Yearly Status Report - 2019-2020

Part A	
Data of the Institution	
1. Name of the Institution	**PURASH-KANPUR HARIDAS NANDI MAHAVIDYALAYA**
Name of the head of the Institution	**Dr. Chandan Kumar Jana**
Designation	**Principal**
Does the Institution function from own campus	**Yes**
Phone no/Alternate Phone no.	**03214250236**
Mobile no.	**7003726426**
Registered Email	**pkhnm2010@gmail.com**
Alternate Email	**chandanjana09@gmail.com**
Address	**Post- Kanpur, Dist - Howrah**
City/Town	**Howrah**
State/UT	**West Bengal**
Pincode	**711410**
2. Institutional Status	
Affiliated / Constituent	**Affiliated**
Type of Institution	**Co-education**
Location	**Rural**
Financial Status	**Self financed and grant-in-aid**
Name of the IQAC co-ordinator/Director	**Prof. Saranya Sen**

Phone no/Alternate Phone no.	03214250236
Mobile no.	9830523581
Registered Email	iqacpkhnm@gmail.com
Alternate Email	saranyasen.03@gmail.com

3. Website Address

Web-link of the AQAR: (Previous Academic Year)	http://pkhnm.ac.in/wp-content/uploads/2021/05/AQAR-18-19-Submitted.pdf
4. Whether Academic Calendar prepared during the year	**Yes**
if yes,whether it is uploaded in the institutional website: Weblink :	https://pkhnm.ac.in/academic-calendar/

5. Accrediation Details

Cycle	Grade	CGPA	Year of Accredation	Validity	
				Period From	**Period To**
2	B+	2.61	2016	16-Dec-2016	15-Dec-2021
1	B	70	2007	31-Mar-2007	30-Mar-2012

6. Date of Establishment of IQAC	**17-Aug-2007**

7. Internal Quality Assurance System

Quality initiatives by IQAC during the year for promoting quality culture		
Item /Title of the quality initiative by IQAC	**Date & Duration**	**Number of participants/ beneficiaries**
No Data Entered/Not Applicable!!!		

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8. Provide the list of funds by Central/ State Government-UGC/CSIR/DST/DBT/ICMR/TEQIP/World Bank/CPE of UGC etc.

Institution/Department/Faculty	Scheme	Funding Agency	Year of award with duration	Amount
Nil	**Nil**	**Nil**	**2020** **0**	**0**
No Files Uploaded !!!				

9. Whether composition of IQAC as per latest NAAC guidelines:	Yes
Upload latest notification of formation of IQAC	**View File**
10. Number of IQAC meetings held during the year :	4
The minutes of IQAC meeting and compliances to the decisions have been uploaded on the institutional website	Yes
Upload the minutes of meeting and action taken report	**View File**
11. Whether IQAC received funding from any of the funding agency to support its activities during the year?	No

12. Significant contributions made by IQAC during the current year(maximum five bullets)

1. Institutional MoU has been signed with K. K. Das College, Kolkata 2. Extension programme on vermicomposting, titled Waste to Wealth has been initiated with an incubation pit, in association with local SHGs and the village Panchayat. 3. Encouragement of rural entrepreneurship through workshop on mushroom cultivation. 4. Organization of workshop on Preparation for Government Service Examinations 5. Initiation of exclusive online teachinglearning during the lockdown period amidst the Covid19 pandemic.

No Files Uploaded !!!

13. Plan of action chalked out by the IQAC in the beginning of the academic year towards Quality Enhancement and outcome achieved by the end of the academic year

Plan of Action	Achivements/Outcomes
Guardians of the newly admitted students would meet teachers and the Principal at the start of the session	The meeting took place on the sixteenth and seventeenth of July.
Dengue Awareness Programme by NSS	Fifty students participated in a dengue awareness rally through the adopted villages.
Awarding studentship excellence	On the Foundation day programme several students were awarded.
Extension activity with SHGs and panchayat	WastetoWealth programme on vermicomposting with Kanpur

	Gram Panchayat and local SHGs.
Programme Outcomes and Course Outcomes of each department is to be uploaded on the website	The outcomes were duly uploaded.

No Files Uploaded !!!

14. Whether AQAR was placed before statutory body ?	Yes

Name of Statutory Body	Meeting Date
Governing Body	20-Feb-2020

15. Whether NAAC/or any other accredited body(s) visited IQAC or interacted with it to assess the functioning ?	No

16. Whether institutional data submitted to AISHE:	Yes

Year of Submission	2020

Date of Submission	26-Mar-2020

17. Does the Institution have Management Information System ?	Yes

If yes, give a brief descripiton and a list of modules currently operational (maximum 500 words)	Management Information System has been initiated at the very beginning of students entry through online admission. Information of the students like names of their parents, caste, family income, previous results, etc. are stored in the Students Management Software which can be made available whenever needed. Students' registration in University, internal and other marks uploading, mentoring etc. are done using the data. Online registration of the students, their form fillup etc. are possible through student MIS. The results of the students are analyzed by the respective departments and their progression is closely monitored through that MIS. The staff data are also managed online. The salary of the

Teaching and NonTeaching staff is managed and disbursed through Human Resource Management System of the Govt. List of modules: i) Online admission software ii) Students management software iii) Internal Finance management software iv) Attendance and Internal Marks uploading through CU examination portal v) Salary bill preparation software vi) Salary disbursement through HRMS module of the Govt.

Part B

CRITERION I – CURRICULAR ASPECTS

1.1 – Curriculum Planning and Implementation

1.1.1 – Institution has the mechanism for well planned curriculum delivery and documentation. I
words

