

**RASHTREEYA SIKSHANA SAMITHI TRUST**

# **R.V.COLLEGE OF ENGINEERING**

*(Autonomous Institution Affiliated to VTU, Belagavi)*

**BENGALURU - 560 059**

**Estd. 1963**



## **GOVERNANCE MANUAL**

**January 2017**

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## Foreword

In recent decades, Higher Education System (HES) in the Country have been undergoing a major transformation influenced by national and international developments including the rapid expansion of engineering institutions, student enrolment, introduction of Outcome Based Education (OBE) system, the increasing importance of research and innovation in the global and knowledge-based economy, and wider competition among higher education institutions. More recently, the impact of the Washington Accord on curricular reform, quality assurance, and mobility has become one of the key propellers of change.

The need to address these profound changes and to improve the quality of higher education has led to reviews of the institutional governance structures. Although statutory authorities retain a central role in regulating and co-ordinating higher education across the Country, there has been a gradual shift in recent years through permissions accorded for Autonomous institutions, Private and Deemed Universities. Within the institutions, governance structures have shifted away from the traditional mode of academic self-government to new modes of managerial self-governance. Key Data on Higher Education concentrates on the social dimension of higher education (contributions paid by students towards tuition costs, student support, loans, etc.) and focus on the Structure of Higher Education, which examines national trends and follow-up measures as per Washington Accord including formal decision-making, advisory, operational and regulatory bodies in higher education.

The Governance Challenge on *“Developing the capacity and capabilities of governing bodies and institutional leaders to assume greater responsibility for delegated authority and instituting new mechanisms for quality assurance and accountability”* is the prelude for the preparation of the manual. The Governance manual addresses in particular on policies, of financial regulations, rights and responsibilities in the governance of higher education institutions. The manual also highlights the best practices adopted in the institution including, leadership, Academic practices, Interdisciplinary Research and Consultancy, e-Governance, Inclusiveness, Sustainability and environmental initiatives. The objective of this manual is to provide an understanding of Governance Practices adopted in the institution, in line with the institution vision.

**Dr. M K Panduranga Setty**  
Chairman, Governing Body  
R V College of Engineering  
Bengaluru - 59

## 1. VISION OF THE INSTITUTION



*Sri. M.C. Shivananda Sarma - Founder*

Rashtreeya Vidyalaya College of Engineering (RVCE) is one of the 23 institutions managed by Rashtreeya Sikshana Samithi Trust (RSST), a Philanthropic Public Trust founded by a freedom fighter and a school teacher Sri. M.C. Shivananda Sarma. The motivation for starting this trust was ***“to impart education to all strata of society”*** without any discrimination. The management is helping deserving students by providing free ship and fee concession.

The new millennium is witnessing unprecedented challenges and opportunities in higher education, arising from the effect of changing economic policy of liberalization and globalization. Knowledge is increasingly recognized as the main force behind economic growth and development in the context of global economy, coupled with information and communication revolution. Technical Education plays a vital role in human resource development of the country by creating skilled manpower, enhancing industrial productivity and improving the quality of life of its people. Technical Education covers wide gamut of programs and specializations.

The Government of India’s (GoI) vision is “To develop and nurture a technical education system in the country which would produce skilled manpower of the highest quality, comparable to the very best in the World and in adequate numbers to meet the complex technological needs of the economy”. In tune with the GoI’s Vision and other strategic information scanned from other stake-holders in the society, RVCE has set its vision as: ***“Leadership in Quality Technical Education, Interdisciplinary Research & Innovation, with a Focus on Sustainable and Inclusive Technology”***. The process of defining and assuring the quality of technical education and training must include consideration for the context in which technical education and training occur. It is also critical to remember that education has many clients.

**Leadership in quality technical education** to-day has many characteristics that are needed which perhaps were not necessary ten, or fifteen years ago. Technology's impact on how students learn and how teachers teach has had educational leadership think about more innovative ways in which to prepare, deliver, and assess curriculum. It is necessary now to empower our teachers and to lead in a way that reflects unconditional positive regard through relationships and displaying that they are in the fore-front of change and are key agents of change. It is equally as imperative stay abreast of current and future trends in business and industry and to encourage technical educators to stay current in their professional and trade areas as well as in pedagogy and research.

**Sustainability and inclusiveness** needs interdisciplinary research that draws from two or more disciplines researchers in order to gain a more well-developed perspective that helps in innovation or discovering something new. In academic discourse, interdisciplinary typically applies to four realms: theory, knowledge, education and research. Interdisciplinary theory takes interdisciplinary knowledge, research, or education as its main objects of study. Interdisciplinary research combines components of two or more disciplines in the search or creation of new knowledge, operations, or artistic expressions. Creativity often requires interdisciplinary knowledge.

**Innovation** is recognized as a driver of economic growth and poverty eradication. In this context, innovation can be understood in broad terms, including "technical and non-technical aspects, business model innovation, eco-innovation, demand and user-driven innovation, innovation in services and design, and public-sector innovation". Innovations in science and technology are an integral component of sustainable development.

Sustainable development is, "development that meets the needs of the present without compromising the ability of future generations to meet their own needs of Sustainable development. It is important to realize that sustainable development combines three pillars of development: social, economic, and environmental.

**Inclusive growth** is a strategy where the growth will be achieved through certain instrumentalities so that the benefits reach the largest section of the society and that the maximum number of people is able to derive benefits from the developmental projects. Generation of employment and livelihood opportunities, poverty reduction, and removal of regional and social disparities as well as environmental sustainability are key elements of inclusive growth.

## Vision

*“Leadership in Quality Technical Education, Interdisciplinary Research & Innovation, with a Focus on Sustainable and Inclusive Technology”*

## Mission

- ❖ *To deliver outcome based quality education, emphasizing on experiential learning with state of the art infrastructure.*
- ❖ *To create a conducive environment for interdisciplinary research and innovation.*
- ❖ *To develop professionals through holistic education focusing on individual growth, discipline, integrity, ethics and social sensitivity*
- ❖ *To nurture industry-institution collaboration leading to competency enhancement and entrepreneurship.*
- ❖ *To focus on technologies that are sustainable and inclusive, benefiting all sections of the society.*

## Values

- *To inculcate a strong sense of honesty, commitment to quality, ethics, teamwork and adapting and respecting the institutional and local culture.*
- *A general sense of civility and decency in one’s communication, appearance and behavior.*

## Quality Policy

*Excellence in Technical Education, Interdisciplinary Research and Consultancy through Outcome Based Curricula focusing on Continual Improvement by Benchmarking with Global Practices & beyond Stakeholders expectations.*

