measures like remedial classes, extra lectures is realized at the right time.

The practice ensures excellence in teaching learning and therefore it is highly recommended that all institutes should implement it.




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