1. At the beginning of each academic session, college prepares its
calendar according to the notices and circulars received from the a
university (CU). Students are informed about the academic calenda
college notifying the probable teaching days, tentative schedules o
examinations, curricular, extension related and co-curricular activ
observation of important events through notices and Biboroni Bo
Orientation programme in introductory classes is organized every ye
respective departments for newly admitted students to make them awa
mechanism for curriculum delivery, examination and evaluation. 3. F
Principal prepares the master routine and circulates the same t
departments for allotting teachers for different classes. This ro
framed as per the requirement of CBCS curricula and includes all coi
and other courses of all programmes and honours courses of arts, sc
commerce departments (since most of the departments use shared cla
Interdisciplinary teaching by some teachers are taken into consider
their classes are set in the routine accordingly. 4. The Department
meetings for distribution of syllabi among the teachers and clas
allotted on the basis of specialization/liking and total marks all
each paper. Department wise requirement of classes for concerned p
eventually forwarded to the Principal through the Head of each depar
preparation of final routine. 5.Based on the teaching assignments a
the syllabus distribution, teachers prepare their "teaching plans"
University guidelines. 6. Along with the traditional chalk and tal
teachers often use ICT based teaching tools (power-point presentati
alone teaching-learning video-show as suitable for the specific
concerned). This method of teaching became vastly relevant during m
lockdown to curb then COVID-19 pandemic situation for the period sta
17th March, 2020. This benefitted the students to continue with uni
learning even during the time of institutional closure. 7. Class
periodic review of performance of students, role reversal by the stu
are the common practices to monitor progress of the students. 8. Fi
are organized by Department of Geography to ensure effective impleme
the prescribed curriculum as per University guidelines. 9. Inter

sessions with students and, sometimes with guardians are held to
problem areas. Special care is taken to address the problems of slow
first-generation learners and students belonging to minority cat
Advanced learners are given special attention. Social networking s
also used by some departments for interaction between faculty and
beyond the class hours. 10. All students are advised to come to coll
study leave and consult departmental teachers for any help in any t
if required special classes are taken accordingly. These are consi
'special remedial classes'.

1.1.2 – Certificate/ Diploma Courses introduced during the academic year

Certificate	Diploma Courses	Dates of Introduction	Duration	Focus on employability/entrepreneurship
Nil	Nil	Nil	Nil	Nil

1.2 – Academic Flexibility

1.2.1 – New programmes/courses introduced during the academic year

Programme/Course	Programme Specialization	Dates of Intro
Nill	Nil	Nill

No file uploaded.

1.2.2 – Programmes in which Choice Based Credit System (CBCS)/Elective course system impleme affiliated Colleges (if applicable) during the academic year.

Name of programmes adopting CBCS	Programme Specialization	Date of implementation of CBCS/El System
Nill	Nil	Nill

1.2.3 – Students enrolled in Certificate/ Diploma Courses introduced during the year

	Certificate	Diploma Co
Number of Students	Nil	Nil

1.3 – Curriculum Enrichment

1.3.1 – Value-added courses imparting transferable and life skills offered during the year

Value Added Courses	Date of Introduction	Number of Students E
Nil	Nill	Nill

No file uploaded.

1.3.2 – Field Projects / Internships under taken during the year

Project/Programme Title	Programme Specialization	No. of students enrolled for Field F Internships
BCom	Honours	24
BSc	Geography Honours	26

No file uploaded.

1.4 – Feedback System

1.4.1 – Whether structured feedback received from all the stakeholders.

Students	Y
Teachers	Y
Employers	N
Alumni	N
Parents	Y

1.4.2 – How the feedback obtained is being analyzed and utilized for overall development of the (maximum 500 words)

Feedback Obtained

Feedback on the teaching-learning process, Infrastructure, Library,
received from students based on a structured questionnaire framed by
in consultation with the Principal. The questionnaire is handed over
students and collected online. The guardian's feedback are collected
The received feedback is then analyzed by the IQAC and forwarded to
of the institution with necessary suggestions based on this feedback
provide informal as well as formal feedback to the head of the insti
different academic, administrative and other affairs related to the
the meetings of respective sub-committees. The Principal, Convener c
Council and/or IQAC coordinator also receive feedback from students
class campaigns. Improvement of service related to teaching-learning
upgradation/repairing of infrastructure, resources, etc. are done af
discussion with the concerned council, sub-committee/finance departm
and/or GB. From the academic session 2020-21, IQAC proposes to make
entire feedback system online.

CRITERION II – TEACHING- LEARNING AND EVALUATION

2.1 – Student Enrolment and Profile

2.1.1 – Demand Ratio during the year

Name of the Programme	Programme Specialization	Number of seats available	Number of Application received
BA	Programme	350	514
BA	Bengali Hons.	132	122
BA	Economics Hons.	34	Nill
BA	English Hons.	71	26
BA	History Hons.	61	99
BA	Political Science Hons.	77	16
BCom	Accountancy Hons.	193	58
BSc	Maths Hons.	34	47
BSc	Geography Hons.	41	57
BSc	Programme	34	10

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2.2 – Catering to Student Diversity

2.2.1 – Student - Full time teacher ratio (current year data)

Year	Number of	Number of	Number of fulltime	Number of fulltime

	students enrolled in the institution (UG)	students enrolled in the institution (PG)	teachers available in the institution teaching only UG courses	teachers available in the institution teaching only PG courses	t
2019	908	Nill	19	Nill	

2.3 – Teaching - Learning Process

2.3.1 – Percentage of teachers using ICT for effective teaching with Learning Management Syster learning resources etc. (current year data)

Number of Teachers on Roll	Number of teachers using ICT (LMS, e-Resources)	ICT Tools and resources available	Number of ICT enabled Classrooms	Numberof smart classrooms	E-te
32	32	Nill	7	2	

View File of ICT Tools and resources

View File of E-resources and techniques used

2.3.2 – Students mentoring system available in the institution? Give details. (maximum 500 word

Mentoring of students is conducted by the departments of the institution. Mentoring of studen the following objectives: • To increase the teacher-student contact hours • To increase student • To identify and address the problems faced by slow learners and first-generation learners • advanced learners • To decrease the student drop-out rates • To assist and guide students for tl examinations • To identify adolescence issues, if any that affect their progress • To offer coun students to prevent underage marriage • Any other issues to prevent ragging, sexual harassme students, cyber bullying, etc. Every year, departments individually organize orientation sessior commencement day for students of first semesters and explain the designing and implement mentoring system of the department. In the mentoring process, all necessary information re student such as the contact number, email of the student, family income, category, gender etc by the department (which are given during application for admission and available in admissic Departments maintain the records of class tests/surprise tests, attendance records, records seminars, etc. related to the reviewing of the performance of the students. Departmental teac interaction with students through individual meetings, social networking platforms. Teachers parents during parent-teacher meetings and try to identify the problems faced by students. Ti constraint to the mentoring system, especially after introduction of the CBCS in 2018. To ov teachers sometimes suggest students to list out areas that they are having difficulty in while | the examinations. They are then provided with written solutions of those. Tutorial classes are for students. The biggest challenge of the mentoring system is to decrease the drop-out rates due to shifting of students from general degree courses to technical ones and some other employments at the beginning of each academic session.