## 2. R.V. COLLEGE OF ENGINEERING – A PROFILE

**R.V. College of Engineering (RVCE)** established in 1963 is one of the earliest self-financing engineering colleges in the country. The institution is run by Rashtreeya Sikshana Samithi Trust (RSST) a not for profit Trust. RVCE is an Autonomous college. Currently, the institution offers 12 Bachelor, 21 Master Programs and all the departments have research centres, affiliated to Visvesvaraya Technological University (VTU) Belagavi. The institution has set itself a Vision **“Leadership in Quality Technical Education, Interdisciplinary Research & Innovation, With a Focus on Sustainable and Inclusive Technology”**. Recent awards and achievements includes **“Engineering College of the Year-2016”** by the Higher Education Review Magazine, Certified as ‘Global League Institute’ by Great Place to Study Research Institute (GPSRI), **Ranked 35<sup>th</sup>** in the Country by National Institutional Ranking Framework (NIRF), **Ranked 7<sup>th</sup>** among the top 113 Pvt. Engg. Colleges by **The Week Magazine**, **Ranked 9<sup>th</sup>** among the top 10 of 100 Pvt. Engg. Colleges in the Country by **Education World Magazine**. The institution has been accredited by NAAC. All the UG programs and eligible PG programs have been accredited multiple times by NBA. The College currently has a student strength of about 5600, faculty strength of more than 400, Technical & Administrative Staff of 256 and about 250 Research Scholars are pursuing Ph.D.

**Good Governance Practices:** The Governing Body of the institution consists of academicians, policy makers, industrialists, philanthropists and nominated student members. This helps in balanced policy making, utilization of funds and student as well as staff welfare measures. The long term plans have been laid down in the strategic plan document in consultation with Department committees, joint workshops of senior professors for strategy formulation. The Institutional Monitoring Planning and Policy Implementation Committee (IMPPIACT) consists of HoDs, Deans & Associate Deans, who are responsible for continuous improvement through identifying needs, bringing in discipline, defining academic & research activities, future plans etc. Various Deans viz. Academic, Infrastructure, Student Affairs, R&D and PG Studies are responsible for implementation, outcomes and improvements in their respective areas of responsibility at the institutional level. Feedback systems are in place to know about the gap that exists in the current academic and other practices, to identify opportunities for continual improvements in the institutional processes and practices and the monitoring is through IQAC.

**Teaching Learning Process:** The curriculum of every program has been developed not only to meet the Program Outcomes (POs) but also emphasis is on inclusiveness through interdisciplinary courses and Experiential Learning. Courses on Environment, Engineering Biology, Constitution of India, Entrepreneurship, Intellectual Property Rights, Sustainable Materials and several interdisciplinary electives are included in the curriculum. The programs are designed with requisite number of foundation courses, advanced courses–QEEE, NPTEL, industry-based electives and laboratories to

facilitate enhancement of competence of the students in all the relevant domains and render them employable, prepare them for higher studies, entrepreneurship and public service. The foundation courses are designed as per the requirement of industries; e.g. programming skills, communication skills and strong fundamentals in domain area are a part of the curriculum. Students are allowed to take up interdisciplinary projects in final year with students of other programs. These initiatives help the graduates of RVCE to attain / achieve the skills required for an engineering graduate. PG students are provided internship opportunities in industries, which is also a path to get better employment opportunities.

**Enhancing Employability:** The Placement Cell of the institution holds 95 percent placement record and has grown from strength to strength with 150 plus companies visited the campus during 2015-2016 for recruitment drive. Annual emolument offered ranges from Rs. 6 to 30 Lakhs, highest of which has reached up to Rs. 62 Lakhs. RVCE takes up the responsibility of imparting every student with soft and entrepreneurial skills which prepares them well to confront industrial challenges. CISCO, IBM, Intel, Samsung, Bosch, Wipro, ABB, Mindtree, Infosys, Cognizant and many more are among the recruiters RVCE witnesses.

**Interdisciplinary Research:** Faculty and students have keenness to carryout research in various areas. The institution has constituted interdisciplinary research groups to take up research work in the identified areas of Centre of Excellence viz. (a) Centre for Macroelectronics (Large Area & Flexible Microelectronics), (b) Center for Multifunctional Materials, (c) Center for Clean and Hybrid Power, (d) Center for Green Infrastructure and Management and (e) Centre for Intelligent Transport Systems, through workshops on cutting edge technologies. Efforts are being made to create necessary infrastructure and testing facilities for carrying out research in thrust areas. Faculty and students are provided with financial and other support to participate in national and International Conferences/competitions. The institution has developed networking with industries and institutes of higher learning including IITs, NITs and IISc. The institution is also providing opportunities for faculty and students to take up innovative projects, handholding junior faculty in the preparation of project proposals, providing financial support for patents, publications, & pursuing PhD / integrated PhD. About 30% of the UG and PG projects are research oriented. In addition to this, funded projects from various agencies have helped in sustainability as number of instruments and equipments have been procured to enhance research facilities leading to innovation. Currently, the institution is executing 37 funded projects & consultancy works worth Rs. 25 crores funded by various Govt. and other agencies.

**Industry-Institute Interaction:** RVCE has established a strong Industry links and over 40 companies have engaged in developmental activities with the college. The companies include Intel, IBM, CISCO, TI, NI, NXP, Samsung, PACE, Freescale Semiconductors, Bosch, Wipro, SAP, ABB, Bosch Rexroth,, Mindtree, Infosys, Cognizant, Agilent Technologie and many more. Several industry based labs have been set up and industry prescribed electives taught to build strong bondage between Institute and Industries.

**Scholarships:** 25 percent of the student population, from both UG and PG courses, receive an amount of Rs. 5 crore scholarship annually, which includes SC/ST scholarship from the Government, low income group scholarship by the Govt. of Karnataka, and NHRD, OBC scholarship from various Govt. agencies and Corporate scholarships. Companies are also providing scholarship to students based on means and merit. Also, the RVCE Alumni are awarding a scholarship of Rs. 65,000 to 20 students, considering their merit and financial conditions, and they are also actively contributed in setting up of laboratories, engage in discussions, seminars, and expert lectures.

**Students Innovation & Extra-Curricular Activities:** RVCE's unique initiative includes providing holistic development of students. This has led to development of India's first PICO satellite, Hybrid automobile vehicle, Unmanned Aviation Vehicles (UAV), Drones, Robots and Racing Cars. Students were encouraged to participate in various competitions. The list of innovative clubs include Ashwa Racing (Formula Style Hybrid & Combustion Race Cars), Helios Racing (All-Terrain Vehicle (ATV)), Chimera (Hybrid Vehicles), Garuda (Super Mileage Cars), Vyoma (Unmanned Aerial Vehicles (UAV)), Jatayu (Autonomous Aerial Vehicles), Solar Car and Ashtra Robotics (Robotics). They have consistently won many awards in Sports and Cultural activities at the Regional, University, National and International level competitions.

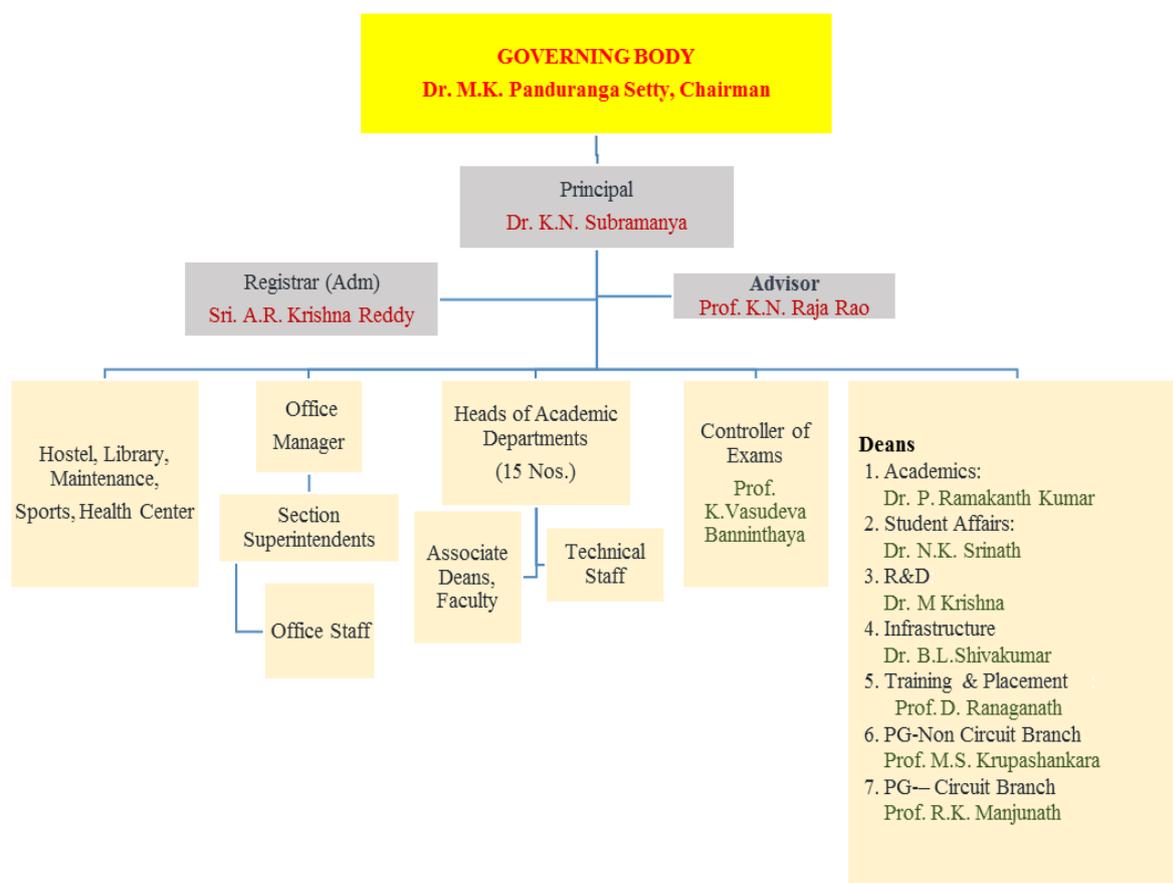
**Sustainability and Environmental Practices:** In line with the vision, RVCE is in pursuit of building a sustainable and environment friendly campus by 2020. As part of the green initiatives, 5000 bamboo trees have been planted in and around the campus. The institution is making efforts towards self-sustainable in terms of energy, water and waste management. Solar water heaters with a total capacity of 21000 litres have been installed in the hostels. A 14KW solar power unit has also been installed for generating renewal energy. Rain water harvesting schemes by direct collection, storage for reuse as well as direct ground recharge techniques like through open well, bore well etc. has been implemented. A biogas powered plant using bio mass with 100 KW capacity has been set up for power generation. A sewage water treatment plant of 250K litre capacity is provided for treatment of all sewage generated within the campus.

### 3. GOOD GOVERNANCE PRACTICES & IMPLEMENTATION

Keeping in view the above articulation of vision, RVCE has listed its governance plan.

- ✓ RV College of Engineering believes that to achieve the Vision through mission - Good Governance, Quality Academic Processes and Infrastructure are the Key factors.
- ✓ Good Governance brings out the best out of the management, employees, Students and Alumni.
- ✓ To achieve better governance every stakeholder of the institution is given an opportunity to contribute through various committees.
- ✓ Decentralization is the essence of RVCE governance.
- ✓ Self assessment is the best way to SWOC. For performance audit the Governing body has set up an Internal Quality Assurance Cell.
- ✓ Good governance requires dissemination of information to students, faculty, the general public and potential employers on all aspects of institutional activity related to academic performance, finance and management.

#### Decentralization of Authorities:



Through the vision five good governance practices are derived:



*Fig. No. 1: Good Governance Practices*

### **3.1 Leadership - Decentralization of Authority & Responsibilities:**

Leaders make any institution achieve its vision and mission through proper policies. The Governing body has to have visionaries as board members to provide proper leadership.

#### **3.1.1 Governing Body**

The composition of governing body (GB) is as per UGC norms prescribed for Private institutions. The competence and experience is kept in mind while forming the GB. The Member secretary of the GB is the Principal and GB consists of Chairman who is also the President of RSST, an industrialist and Rotarian; there are senior professors nominated by VTU, GoK, AICTE, UGC and RVCE, apart from management representatives. This blend of academicians, policy makers, industrialists and philanthropists help in balanced policy making, utilization of funds and student as well as staff welfare measures.

The administration of the institution is overseen by the Governing Body (GB). The Governing Body approves the Strategic Plan, the Vision, Mission, Short Term Goals, Long Term goals and the Budget. A copy of the vision and mission documents are circulated among Governing Body members and other stakeholders. After considering all the suggestions, the vision and mission document is hosted on the college website, displayed in all the departments as well as at strategic locations.