Number of students enrolled in the institution	Number of fulltime teachers	Mentor :
908	32	

2.4 – Teacher Profile and Quality

2.4.1 – Number of full time teachers appointed during the year

No. of sanctioned positions	No. of filled positions	Vacant positions	Positions filled during the current year	No. c
25	20	5	3	

2.4.2 – Honours and recognition received by teachers (received awards, recognition, fellowships National, International level from Government, recognised bodies during the year)

Year of Award	Name of full time teachers receiving awards from state level, national level, international level	Designation	Name of the award received from Gov recognized b
Nill	Nil	Nill	Nil

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2.5 – Evaluation Process and Reforms

2.5.1 – Number of days from the date of semester-end/ year- end examination till the declaratio during the year

Programme Name	Programme Code	Semester/ year	Last date of the last semester-end/ year-end examination	Date of declaration o semester-end/ year- en
BCom	Hons. / Gen.	Sem VI	14/10/2020	22/10/202
BA	Hons./ Gen.	3rd year	14/10/2020	22/10/202

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2.5.2 – Reforms initiated on Continuous Internal Evaluation(CIE) system at the institutional level

Bengali: Regular class-tests, mentoring Chemistry: Regular class-
Commerce: Regular class-tests, Project Work By Students through Pow
Presentations, e-assignments,quiz. Geography: Regular class-tests
tours, role-reversal. English: Regular class-tests, film-screening
reversal, group-discussions, Google Form Tests and E-assignments l
Smart-Classroom activities History: Regular class-tests, group-dis
Mathematics: Regular class-tests, tutorial classes, role-reversal l
Science: Regular class-tests, role-reversal, quiz Economics: Month
MCQ, viva-voce Sanskrit: Viva, Devnagari writing exercises

2.5.3 – Academic calendar prepared and adhered for conduct of Examination and other related r words)

The institution is a college affiliated to the University of Calcutt
university publishes an Academic Calendar for undergraduate courses
includes a list of holidays, period of vacation/ recesses and tentat
schedule of examinations. Like other colleges, this institution also
abide by the schedule given in the University's Academic Calendar. A
Calendar, examinations are conducted at the end of each semester by
affiliating University. College informs students about the universit
and circulars related to the examinations from time to time through
notice board, departmental notice boards, college website and also v
the faculty members of the department. All departments conduct inter
assessment and the students are well informed about these internal
examinations well in advance by the department and college in genera
Internal assessment dates are also provided by the college in the pr
academic calendar prepared at the beginning of each academic session
Assignment in the form of text, e-module/e-content/LMS are being pro
students regularly. Soft copies of teaching plans are also provided
students at the beginning of each semester by the departments.

2.6 – Student Performance and Learning Outcomes

2.6.1 – Program outcomes, program specific outcomes and course outcomes for all programs off institution are stated and displayed in website of the institution (to provide the weblink)

http://pkhnm.ac.in/wp-content/uploads/2021/05/PROGRAM-OUT-COME

2.6.2 – Pass percentage of students

Programme Code	Programme Name	Programme Specialization	Number of students appeared in the final year examination	Number of students passed in final year examination
No Data Entered/Not Applicable !!!				

View File

2.7 – Student Satisfaction Survey

2.7.1 – Student Satisfaction Survey (SSS) on overall institutional performance (Institution may de questionnaire) (results and details be provided as weblink)

Nil

CRITERION III – RESEARCH, INNOVATIONS AND EXTENSION

3.1 – Resource Mobilization for Research

3.1.1 – Research funds sanctioned and received from various agencies, industry and other organi

Nature of the Project	Duration	Name of the funding agency	Total grant sanctioned	Amount receiv yea
Nill	00	Nil	0	0

No file uploaded.

3.2 – Innovation Ecosystem

3.2.1 – Workshops/Seminars Conducted on Intellectual Property Rights (IPR) and Industry-Acaden practices during the year

Title of workshop/seminar	Name of the Dept.
Nil	NIl

3.2.2 – Awards for Innovation won by Institution/Teachers/Research scholars/Students during the

Title of the innovation	Name of Awardee	Awarding Agency	Date of award
Nil	NIl	Nil	Nill

No file uploaded.

3.2.3 – No. of Incubation centre created, start-ups incubated on campus during the year

Incubation Center	Name	Sponsored By	Name of the Start-up	Nature of Start-up	Com
1	Vermicompost Pit	College	Waste-to-Wealth	Extension Programme	07

No file uploaded.

3.3 – Research Publications and Awards

3.3.1 – Incentive to the teachers who receive recognition/awards

State	National	International
Nil	Nil	Nil

3.3.2 – Ph. Ds awarded during the year (applicable for PG College, Research Center)

Name of the Department	Number of PhD's Awarded
NIl	Nill

3.3.3 – Research Publications in the Journals notified on UGC website during the year

Type	Department	Number of Publication	Average Impact Fact
International	Chemistry	1	5.1
International	Chemistry	1	1.7
National	Geography	1	Nill

View File

3.3.4 – Books and Chapters in edited Volumes / Books published, and papers in National/Interna Conference Proceedings per Teacher during the year

Department	Number of Publication
Mathematics	1
Commerce	4
Geography	5
Political Science	4
English	5
Bengali	2

View File

3.3.5 – Bibliometrics of the publications during the last Academic year based on average citation Scopus/ Web of Science or PubMed/ Indian Citation Index

Title of the Paper	Name of Author	Title of journal	Year of publication	Citation Index	Institutional affiliation as mentioned in the publication	Number excluding
No Data Entered/Not Applicable !!!						

View File

3.3.6 – h-Index of the Institutional Publications during the year. (based on Scopus/ Web of scienc

Title of the Paper	Name of Author	Title of journal	Year of publication	h-index	Number of citations excluding self citation	Institutional af mentioned in th
No Data Entered/Not Applicable !!!						

View File

3.3.7 – Faculty participation in Seminars/Conferences and Symposia during the year :

Number of Faculty	International	National	St
Attended/Seminars/Workshops	16	13	1

Presented papers	8	3	N
Resource persons	Nill	Nill	N

View File

3.4 – Extension Activities

3.4.1 – Number of extension and outreach programmes conducted in collaboration with industry, and Non- Government Organisations through NSS/NCC/Red cross/Youth Red Cross (YRC) etc., du

Title of the activities	Organising unit/agency/ collaborating agency	Number of teachers participated in such activities	Number of participated in s
No Data Entered/Not Applicable !!!			