It is the endeavor of the Chairman and Principal to suggest names of members who have experience in running institutions of Higher education, have experience in administration and are exposed to various outside world. Students who have excelled in academics, co-curricular and extracurricular activities are also nominated to the GB. The composition of GB as suggested by UGC is:

Designation	Number	Category
Chairperson	01	Educationist/ Academician/ Industrialist
Members	05	Nominated by Management
Industrialist/Educationist-Member	01	Nominated by Principal
Member -UGC	01	Nominated by UGC
Member -AICTE	01	Nominated by AICTE
Member -State Government	01	Nominated by State Govt.
Member -University	01	Nominated by University
Member - Senior Professors	02	Nominated by Principal
Member - Students	02	Nominated by Principal
Member Secretary	01	Principal/Director of the institution

#### GB for the year 2015-2017

Category	Names
Chairman	Dr. M. K. Panduranga Setty President, RSST
Members of the Management	Sri. N.R. Panditharadhya Vice President, RSST
	Sri. K.G. Subbarama Setty, Hon. Treasurer, RSST
	Sri. A.V.S. Murthy, Hon. Secretary, RSST
	Sri. D.P. Nagaraj, Hon. Jt. Secretary, RSST
Educationist or Industrialist	Sri. M.P. Vikram
Commission Nominee, UGC	Mrs. Mamta Rani Agarwal Joint Secretary, UGC – New Delhi
Council Nominee, AICTE	Dr. U. Ramesh Regional Director, AICTE-SWRO, Bengaluru.
State Government Nominee, GoK	Dr. Pundarika G. Naik Principal, Govt. College of Engg., Ramanagara.
University Nominee, VTU, Belagavi	Dr. D.H. Rao Dean, Skill Development, SGB Institute of Tech. Belagavi.
Teachers of the College	Prof. K.N. Raja Rao, Professor, TCE Dept.
	Prof. B.L. Shivakumar, Professor, Civil Engg. Dept.
Students Nominated by Principal	1) Mr. Gouthan Raj B.R –(M.Tech – Highway Technology), Civil Engg. Dept. 2) Ms. S. Nithyashree – 5 <sup>th</sup> Sem. ECE Dept. 3) Mr. Adithya C – 5 <sup>th</sup> Sem. Mech. Engg. Dept. 4) Ms. Chandana R – 3 <sup>rd</sup> Sem. MCA
Principal (Ex-officio Member-Secretary)	Dr. K.N. Subramanya, Principal, RVCE

All the Governing body members are well educated, exposed to global practices and have experience in the field of Higher Education. None of the members have any political affiliation nor draw any remuneration as members of GB. The Governing body meets once in a quarter,

while most of the members from the management visit the campus and participate in various review and institutional activities.

**Quorum:** A minimum of above 50% of members are required to be physically present.

**Term:** The term of internal members of GB is three years, while those nominated by statutory bodies and students is two years. The term of UGC nominee is for six years.

### 3.1.1.1 Sharing Responsibility

The Governing Body is involved in planning and monitoring of all the institutional activities including Infrastructure, New Programmes, Admission Quality, Procurement, Finance, Human Resource, Teaching Learning Processes etc.

As per the vision of Inclusivity and transparency, the **Governing Body (GB) has entrusted different responsibilities to the GB members, to achieve the goals and objectives:**

**Chairman**, is the chief co-coordinating officer of all the activities and is required to monitor the progress of the institution in various areas and recommend implementation strategies. He is required to closely interact with the Head of the institution and liaison with various agencies and universities in the interest of the institution. He takes care that the governing body and its members work effectively for the progress of the institution.

#### **Members of the Management:**

**Vice President**, of RSST, helps in conduction of GB in the absence of Chairman. He liaisons with outside world in promoting the aims and objectives of the institution.

**The Hon. Treasurer**, of RSST, who is also the Chairman of Technical Purchase committee and member of institution's finance committee, he is supposed to guide the institution towards sustainability. He liaisons between RSST and RVCE and advises the institution on IRG, budgeting and to keeps an eye on financial spending.

**The Hon. Secretary** of RSST, who is a member of the GB has been vested with the responsibility to interact with the Principal in all the day to day activities concerning administration and approvals. He is authorized on behalf of the RSST to take vital decisions in the interest of the institution. He has to interact with GB members to assess the quality of institutional processes and systems.

**The Hon. Joint Secretary** takes care of the infrastructure requirement and development of the institution. He also guides the institution in sports and extracurricular activities.

**The Industry expert** is an industrialist and business man who has the responsibility of giving valuable inputs regarding Industry Institution Interaction, Industry requirements, MoUs and placements.

**Senior Professors of the institution**, who are on campus and aware of the day to day happenings, have the responsibility to work alongside the Head of the institution in identifying various needs, issues, plans, academic and financial requirement and place before

the GB. They are also required to interact with faculty, staff, students and other stakeholders. They need to bring to the notice of the Principal any improvements required in the process.

**GoK Nominee** has the responsibility as GB member to keep informed RVCE about various compliance norms and approvals of the state government and help intuition move in the right direction as per Govt. norms.

**Senior Professor nominated by the affiliating university** guides the institution towards excellence in academics and research. He also interacts with the students, faculty and staff to put forth the SWOC of the institution. He has to liaison between University and the institution and bring to the notice of GB the steps to be taken to bring quality into academics and research.

**The UGC nominee** has the responsibility of bringing to the notice of the GB future strategies, funding opportunities and other compliance requirements. UGC member has the responsibility to inform the changes in national higher education policies and guide the institution to move in the right direction.

**Student representatives** are also a part of the management process and therefore, students are nominated on the Governing Body. Their inputs regarding Teaching- learning process, Culture & Sports, Anti Ragging initiatives, Dress Code , Anti-Sexual Harassment, Mess etc. helps in creating a congenial ambience on campus.

**Principal and Member Secretary of GB**, is the CoE of the institution and is solely responsible in implementing systems, processes and policies suggested by the GB. He is required to liaison between the employees and management. He needs to monitor and lead the institution to achieve strategic goals.

### **3.1.1.2 Openness and Transparency:**

The Governing Body has the commitment for freedom, equality & opportunity and it adopts Non-Discrimination policy. The Institute does not discriminate on the basis of race, color, religion, gender, age, national origin, disability, marital status etc., in any of its activities or operations. The Management is committed to provide an inclusive and welcoming environment for all the teaching, non-teaching and administrative members of the Institute.

The Governing Body shall meet 3-4 times in a year. Agenda Details of the Governing Body meetings will be circulated to the members well in advance. The proceedings of the meeting is also posted on the website regularly. Proceedings of the Governing Body is published and Audited statement of previous financial year is posted on the website.

The Governing Body comprises of members with strong academic background and Administrative experience. Adhering to the core principles of Good Governance, individually and collectively responsible for effective utilization of Institutional resources. The Governing Body reviews institution's performance periodically and take corrective actions.

The institutional performance is projected in annual college magazine, TEQIP monthly Newsletter and department newsletters to keep students and stakeholders informed. GB agenda is based on the discussions at the HoDs and Deans meetings. The proceedings of the

GB is disseminated in the faculty council meet which in some instances is addressed by the Chairman. GB has decided to invite three student nominees to the GB.

### 3.1.1.3 Effectiveness & Performance Review:

The Management Representatives of the Governing Body highlights the progress of the institution in the Meeting at the Trust Office every month, wherein the performance of the institutions will be reviewed by the Trust. The suggestions given in the Trust Meeting will be discussed by the Management Representatives in the Governing Body.

### 3.1.1.4 Policies & Processes:

The Governing Body is responsible for proper and disciplined growth of institution its policies and processes. It is responsible for the implementation of five important functions of the institution:



**Fig. No. 2: Policies and Processes**

#### ***(A) Strategic Planning***

- The Vision, Mission, Strategic plan & audit report, pertaining to the institution and TEQIP are discussed and approved in Governing Body.
- The member secretary presents the progress of the institution in various activities and future development plans of the institution.
- The long term plans have been laid down in the strategic plan document in consultation with Department committees, joint workshops of senior professors for strategy formulation.
- The Institutional Monitoring Planning and Policy Implementation Committee (IMPPIACT) consisting of HoDs and Deans are responsible for continuous improvement through identifying needs, bringing in discipline, defining research activities, future plans etc.

- Various Deans, namely Academic, Infrastructure, student affairs, R&D and PG Studies are responsible for implementation of improvements and outcomes in their respective areas of responsibility.
- Audit reports and discussions in IQAC help in framing future plan of action.
- From all the inputs Institution Strategic plan is developed and published after approval from Governing Body.
- Consolidation of existing institutional processes & defining new processes are a part of strategic planning.
- Brand Building of RVCE at National & International level.

### ***(B) Administration & Human Resource***

- The progress of the institution depends on the administrative strength and participation of human resource in various institutional activities, it is therefore necessary for the GB to know what initiatives the various administrative wings are taking.
- Principal's performance and institution's performance is judged through the presentation by the Principal in GB highlighting various achievements in the quarter and action taken on the discussions that had happened in the previous GB meeting.
- The GB is responsible for the proper administrative functioning in the institution and approving the employment policy in line with the recommending agencies.
- The GB is responsible to approve the cadre pattern, incentive policies and related matters on the basis of the requirements projected by the institution.
- The GB is responsible to approve intake enhancement, starting of new programs and reduction in intake / closure of program(s).
- Internal grievance and disciplinary committees are set up to take care of any complaints.
- Appointment Board which is a statutory committee consisting of Principal, senior professor, Registrar, VTU nominee and respective HoD's recommends to the GB, appointment of new faculty and staff. The GB is expected to give its recommendations, comments and guidelines.
- To instill academic accountability among faculty and staff is important from administration point of view and GB is responsible to do so through constant interaction with them
- Implementation of performance based incentives and Fine-tuning of authorities & responsibilities at various levels.
- Accountability and financial sustainability is planned through the Departmental budgeting procedures committee along with the above three committees.
- Sustainability is incomplete without "Sustainability and Respect for Gender", keeping this mind, equal opportunity is given to female employees and students in various positions and activities.
- One of the important factors is to have a good governance is sustainability in leadership through rotation of Head of the Departments and Deans. This is to see that there is involvement in decision making.

- The GB, Academic council and Research Advisory committee has to help in attaining financial sustainability through Research & Consultancy.

### **(C) Finance & Sustainability**

**Sustainability** is an important factor of good Governance and it is important that all the stake holders act responsibly to achieve this. Strategic plan – identifying a clear development path for the institution, through its long-term academic, research and business plans is the responsibility of GB. Annual budgets and its review is taken up in GB, however for approvals, implementation and assessment of these, there are four committees setup in the institution namely:

- (i) Finance Committee
- (ii) Technical Purchase Committee
- (iii) Accounts Committee

**(i) The Finance Committee (FC):** The FC is responsible of looking into the sustainability aspects and approves institutional and department budgets depending on the availability of funds, internal IRG and anticipated external funding. The Finance Committee monitors and safeguard the financial viability of the institution. The Finance committee is composed of:

- a. Principal as the Chairman
- b. Three members from the Management (Hon. Treasurer, Hon. Secretary and Hon. Joint Secretary)
- c. An auditor
- d. Two senior Professors
- e. The Member Secretary is a Professor/Administrative staff who has knowledge of accounts

<b>Sl No</b>	<b>Category</b>	<b>Nomination of the Committee</b>	<b>Name of the Person</b>
1	Chairperson	Chairperson	Dr. K.N. Subramanya <i>Principal, RVCE</i>
2	Two members of the GB, to be nominated by the Chairperson of the GB	Member	Sri. K.G. Subbaramma Setty <i>Hon. Treasurer, RSST</i> Sri. A.V.S. Murthy, <i>Hon. Secretary, RSST</i>
3	One senior Faculty member of the College, to be nominated by the Principal	Member	Prof. K.N. Raja Rao <i>Advisor, RVCE</i>
4	A person with knowledge of Financial Management to be nominated by the GB	Member	Sri. Anantharaman, <i>Chief Audit Executive,</i> <i>Kotak Mahindra Bank.</i>
5	Administrating Officer with knowledge of accounts	Member - Secretary	Sri. A.R. Krishna Reddy <i>Registrar</i>
6	Special Invitee		Sri. D.P. Nagaraj <i>Hon. Jt. Secretary, RSST</i>

- (ii) **Accounts Committee (AC):** Initially, the institutional procurement is discussed in the Accounts Committee, which handholds the departments to finalize procurement files, before they are forwarded to TPC. It also looks in to common purchases, Justification, alternative solutions etc. Accounts Committee consists of:
- a. Principal
  - b. Two Senior Professors
  - c. Registrar
  - d. Concerned HoDs are invited members of this committee.
  - e. Accounts superintendent as the member secretary
- (iii) **Technical Purchase Committee (TPC):** The TPC oversees the procurement processes in a transparent manner. The TPC goes into the processes followed in getting quotes, Justification of purchases exceeding Rs.2.00 lacs. It is responsible for transparency in purchases and approves to place orders. Technical Purchase Committee consists of:
- a. Hon. Treasurer of RSST, is the Chairman
  - b. Three members from the management (Hon. Secretary and Hon. Joint Secretary, Registrar RSST)
  - c. Two Senior Professors from Finance Committee
  - d. All the Head of the Departments
  - e. Principal is the member secretary

#### ***(D) Infrastructure***

Infrastructure and its enhancement as well as removing obsolescence are challenging tasks for any institution. Planning, implementing and maintaining of assets are the responsibilities of GB, Department committees and Infrastructure committee. The departments submit plans for five years through a brain storming in the department. The Dean (infrastructure) consolidates these and presents before the institutional infrastructure committee. The plans are then placed before the GB and Board of RSST for final approval. Major works are executed by the RSST works committee, while small works, purchases and maintenance are taken up by RVCE.