View File

3.4.2 – Awards and recognition received for extension activities from Government and other rec during the year

Name of the activity	Award/Recognition	Awarding Bodies	Number of student
NIl	Nil	Nil	Nill

No file uploaded.

3.4.3 – Students participating in extension activities with Government Organisations, Non-Gover Organisations and programmes such as Swachh Bharat, Aids Awareness, Gender Issue, etc. durin

Name of the scheme	Organising unit/Agency/collaborating agency	Name of the activity	Number of teachers participated in such activites	Number participat acti
No Data Entered/Not Applicable !!!				

View File

3.5 – Collaborations

3.5.1 – Number of Collaborative activities for research, faculty exchange, student exchange duri

Nature of activity	Participant	Source financia support
Sundarman – Cultural Exchange Programme / Competition with Bankim Sardar College	19 students	Colleg
Research Collaboration with Dept. of Biotechnology VB SSE	1 Research Scholar	Nil

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3.5.2 – Linkages with institutions/industries for internship, on-the- job training, project work, s research facilities etc. during the year

Nature of linkage	Title of the linkage	Name of the partnering institution/ industry /research lab with contact details	Duration From	Durati To
Nil	Nil	Nil	Nill	Nill

No file uploaded.

3.5.3 – MoUs signed with institutions of national, international importance, other universities, i
corporate houses etc. during the year

Organisation	Date of MoU signed	Purpose/Activities	Nur studen particip
K. K. Das College, Kolkata	05/08/2019	Pursuit of Quality Higher Education, Faculty Exchange and Professional Development	

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CRITERION IV – INFRASTRUCTURE AND LEARNING RESOURCES

4.1 – Physical Facilities

4.1.1 – Budget allocation, excluding salary for infrastructure augmentation during the year

Budget allocated for infrastructure augmentation	Budget utilized for infrastructure d
4206000	305729

4.1.2 – Details of augmentation in infrastructure facilities during the year

Facilities	Existing or Newly
Seminar halls with ICT facilities	Existing
Classrooms with Wi-Fi OR LAN	Existing
Seminar Halls	Existing
Laboratories	Existing
Classrooms with LCD facilities	Existing
Class rooms	Existing
Campus Area	Existing

No file uploaded.

4.2 – Library as a Learning Resource

4.2.1 – Library is automated {Integrated Library Management System (ILMS)}

Name of the ILMS software	Nature of automation (fully or patially)	Version	Year o
KOHA	Partially	18.05	

4.2.2 – Library Services

Library Service Type	Existing		Newly Added		T
Reference Books	450	60000	Nill	Nill	450
Journals	1	1000	Nill	Nill	1
Library Automation	2	835000	Nill	10000	2
Text Books	22062	1191062	Nill	Nill	22062
e-Journals	Nill	Nill	6000	5900	6000

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4.2.3 – E-content developed by teachers such as: e-PG- Pathshala, CEC (under e-PG- Pathshala C Graduate) SWAYAM other MOOCs platform NPTEL/NMEICT/any other Government initiatives & ins (Learning Management System (LMS) etc

Name of the Teacher	Name of the Module	Platform on which module is developed	Date of laun content
No Data Entered/Not Applicable !!!			

View File

4.3 – IT Infrastructure

4.3.1 – Technology Upgradation (overall)

Type	Total Computers	Computer Lab	Internet	Browsing centers	Computer Centers	Office	Departments	Avai Bandw (MBPS
Existing	40	6	18	2	2	8	12	60
Added	0	0	0	0	0	0	0	0
Total	40	6	18	2	2	8	12	60

4.3.2 – Bandwidth available of internet connection in the Institution (Leased line)

100 MBPS/ GBPS

4.3.3 – Facility for e-content

Name of the e-content development facility	Provide the link of the videos and media centre a facility
Nil	Nill

4.4 – Maintenance of Campus Infrastructure

4.4.1 – Expenditure incurred on maintenance of physical facilities and academic support facilitie salary component, during the year

Assigned Budget on academic facilities	Expenditure incurred on maintenance of academic facilities	Assigned budget on physical facilities	Expenditure i maintenance facili
3929000	123256	771000	1824

4.4.2 – Procedures and policies for maintaining and utilizing physical, academic and support faci laboratory, library, sports complex, computers, classrooms etc. (maximum 500 words) (informati available in institutional Website, provide link)

The Governing Body of the college has formed Development Purchase (and several other sub-committees for maintaining and utilizing ph academic and support facilities like laboratory, library, compu classrooms and so on. Concerned sub-committees provide informatio Development Purchase sub-committee for purchase and maintenance of facilities. The Development Purchase sub-committee in compliance v regulation of Finance Department of Govt. of West Bengal vide Me 5400F(Y), seeks financial approval of the Finance sub-committee and For purchase of lab and any other equipment, generator, water pur electrical component and others. The Development Purchase sub-cor invites tenders. Construction, maintenance and repairing of aca buildings, library, classrooms, electrical appliances and other p

infrastructures are done by the committee engaging local constructi
following regulations of the Finance Dept. of the Govt. of West
However, for the construction of the scheme available from RUSA
college entered in an MoU with Howrah Zilla Parishad for executi
construction project. Portion of the fund received under RUSA scheme
utilized for the renovation and extension of the library, purcha
furniture, books and journals and e-resources, book racks and l:
upgradation/ automation software and hardware.

https://pkhnm.ac.in/infrastructure/

CRITERION V – STUDENT SUPPORT AND PROGRESSION

5.1 – Student Support

5.1.1 – Scholarships and Financial Support

	Name/Title of the scheme	Number of students	
Financial Support from institution	Nill	Nill	
Financial Support from Other Sources			
a) National	Nill	Nill	
b) International	Nill	Nill	

View File

5.1.2 – Number of capability enhancement and development schemes such as Soft skill developm
coaching, Language lab, Bridge courses, Yoga, Meditation, Personal Counselling and Mentoring e

Name of the capability enhancement scheme	Date of implemetation	Number of students enrolled	Agencie
Mentoring	01/07/2019	253	All a depar

No file uploaded.