#### ***(E) Regulatory Compliance***

As per UGC and VTU various regulatory commit and appointment are prescribed. The GB sees that all these compliance are strictly adhered to. GB expects that the Principal and Professors in the GB present proceedings of these meetings in the GB. The following committees are setup as per norms for smooth and effective implementation of Academic curriculum, assessment, evaluation, appointments and Quality assurance.

### **3.1.2 Academic Council**

The curriculum of every program has been developed not only to meet the program specific objectives but also emphasis is on inclusiveness through interdisciplinary courses and sustainable technologies. Courses on Environment, Engineering Biology, Constitution of India, Entrepreneurship, Sustainable materials etc. and several interdisciplinary electives have been included in the curriculum. Students are encouraged to take up projects across disciplines and along with the students of other programs. As per the mission, several industry

based labs have been set up and industry prescribed electives taught to build strong bondage between Institute and Industries. In addition to this, funded projects from various agencies have helped in sustainability as number of instruments and equipments have been procured to enhance research facilities leading to innovation. The programs are designed with requisite number of foundation courses, advanced courses, industry-based electives and laboratories to facilitate enhancement of competence of the students in all the relevant domains and render them employable. The foundation courses are designed as per the requirement of industries; e.g. programming skills, communication skills and strong fundamentals in domain area are a part of the curriculum. Students are allowed to specialize in various domains / streams through elective groups in the curriculum, meeting the specific requirements of the industry. Inputs are also derived from lead professional societies of respective programs. PG students are provided internship opportunities in industries, which is also a path to get better employment opportunities.

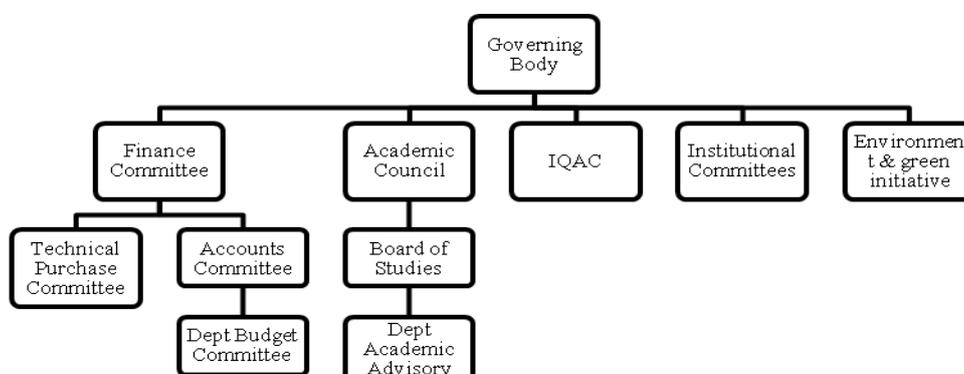
Academic Council is a statutory requirement for defining processes and implementation of academic curriculum, evaluation and outcome. The Chairperson of the council is the Principal of the institution. There are nominated members from the University, academicians of repute, working professionals from industries, Chairpersons of the Board of Studies of various departments, Senior Professors, Associate Professors and Assistant Professors. The term of each of the member is two years.

Sl. No.	Category	Name
1	Chairperson	Dr. K.N. Subramanya, Principal
2	All Heads of the Departments - Members	Dr. O.P. Bawane, Principal, RVSA
3		Dr. N.K. Srinath, Dean (Student Affairs)
4		Dr. M.V. Renuka Devi, HOD-CV
5		Dr. R.S. Kulkarni, HOD-AE
6		Dr. H.N. Narasimha Murthy, HOD-ME
7		Dr. R. Jayapal, HOD-EEE
8		Dr. B.V. Uma, HOD-ECE
9		Dr. N.S. Narahari, HOD-IEM
10		
11	Dr. M.A. Lourdu Antoy Raj, HOD-CH	
12	Dr. G. Shobha, HOD-CSE	
13	Dr. G. Sadashivappa, HOD-TCE	
14	Dr. N.K. Cauvery, HOD-ISE	
15	Dr. Pushpa Agrawal, HOD-BT	
16	Dr. Raviraj Kusanur, HOD-Chemistry	
17	Dr. T. Bhuvaneshwara Babu, HOD-Phy	
18	Dr. N. Shivakumar, HOD-Maths	

19	Teachers of the College representing different level of teaching staff	Prof. K.N. Raja Rao, Professor, TCE
20		Dr. S. Satyanarayana, Professor, Chemistry
21		Prof. M.R. Srinivas, Assoc. Prof. ME
22		Mr. Harsha, Asst. Prof. EIE
23	Experts from outside the College representing areas such as Industry, R&D, Tech. Edn.	Dr. M.H. Kori, <i>Former Technical Director, Alcatel Lucent Technologies, Bengaluru.</i>
24		Dr. Mohanachandran, <i>Sr. Vice President-R&amp;D, Hind High Vacuum Pvt. Ltd. Peenya, Bangalore</i>
25		Prof. S.V. Ravindra, <i>Dept. of Arch. UVCE</i>
26		Dr. K.M. Mallikarjun Babu, <i>Principal, BMS College of Engg.</i>
27		Dr. Y Jagannadha Rao, <i>Visiting Prof. SIT, Tumkur.</i>
28	Nominees of University (VTU)	Dr. Narendra Vishwanath, <i>Principal, Global Academy of Technology, Bengaluru.</i>
29		Dr. B. Sadashivegowda, <i>Principal, Vidya Vardhaka College of Engg. Mysuru.</i>
30		Dr. Mrityanjaya V. Latte, <i>Principal, JSS Academy of Technical Education, Bengaluru.</i>
31	Member Secretary	Dr. P. Ramakanth Kumar, <i>Dean (Academics)</i>

### 3.2 Inclusiveness

**Inclusiveness** requires participation of various stake holders and openness in governance. To achieve good governance through Governing Body, the GB takes the inputs from various branches of institutional committees, which requires leaders and dedicated team. Based on the categorization RVCE has adopted the following flow.



**Fig. 3: Decentralization of authorities.**

The flow shows decentralization of implementation but single attainment assessment process. It gives equal opportunities on competence irrespective of gender. In fact “*Respect to Gender*” has been the punch slogan for the Golden Jubilee year.