5.1.3 – Students benefited by guidance for competitive examinations and career counselling offe
institution during the year

Year	Name of the scheme	Number of benefited students for competitive examination	Number of benefited students by career counseling activities	Number of stude who have passed the comp. exar
2020	Mushroom Awareness Programme	Nill	36	Nill
2020	Preparation for Govt. Service examinations	60	60	Nill
2020	Soft Skill Development and Communicative English	95	95	Nill

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5.1.4 – Institutional mechanism for transparency, timely redressal of student grievances, Preven harassment and ragging cases during the year

Total grievances received	Number of grievances redressed	Avg. number of days for grieva
11	11	14

5.2 – Student Progression

5.2.1 – Details of campus placement during the year

On campus			Off campus	
Nameof organizations visited	Number of students participated	Number of stduents placed	Nameof organizations visited	Number of students participated
No Data Entered/Not Applicable !!!				

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5.2.2 – Student progression to higher education in percentage during the year

Year	Number of students enrolling into higher education	Programme graduated from	Depratment graduated from	Name of institution joined	p a
No Data Entered/Not Applicable !!!					

View File

5.2.3 – Students qualifying in state/ national/ international level examinations during the year (eg:NET/SET/SLET/GATE/GMAT/CAT/GRE/TOFEL/Civil Services/State Government Services)

Items	Number of students selected/ qualifying
Nill	Nill

No file uploaded.

5.2.4 – Sports and cultural activities / competitions organised at the institution level during the

Activity	Level	Number of Participants
No Data Entered/Not Applicable !!!		

View File

5.3 – Student Participation and Activities

5.3.1 – Number of awards/medals for outstanding performance in sports/cultural activities at national/international level (award for a team event should be counted as one)

Year	Name of the award/medal	National/ Internaional	Number of awards for Sports	Number of awards for Cultural	Student ID number
Nill	00	Nill	Nill	Nill	00

No file uploaded.

5.3.2 – Activity of Student Council & representation of students on academic & administrative bodies/committees of the institution (maximum 500 words)

The Student Council of the college is an elected body and cooperates faculty members and college administration to ensure a holistic deve the institution. General Secretary (G.S.) of the Student Council is of the Governing Body of the college. Because of non-holding of ele the Student Council by order of the State Government, the Governing an invited student nominee. Student members are included in the sub- excepting the likes of examination, admission and finance. The stude would put forward the demand, opinion and suggestion in different related to infrastructure, learning resources, facilities and academ of the college to the concerned sub-committee, IQAC and/or to the He Institution. Student Council organizes different cultural program observes seminal occassions such as Republic Day, Rabindra Jaya Independance Day etc. in the college campus. Basanta Utsav is celeb the college by the Students Council with great zest and this hel cultivating a sense of respect for our Indian culture. Participat students in the Students Council helps in development of their orga skills. Every year the Students Council organizes cultural program the students showcase their talents. Various artists are invited performance extend delight to the students and the neighbouring co alike. Students Council was appreciated by the NAAC Peer team in Nov for their disciplined and good mannererdly approach. Their report the college as a highly disciplined institution.

5.4 – Alumni Engagement

5.4.1 – Whether the institution has registered Alumni Association?

No

5.4.2 – No. of enrolled Alumni:

0

5.4.3 – Alumni contribution during the year (in Rupees) :

0

5.4.4 – Meetings/activities organized by Alumni Association :

Nil

CRITERION VI – GOVERNANCE, LEADERSHIP AND MANAGEMENT

6.1 – Institutional Vision and Leadership

6.1.1 – Mention two practices of decentralization and participative management during the last (maximum 500 words)

1. Principal is the member secretary of the G.B. and chairperson of and all other sub-committees and cells. Principal, consulting th Council, nominates members of different committees/advisory bodies approved by the Governing Body- the Highest Policy Making authority. execution and implementation of different academic, development maintenance activities, student support and related policies are ca by respective committees under the guidance framed by the GB, the University or UGC. The Principal places his opinions, suggestions a existing rules and regulations are followed while implementation of

Faculty level : Faculty members are given representation in va
committees/cells and in the IQAC. Every two/three year, the compos
different committees is changed, if needed, to ensure smooth runni
committees and in the implementation of different programmes and ac
In addition, the same is done to ensure a uniform exposure of dutie
to address the academic and professional development of faculty m
Following committees are constituted in accordance with the ex:
guidelines of Government/RUSA/CU/GB: • Project Management Unit for
Anti-Ragging Cell • Cell against sexual harassment of women in wor
RTI cell • State Building Committee • Academic Council • Financ
committees • Development and Purchase Subcommittee • Provident Fu
Committee • Grievance Redressal Cell • NSS Advisory body • Students
addition, there are some more sub-committees (in total there is a
subcommittees) framed by the Governing Body 3. Student level: G
Secretary of the students union is the member of governing body. S
Union play important role in different activities. In absence of the
of the State Government since 2018, no formal election of students'
held in the session 2019-2020.However, to have collective particip
the students in the smooth running of the college, the Governing
approved a student as Secretary of the Students' Union (GB Approved
teaching staff level: Non-teaching staff are represented in the g
body, different subcommittees, cells and IQAC. Opinion and suggestic
teaching staff are considered with due weightage for framing poli
taking important decisions. They play pivotal role for on-site ex
implementation of different developmental projects and program
Participative Management: • Strategic level: The members of respec
committees and cells share knowledge and experiences in meetings whi
strategies in all respects pertaining to admission, examination, di
grievance-redressal, student-support services, finance, etc., as pe
rules and guidelines Govt., UGC and/or CU. As per already existing
or after necessary approval of the GB post-facto the plan and prog:
executed • Functional level: Different members are given spec
responsibility based on their knowledge and experience for carry
project. The convener/coordinator monitors and supervises the p
progression act as a liaison officer between the members and Princ
Operational level: Members of the sub-committee take vital rol
implementation and execution of defined work all the sub-commit

6.1.2 – Does the institution have a Management Information System (MIS)?