Keeping inclusiveness in mind various statutory and non-statutory committees have been set up in the institution for good and better governance, this also brings transparency. The Institutional Committees are as follows:

Statutory Bodies	
* Governing Body	* Academic Council
* Board of Appointments	* Finance Committee
* Grading Advisory Committee	* Board of Studies
* Board of Examiners	* Internal Quality Assurance Cell (IQAC)
* Anti-Ragging Committee	* Anti-Sexual Harassment Committee
Governance	Academics
<ul style="list-style-type: none"> <li>• Institutional Policy Committee</li> <li>• Infrastructure Committee</li> <li>• Hostel Disciplinary Committee</li> <li>• Canteen Committee</li> <li>• Sports Committee</li> <li>• Anti-Ragging Committee (College level)</li> <li>• Anti-Ragging Committee (Dept. level)</li> <li>• Anti-Ragging Review Committee</li> <li>• Anti-Sexual Harassment Committee</li> <li>• Dress Code / Flying Squad</li> <li>• Compliance &amp; Documentation Committee</li> <li>• IT Planning &amp; Monitoring Group</li> <li>• Website Documentation Updation</li> <li>• Information &amp; Public Relations Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Academic Progress Monitoring Committee</li> <li>• Science Forum</li> <li>• OBE and Institutional Quality Assessment Committee</li> <li>• Time Table Committee</li> <li>• Library Committee</li> </ul>
People / Processes	Research & Consultancy
<ul style="list-style-type: none"> <li>• NSS / NCC / Gandhian Studies</li> <li>• Cultural Activities</li> <li>• Magazine Committee</li> <li>• Alumni Co-Ordination Committee</li> <li>• Scholarship Committee</li> <li>• Grievance Redressal Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Research Advisory Committee</li> <li>• Industry – Institute Interaction Cell (IIc)</li> <li>• Centre of Excellence</li> </ul>

### 3.3 Internal Quality Assurance Cell (IQAC)

Assessment of quality is important and indicator of good governance process. To audit and analyze the attainments **Internal Quality Assurance Cell** is set up. The objectives of (IQAC) are:

- To develop a system for conscious, consistent and catalytic action facilitating to improve the academic and administrative performance of the institution.
- To promote measures for institutional functioning towards quality enhancement through internal quality culture and institutionalization of best practices.
- Bring best practices and ethics into academics and research.

In order to achieve the objectives and bring quality culture IQAC acts as a catalyst in

- Ensuring timely, efficient and progressive performance of academic, administrative and financial tasks.
- Development and application of quality benchmarks/parameters for various academic and administrative activities of the institution.
- Equitable access to and affordability of academic programmes for various sections of society.
- Optimization and integration of modern methods of teaching and learning.
- Creating an atmosphere of credibility of evaluation procedures.
- Ensuring the adequacy, maintenance and proper allocation of support structure and services.
- Sharing of research findings and networking with other institutions in India and abroad.
- Documentation of the various programmes and activities leading to quality improvement.

The institution is in the process of filing application for obtaining ISO9001:2015 Certification.

**IQAC facilitates and contribute towards:**

- Ensuring heightened level of clarity and focus in institutional functioning towards quality enhancement;
- Ensuring internalization of the quality culture through audits;
- Ensuring enhancement and coordination among various activities of the institution and institutionalize all good practices;
- Provide a sound basis for decision-making to improve institutional functioning;
- Act as a dynamic system for quality changes in Engineering Education;
- Build an organized methodology of documentation and internal communication.

Sl. No.	Composition
I	Chairperson
II	One senior administrative officers
III	Three to eight teachers
IV	One member from the Management
V	One/two nominees from local society, Students and Alumni
VI	One/two nominees from Employers/Industrialists/stakeholders
VII	One of the senior teachers as the coordinator/Director of the IQAC

## Members of IQAC:

Chairperson	Dr. K.N.Subramanya, Principal, RVCE
One senior administrative officer	1) Sri. A.R. Krishna Reddy, Registrar
Three to eight teachers	1) Prof. N.K. Srinath – Dean (Student Affairs) 2) Prof. P. Ramakanth Kumar, Dean (Academics) 3) Prof. S.C. Prasanna Kumar, Prof., Dept. of EIE 4) Prof. S. Jagannathan, Prof., Dept. of ECE 5) Prof. K. Vasudeva Banninathaya, Prof., Dept. of EEE 6) Prof. B. Anand, Prof., Dept. of ME 7) Prof. Nagashree N. Rao, Assoc. Prof., Dept. of BT 8) Prof. Ramaa A., Assoc. Prof., Dept. of IEM 9) Prof. Archana M.R, Asst. Prof., Dept. of CV
One member from the Management	1) Sri. D.P. Nagaraj, Hon. Jt. Secretary, RSST.
One/two nominees from local society, Students and Alumni	1) Dr. Sudarshan Rao M/s. BigSolv Labs, # 728, 10th Main 7th Cross, MICO Layout, B.T.M II Stage, Bengaluru-560076. 2) Prof. U.H. Acharya, Professor, SQC & OR Unit, Indian Statistical Institute, 8th Mile, Mysore Road, Bengaluru – 560059. 3) Ms. Soumya Mahalakshmi, VI Sem. CSE 4) Mr. Varshik M Sunder, VI Sem. IEM
One/two nominees from Employers/ Industrialists/ stakeholders	1) Mr. Suneel Shankar Manager – Quality Assurance, Oracle Communications GBU, Oracle India Pvt. Ltd., Kalyani Magnum Infotech Park, Block, I&II, 'B' Wing, 165/2, Doraisanipalya, J.P. Nagar, 7th Phase, Bengaluru – 560076. 2) Dr. M.H. Kori Technology Consultant, 520, 11 <sup>th</sup> 'A' Cross, R.M.V. Extension, Sadashivanagar, Bengaluru – 560080.
One of the senior teachers as the Coordinator/ Director of the IQAC	1) Prof. K.N. Raja Rao, Advisor, RVCE

### 3.4 e- Governance

Being an autonomous institution there are several processes and data are increasing at rapid rate, this requires on demand reports for governance and continuous improvement. This requires e-Governance.

- RVCE has developed software for Academics, Examination processes, Students feedback, admission and also procured software for Library, Student academic processes, Administration, Finance, HR etc. to institutionalize e-governance.

- It is envisaged that this will allow use data base for most of the processes and generation of reports for compliance agency, parents, faculty assessment, library processes, administrative processes and TEQIP activities.
- This initiative will enable students to get academic and administrative information on-line.

Modules	Sub- Modules			
Academic - I	Admission - UG	Admissions - PG	Reports	
Academics II	Course Management	CIE	Examination Management	Reports
Human Resources	Employee Service details	Payroll	R&D Budgeting and Tracking	Reports
Finance and Accounting	Integration with Tally	TEQIP MIS and PMSS		Reports
Operations and Administration	Capital Asset Management	Procurement	Stores and Inventory	Library Management

**Fig. 3: Institutional Management System**

### 3.5 Interdisciplinary Research and Consultancy

The institution has constituted interdisciplinary research groups to take up research work in the identified areas of CoEs through workshops on cutting edge technologies. Efforts are being made to create necessary infrastructure and testing facilities for carrying out research in thrust areas. Faculty and students are provided with financial and other support to participate in national and international conferences. The institution developed networking with industries and institutes of higher learning (IITs, NITs and IISc). The institution is also providing opportunities for faculty and students to take up innovative projects, handholding junior faculty in the preparation of project proposals, providing financial support for patents, publications, & pursuing PhD / integrated PhD. About 40 – 50 % of the UG and PG projects are research oriented. The research focus is on alternative building materials and low cost housing solutions.