Yes

6.2 – Strategy Development and Deployment

6.2.1 – Quality improvement strategies adopted by the institution for each of the following (with
each):

Strategy Type	Details
Teaching and Learning	The ICT based teaching learning is given due import well-equipped classrooms. PPTs are encouraged for c dissemination and online assessments and e-assignment an integral part of the teaching learning of the ins With the outbreak of COVID 19, all the teachers ha advised to start pedagogic dissemination in virtual using information technology tools and techniques. Ac all students are engaged in online teaching- lea

	evaluation, webinar, and other online academic act Synchronous and Asynchronous communication tools con Teaching Learning and Evaluation. LMS, academic reso students in learning and preparing for exams
Examination and Evaluation	Class tests, surprise tests, debates, quizzes are held by different departments to engage the student process of continuous evaluation. Examination sub-c Results and evaluation sub-committee are engage implementing procedure of internal evaluations and all examinations and publications of results internal examination and carrying out university examinations departments are involved in conducting college's examinations and end-semester examinations. With the the COVID 19 pandemic, the entire pedagogy shifted along with that the departmental tests also conducte
Library, ICT and Physical Infrastructure / Instrumentation	As a post-NAAC initiative, the college has been i application and use of ICT in teaching-learning. Pr Laptops/ Computers with WiFi for internet have been almost all departments. Physical Infrastructure i adequate importance by the college authority. Buying and e-journals for the central library are given importance. Text and Reference books worth rupees ~ have been purchased utilizing RUSA 2.0 infrastru development fund. The RFID sensor system has been pu duly installed in the college library for complete of lending procedure and learning resources manag
Industry Interaction / Collaboration	Being a general degree college, no such activity materialized. Career Development Cell is trying collaborate with industrial bodies and entrepren organizations.
Admission of Students	The admission of students are exclusively online to and fair selection of candidates, maintaining the g and university rules. Admissions commenced in June declaration of the different H.S. board results. I form distribution, publication of merit, e-counse admission fees collection, and generation of roll nu entire admission process is online and no applicant physical presence in the campus during the process. rules of the government is strictly followed in the process. Physical verification of documents are don commencement. Procedures are made available on
Human Resource Management	o Different sub-committees and cells engage skill experienced teachers and staff to effectively ca academic and administrative activities. o Teache encouraged to participate in inter-disciplinary te Departments are encouraged to carry out research and activities. o Teachers participate in activities be assigned duties. Teachers engage in Popular lecture beyond their stream. o IQAC organizes popular lectu teachers for exchange of ideas and opinion. o Facul are encouraged to participate in workshops, seminars development programmes and refresher courses. o Non staff have been included in different sub-commit

Research and Development	i.The Teachers undertake doctoral research and ind research leading to publications of journal arti monographs and book chapters. ii. Teachers are enco participate in seminars and conferences and publish iii. IQAC has proposed a provision of seed money for project and start-up. iv. Teachers involved in Ph.D. work are given study leave as per the regulation of Government of West Bengal. iv. The Principal co-guide candidates in Department of Biotechnology, Visva- University and is granted a national patent on met development by the Intellectual Property India, Govt on 14.03.2019.
Curriculum Development	The affiliating university distribute syllabi in al and and subjects. The college authority develops the as well as the modules. The lesson plans are acco prepared in departmental meetings. The consultan suggestions of the academic council and the Principa significant inputs in this regard. The academic cal the comprehensive class routine prepared by the c authority illustrates the sincerity with which the curriculum is implemented at the institutional leve and Programme objectives in all subjects are publisl college website.

6.2.2 – Implementation of e-governance in areas of operations:

E-governace area	Details
Planning and Development	Library Automation has been upgraded with the augmen the reach of the RFID. Online Admission Process has be to the entirety. WhatsApp groups, and Google Classr different courses were created to serve as virtual c for the students during lockdown. Online feedback sy also been initiated for the students.
Administration	• The salary of the staff members are disbursed onlir the HRMS of Govt of West Bengal. • Notices and Circu distributed through e-mails and Whatsapp messages ar board on college website. • All the sub-committees hav Whatsapp groups for better communication. • Notices ar are communicated to the students through the WhatsApp different classes. The same are also made available college website.
Finance and Accounts	• Students' fees collection has been made completely HRMS module ensures direct transfer of the salary of Govt. staff members. • Internal payments and recei managed through Internal Finance Management Softwar tenders are floated and notified as per the Gover Guidelines on e-tender portal of the government of We (www.etender.wb.nic.in). • Payment of purchases is do PFMS in accordance with RUSA/UGC/ Govt. guidelines. • of fees from students are now exclusively onli
Student Admission and Support	• Online admission Portal accepts the applicatior admission. • Fully computerized system ensures the pr and publication of merit list.

Examination	Distribution of questions were through college webs students' email and WhatsApp groups. Uploading of scrutiny reports have been done exclusively online on

6.3 – Faculty Empowerment Strategies

6.3.1 – Teachers provided with financial support to attend conferences / workshops and towards
fee of professional bodies during the year

Year	Name of Teacher	Name of conference/ workshop attended for which financial support provided	Name of the professional body f which membership fee is provid
Nill	Nil	Nil	Nil

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6.3.2 – Number of professional development / administrative training programmes organized by
teaching and non teaching staff during the year

Year	Title of the professional development programme organised for teaching staff	Title of the administrative training programme organised for non-teaching staff	From date	To Date	Number of participants (Teaching staff)
No Data Entered/Not Applicable !!!					

[View File](#)

6.3.3 – No. of teachers attending professional development programmes, viz., Orientation Progr
Refresher Course, Short Term Course, Faculty Development Programmes during the year

Title of the professional development programme	Number of teachers who attended	From Date	To dat
Short term Course	1	12/09/2019	18/09/2
Faculty Development Programme	1	22/06/2020	29/06/2
Refresher Course	1	18/11/2019	30/11/2

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6.3.4 – Faculty and Staff recruitment (no. for permanent recruitment):

Teaching		Non-teaching	
Permanent	Full Time	Permanent	Fu
3	Nill	Nill	

6.3.5 – Welfare schemes for

Teaching	Non-teaching	Students
Group Life Insurance scheme	Group Life Insurance scheme	Free studentship Fund

6.4 – Financial Management and Resource Mobilization

6.4.1 – Institution conducts internal and external financial audits regularly (with in 100 words ea

The Institution is a government-aided institution and needs to a regulations of the State Govt. in its any type of financial acti Finance sub-committee is formed with the internal members of the

oversee the internal financial regulations of the college. Bursar l
the financial administration and helps the Principal, who is the DD
decision in payments as per the guidelines of the Finance Departme
State Govt., Governing Body and Finance department of the colege. Al
are made through an Internal Financial Management Software. Financia
conducted by a Statutory Auditor, recommended by the Dpt. of Higher
from the list of empanelled auditors of the Govt. and the frequency
is once in two years. The Internal audit has been proposed by the G
year 2019-20.