Research and consultancy is a part and parcel of Teaching and Learning. Therefore not only emphasis on motivating faculty and students is required but also incentive and sharing of IRG is important. Keeping this in mind GB / RAC is responsible to:

- Review progress in various funded projects.
- Providing financial assistance to students and its utilization
- Preparing and approving policies for revenue generation and sharing.
- Policies to incentivize execution of projects and consultancy.

### Research Advisory Committee Members:

<i>Sl. No.</i>	<i>Name</i>	<i>Dept.</i>
1	Prof. K.N. Subramanya, Principal	Off.
2	Prof. K.N. Raja Rao, Advisor	Off.
3	Prof. Nagashree N. Rao	BT
4	Prof. Rajalakshmi M	CH
5	Prof. M.V. Renuka Devi	CV
6	Prof. G.S. Nagaraj	CSE
7	Prof. M.S. Krupashankara	ME
8	Prof. M. Uttarakumari	ECE
9	Prof. K.V.S. Rajeshwara Rao	IEM
10	Prof. K. Uma Rao	EEE
11	Prof. K.V. Padmaja	E&IE
12	Prof. G.N. Srinivasan	ISE
13	Prof. Usha J	MCA
14	Prof. R.K. Manjunath	TCE
15	Prof. S. Sridhar	Maths
16	Prof. M. Krishna, Dean (R&D) - Convener	ME

### 3.6 Sustainability & Environmental Practices:

RVCE is in pursuit of building a sustainable and environment friendly campus by 2020. The institution make campus self sustainable in terms of energy, water and waste management. Tree auditing is being carried out from 2010. Every year, the institution plants trees on Earth Day and Environment Day. Implementation of Virtualization of computing facility and shifting to TFT monitors. Incandescent, Florescent lights and sodium vapor lights replaced with LEDs. A 550 KW solar harvesting multipurpose station is being set up on the campus. A 14KW top solar panel has been installed on an experimental basis. Solar water heaters with a total capacity of 21000 liters have been installed in the hostels. Battery driven vehicles are acquired for reducing Carbon content. Installation of a sewage treatment plant to handle sewage outputs from the residential part of the campus and also rain water harvesting schemes using ground recharge techniques has been implemented. Steam cooking is used in all kitchens in all the hostels, thus reducing consumption of cooking gas and use of electric power. A biogas powered plant using bio mass with 100 KW capacity has been set up for power generation. Awareness drives have been conducted to design a better collection, disposal, segregation and recycling process and methods for e-Waste management.

Governing body needs to looks into the environment, safety and healthy ambience on campus. Regular Audits through various committees help the GB in taking decisions to improve the processes and mechanisms. Following Committees are formed for this purpose. The Committees meets regularly and monitor the progress.

**Core Committee Members:**

1. Prof. K.N.Subramanya, Principal
2. Prof. K.N. Raja Rao, Advisor
3. Mr. A.R. Krishna Reddy, Registrar
4. Prof. B.L. Shivakumar , Dean Infrastructure
5. Prof. G.S. Anitha Dept of EEE
6. Prof. A.H. Manjunatha Reddy, Dept of BT
7. Mr. K .S. Thippareddy
8. Prof. Pushpa Agrawal, Coordinator

**Audit Group: Energy Audit**

1. Prof. Anitha G S - Coordinator
2. Dr. Sridevi A, EEE
3. Prof. Ravi Shankar E&C
4. Prof. Deepika K, MCA
5. Prof. Jyothi R, EEE
6. Prof. Suppanna S Kumar, EEE

**Audit Group: Green Campus**

1. Mr. A.R. Krishna Reddy, Coordinator
2. Prof. Nagashree Rao , BT
3. Prof. Neeta Shivakumar, BT
4. Prof. Sumatra, BT
5. Prof. Jaysimha S R, MCA
6. Prof. Satish V M, Maths
7. Prof. Rajini Swetha R,EIT
8. Prof. Veena Divya K, EIT

## 4.0 A WAY FORWARD

In order to achieve the strategic goals the institution governing team looks forward for contributions from every one inside the system and the stake holders. Student and faculty play an important role in building the reputation of the institution; to-days students are tomorrow's alumni who are the brand ambassadors. Their achievement in corporate world, institutions of higher learning, achievements as entrepreneur and public life reflects what they learnt as graduates of an institution.

The long term plans have been laid down in the strategic plan document in consultation with Department committees, joint workshops of senior professors for strategy formulation.

The Institutional Monitoring Planning and Policy Implementation Committee (IMPPIACT) which consists of HoDs and Deans are responsible for continuous improvement through identifying needs, bringing in discipline, defining research activities, future plans etc. Various Deans viz. Academic, Infrastructure, Student Affairs, R&D and PG Studies are responsible for implementation of improvements and outcomes in their respective areas of responsibility. Though feedback systems are in place to identify gaps, it is proposed to automate the process to make user friendly with dash boards for various processes, this will help the IQAC team to suggest continual improvements in the institutional processes and practices.

The institution feels that some of the Good Governance Practices it is following are:

- The GB monitors the performance, quality of academic activities, action taken on grievances, placement records, participation of faculty in research & publications and students participation in extra as well as co-curricular activities.
- Principal/ member secretary is required to present the college performance in every GB. Principal and senior professors are required to answer any queries regarding progress, quality, new proposals and other issues that the GB members raise. This helps in quality assurance.
- GB and AC members participate in various activities and programs of the institution from time to time including conferences and workshops.
- Discussions and analysis are performed on issues like Examination results, placement, student feedback, admission quality, faculty knowledge enhancement, hand holding in various new research areas and such other activities where qualities as well as sustainability are the main criteria.
- Industry representatives in the GB give inputs from industry perspective for tie ups, internships, placements and III initiatives.
- The chairman keeps in touch with the principal to give suggestions and keep informed about various activities. Head of the institution also invites the chairman and other members of GB for important activities held in the institution.
- Proceedings of the Governing Body is published in the RVCE website, [www.rvce.edu.in](http://www.rvce.edu.in)
- Audited statement of previous financial year is posted on the website.
- Decentralization and working towards openness.
- The size, skills, competences and experiences of the Governing Body members is kept in mind before appointment.