6.4.2 – Funds / Grants received from management, non-government bodies, individuals, philantl
the year(not covered in Criterion III)

Name of the non government funding agencies /individuals	Funds/ Grnats received in
Nil	0

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6.4.3 – Total corpus fund generated

12966

6.5 – Internal Quality Assurance System

6.5.1 – Whether Academic and Administrative Audit (AAA) has been done?

Audit Type	External		Interna	
	Yes/No	Agency	Yes/No	A
Academic	No	Nil	No	
Administrative	No	Nil	No	

6.5.2 – Activities and support from the Parent – Teacher Association (at least three)

The College believes in the academic, social, moral and cultural de
of students. Although the college does not maintain formally regi
parent-teacher association, interactions of teachers with parents
parent-teacher meeting of different departments, the parents come u
suggestions related to the overall development of the students. Tea
been able to communicate with parents to prevent early marriages a
prejudices related to girl students. This has resulted in the inc
overall performance of girl students in the college. Presently, th
students constitute nearly 70 of the total students. Faculty member
attendance register of students. If a student shows poor attendanc
parents are informed of the same by faculty members and Principa
subsequently meetings arranged by the college authority with the p
Structured feedback has been received from the parents in this se
Student mentoring by the faculty members generously involve communic
parents regarding issues such as attendance, academic performanc
examination schedule, and other adolescence issue, if any.

6.5.3 – Development programmes for support staff (at least three)

1) Almost all the support staff have been given hands-on- training a
and ICT 2) Some of them have been given training on the undergradua
admission software and university registration software 3) Accoun
cashier have been given training on making payment through IFMS.
Teaching staff has been given training on MIS of the students 5) 1

given training on how to work on the university examination and
uploading software 6) Two staff have been trained for using govt p
providing different scholarships.

6.5.4 – Post Accreditation initiative(s) (mention at least three)

Post-accreditation initiatives based on the recommendations mention
team report: 1. Separate hours are added to the regular scheduled c
physical education and games and sports. 2. The construction of the
wall has been initiated upon receiving the grant of Rs. 47 lakhs ex
the Higher Education Department, Govt. of West Bengal. 3. Extension
involving the local populace has been initiated. Programmes such as
Wealth and PKHNM Fights COVID-19 have been well received in the com
Washroom facilities for boys and girls have been improved signif
through the utilization of the RUSA 2.0.

6.5.5 – Internal Quality Assurance System Details

a) Submission of Data for AISHE portal
b)Participation in NIRF
c)ISO certification
d)NBA or any other quality audit

6.5.6 – Number of Quality Initiatives undertaken during the year

Year	Name of quality initiative by IQAC	Date of conducting IQAC	Duration From	Duration To
2019	Foundation Day observation	13/09/2019	29/09/2019	30/09/2019
2019	Waste-to-Wealth Vermicompost pit	06/07/2019	07/12/2019	07/12/2019
2020	Online Teaching Learning	16/03/2020	17/03/2020	30/06/2020

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CRITERION VII – INSTITUTIONAL VALUES AND BEST PRACTICES

7.1 – Institutional Values and Social Responsibilities

7.1.1 – Gender Equity (Number of gender equity promotion programmes organized by the institu year)

Title of the programme	Period from	Period To	Number o
			Female
Class to Class Awareness Campaign	01/07/2019	30/06/2020	500

7.1.2 – Environmental Consciousness and Sustainability/Alternate Energy initiatives such as:

Percentage of power requirement of the University met by the renewable energy so

☐ Students prepare projects on "Environmental Studies" as a part
course curriculum (AECC2) on different environmental issues such
water, land and sound pollution, solid waste management, ecosystem,
wealth preservation, renewable energy and resources, and biodivers
seminar on "Save energy and Alternative Sources of Energy" an initi
been taken by NSS units in collaboration with JU to make students
saving energy by making them switch off lights and fans before lea

classroom and information on alternative sources of energy Envir
awareness campaigns by organizing classes under NSS Units I II.
Plantation Programme organized by NSS units I II. Regular Cleani
college campus to make the area a Plastic-free zone.

7.1.3 – Differently abled (Divyangjan) friendliness

Item facilities	Yes/No	Nu bene
Physical facilities	No	
Provision for lift	No	
Ramp/Rails	Yes	
Braille Software/facilities	No	
Rest Rooms	No	
Scribes for examination	Yes	
Special skill development for differently abled students	No	

7.1.4 – Inclusion and Situatedness

Year	Number of initiatives to address locational advantages and disadvantages	Number of initiatives taken to engage with and contribute to local community	Date	Duration	Name of initiative	Issues addressed
2019	Nill	1	21/08/2019	1	Dengue Awareness Rally	Making people aware of the vector borne disease
2019	Nill	1	30/09/2019	1	Blood Donation	To spread awareness for blood donation
2020	1	Nill	04/01/2020	1	Mushroom Awareness Workshop	Raising awareness on rural entrepreneurship
2020	Nill	1	18/01/2020	1	Cyclathon	Raising awareness about the Fit India Movement
2020	Nill	1	17/04/2020	76	PKHNM Fights COVID 19	To make mask and wear them to prevent the spread of Covid 19
2019	1	1	21/12/2019	1	Waste-to-Wealth	Vermicomposting

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7.1.5 – Human Values and Professional Ethics Code of conduct (handbooks) for various stakehold

Title	Date of publication	Follow up(max 100 words)
Biboroni Book	29/09/2019	Admission to the college binds a student to obser rules and regulations and also to participate i: college activities. All enquiries are to be mad college office. Outsiders are not generally per: enter into the college campus unless on specifi: College campus is a plastic - free- zone. Alwa College campus clean. Always keep Identity Card in safe - custody during the College hour

7.1.6 – Activities conducted for promotion of universal Values and Ethics

Activity	Duration From	Duration To
International Yoga Day celebration to promote the physical, mental and spiritual practice of Yoga.	21/06/2020	21/06/202
Teachers Day Celebration	05/09/2019	05/09/201
Foundation Day	29/09/2019	30/09/201
Lecture on Relevance of Swamijis ideas to Contemporary Youth and Society	11/02/2020	11/02/202
Tree Plantation Programme	29/09/2019	29/09/201

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7.1.7 – Initiatives taken by the institution to make the campus eco-friendly (at least five)

• The campus has been made NO PLASTIC ZONE and regular cleaning of conducted by NSS units • Tree plantation programmes are organized by • Waste bins are placed on all floors and corners • Tobacco smoking of pan-masalas and gutka is prohibited in the college campus. Healt caused by tobacco smoking are repeatedly highlighted especially by unit through different events and awareness programmes • The campus no Air Conditioning systems to keep the campus eco-friendly

7.2 – Best Practices

7.2.1 – Describe at least two institutional best practices

1. Best Practice -1: 1. Title of the Practice: Book Bank or Addi Borrowing Facility for Scheduled Caste /Scheduled Tribe, Needy an Students 2. Objectives of the Practice: To support the academics of Caste/Scheduled Tribe, Needy and Topper Students of the college b available the additional book borrowing limit from the Departmental support and enhance their academic achievements. 3. The Context: Mar belonging to families of SC, ST and economically poor background F found unable to afford purchasing books. To encourage them and to he study from the year 2013-14 till date the scheme is made availa Scheduled Caste/Scheduled Tribe category students, needy and ten students from each dept. 4. The Practice: Under this scheme the e students were identified by getting the list from the admiss

section/concerned Head of the Departments. The eligible students wer
through notices/WA/emails/ communication in the class to get benef
the stated facility. The then eligible students were allowed to bc
books of their choice from the departmental library for the period
(can either re-issue or return the borrowed book/s on expiry of 10
Problems encountered and Resources Required: Additional book copies
purchased by library or donated by the departmental teachers to su
above scheme under the CBCS were not readily available in the market
Practice -2: 1. Title of the Practice: LMS for all Students 2. Obje
the Practice: To support the academics of all students in dual mod
line and on-line studies which has become the need of the day und
adopted CBCS. 3. The Context: From the very beginning of the 2019-2
session the scheme was made available to all students of each and e
It has been observed that no students friendly book as per new syll
CBCS of the University of Calcutta was available in the market thoug
started since 2017-18 for BCOM and 2018-19 for BA and BSc. Therefor
teachers supplemented their lesson delivery with an addition comp
text, audio, video of the lesson on the college website under ac
resources. This resources helped our students during lockdown to
spread of coronavirus. 4. The Practice: Under this scheme all the
were informed through college notices and letter on through WA/emai
benefitted from the learning materials available for them on the
website. All the departments of the college has been pro-active in
LMS and uploading in GCR or in the Website of the College so that
form of study materials are readily available to the students. Eve
has organised an orientation programme for students how to avail
facilities. 5. Problems encountered and Resources Required: Some
students do not have smart phones or network connectivity was poor
localities so they could not avail of the said facilities by the
properly, particularly during lockdown period.Principal has condu
online survey and informed the internet provider about the poor i
connectivity and requested them verbally to improve the same for th
of students.

Upload details of two best practices successfully implemented by the institution as per NA your institution website, provide the link

https://pkhnm.ac.in/iqac/

7.3 – Institutional Distinctiveness

7.3.1 – Provide the details of the performance of the institution in one area distinctive to its visi and thrust in not more than 500 words

"To make the local youth educated, responsible and sensible citize
society" Purash-Kanpur Haridas Nandi Mahavidyalaya is truly a rura
and majority of the population fall under minority category and alm
percent of them are first generation learners. Keeping this in mi
college has taken several initiatives starting from admission.
admission it campaigned about the procedure of taking online admis
that no student fails to take admission in an undergraduate course.
local government (Tathya Mitra Kendra) and private internet provi
applying online. Local people are made aware of Kanyashreeprakal
provides scholarships to girls for their undergraduate study that r
significant increase in percentage of girl students in the colle
college upholds neighbourhood relation building as one of its dis
features. The NSS units of the college organize rallies and awa

campaigns on different issues throughout the year in their adopted and locality. The units regularly maintain the Penro Bus stand which by the college. The NCC unit of the college enrols students fro neighbouring schools and colleges where there is no NCC unit. The c taken initiative so that no girls student faces everyday pedagogy a activities has helped a long way in establishing the value of higher in the locality. The guardians, as and when they are briefed abo performance of their wards, also engage with the college in a cons way. The 'Each One Teach One' initiative has done great service regard. The young learners of the neighbouring area are the c beneficiaries of the programme. The college organises different curricular and cultural programmes of the students so that spirit of cultural heritage is upheld. The College Social Festival, organize Students' Council, offers the people of the neighbouring area a gl quality cultural events. Different health camp like Thalassemia so awareness on prevention of AIDS, Dengue etc. are organised by NSS where local people are also invited. The President and several othe of the Governing Body are people of the locality itself. Thus th aspiration gets a fair representation in the highest decision makin the college as well.

Provide the weblink of the institution

https://pkhnm.ac.in/

8.Future Plans of Actions for Next Academic Year

a. Upgradation of existing laboratories and purchase of equipment to student projects and research activities of faculty members. b. Libr automation to ensure an updated data management system in the librar will enable the library to be more effective in catering to the ever need of the students for books in the newly implemented CBC System. Purchase of books for the newly introduced CBCS for the library to b helpful to the students. d. Organization of workshop, seminar and jo services by the Career and Development Cell. This would assist the s getting a fair knowledge in attaining gainful employment after their graduation. e. Continuing the organization of Popular Lecture Series the faculty members, students and local people in quality disseminat knowledge. f. Organizing extension activities that would engage acad departments in effective neighbouring relation building by promoting to Community' programmes. g. Meeting the parents of all students par the newly admitted students of the 1st Years programmes to make them the institutional objectives, facilities and requirements for their to have suggestion for improving the same. h. Carrying out Academic Administrative Audits, Gender Audit and Green Audit. i. Encouraging members to enrol and complete their doctoral degrees and to continue activities through quality publications and research projects j. Con Faculty Development Programmes on use of ICT in teaching-learning fo pedagogic outcomes. k. Providing Add-on courses for the job aspirant the students and the locality l. Establishing linkages with other in of higher education for faculty and student exchange programme, exte cultural activities and programmes and research. m. Complete automat office including students fees collection n. Modification of class r accommodate evenly and adequate distribution of classes as per credi requirement, to ease traffic load to and fro college and to ensure o of the available classrooms. l. Increasing the number of environment

initiatives by NSS and ensuring participation of maximum students in initiatives m. Promoting participation of students and staff in semi workshops, sports and cultural activities organized by the college a external agencies n. Initiating a Cultural Competition Week around t foundation day of the institution to engage the students in extra-cu activities for their overall personality development. o. Initiating Satisfaction Survey through Feedback System at institutional level.