



ST. XAVIER'S COLLEGE

(AUTONOMOUS)

**5, Mahapalika Marg, Mumbai - 400 001,
INDIA.**

☎ 2262 0661/65

ACADEMIC AUDIT – 2018-2019

(External)




**PRINCIPAL
ST. XAVIER'S COLLEGE
(AUTONOMOUS)
MUMBAI - 400 001.**

ACADEMIC AND ADMINISTRATIVE AUDIT REPORT
(For Academic Years- 2016-17 to 2018-19)

Institutional Data		
1	Name of the college	St. Xavier's College (Autonomous), 5, Mahapalika Marg, Mumbai-400001
2	Financial Category	Grant-in-aid / Self-financing college
3	Type of the college	Co-education and permanently affiliated to University of Mumbai
4	Year of establishment	1869
5	UGC recognition	2 (f) and 12B- 1972, since established before 1956
6	Accreditation Re-accreditation by NAAC	Accreditation-First cycle- in 1999. Re-accreditation-Cycle-2: 5 Star in 2007, Re-accreditation-Cycle-3: Grade- A- CGPA- 3.63 in 2013
7	Location of the college	Urban
8	Special features of the college	<ul style="list-style-type: none"> • One of the oldest colleges affiliated to Mumbai University. • Overall good to excellent results at UG and PG level. • MHRD's NIRF Ranking (2018): 74th Rank • College of Excellence Award by UGC in April 2014 • Recipient of DBT Star College status in 2014. • DBT Star Scheme Grant to Mathematics (2015) and Statistics in 2016. • First affiliated college of Mumbai University, which was conferred autonomous status by UGC in 2010 and got extension of autonomous status in 2017 until 2022. • UGC sponsored Vocational Degree Courses in Tourism and in Software Development.
9	Date of AAA visit	27 th and 28 th February 2019
10	Number of courses	UG- 7, PG- 3, Ph.D. -9, Diploma -4, Certificate – 11, College level Training programs - 5.
11	Number of students at UG, PG and Ph.D.	UG, PG - Intake – 4180, Admitted – 3845, Students registered for Ph.D. – 17

Handwritten signature and date:
1.3.2019

Report of the Academic and Administrative Audit		
	Observation on Key Aspects	
1	Academic Management (Department wise)	<ul style="list-style-type: none"> • Management is very supportive. • Some teachers are involved in university activities. • Feedback system is used for evaluation of the performance of teachers by students and for curricular development. • Teachers provide personal counseling to students. • More than 90% faculty positions have been filled. • Excellent results at UG and PG examinations.
2	Administration & Management (Supporting Academics)	<ul style="list-style-type: none"> • Decentralized administration system is in practice. • Sufficient provision is made in the budget for purchase of equipment and for maintenance of infrastructure. • The teachers have published 199 research article sin UGC approved journals, 19 books and chapters in books. • Teachers are provided financial support for participating in conferences and 763 teachers have participated in conferences. • Bridge courses and remedial classes are conducted in some subjects.
3	Academic Practices	<ul style="list-style-type: none"> • Launching of St. Xavier's Development Programme for generation of funds is unique activity. • Remarkable achievements in Study Abroad Centre, St. Xavier's Resource Centre for the Visually Challenged, and Learning for Life Programme. • Interactive lecture methods, supported by ICT approaches, are adopted for teaching by all the teachers. • The college has completed 5 major and 23 minor research projects and 11 students have been awarded Ph. D. degree. • Nine teachers are recognized as Ph.D. guides. • In all 229 seminars, workshops and conferences have been organized,
4	Infrastructure, Financial & Support Facilities for Academic Activities	<ul style="list-style-type: none"> • The college has very good infrastructural facilities for conducting academic programs at UG and PG level. • The college has 447 computers of which 217 are in computer laboratories with internet facility. • Well stocked and properly maintained library with Web genic server for digitization and Windows Library Management Software. CCTV Cameras are installed in the Lending and Reference Library. • The college has good facilities for Dance, Drama and Music activities. • Large numbers of students have participated in sports and cultural activities at various levels and have won awards and prizes. • Some departments such as Geology, Zoology, Botany (Blatter Herbarium), Physics have well maintained laboratories.


 1.3.2019

Report of the Academic and Administrative Audit		
	Observation on Key Aspects	
5	Institutional Social Responsibility(ISR)	<ul style="list-style-type: none"> Regular meditative sessions called "Art of Peace" and "Playog" facilitate integral compassion. Various outreach programs are organized with the help of students and faculty. Alumni Association is yet to be registered but takes active part in various activities of the college.
6	Functioning of IQAC	<ul style="list-style-type: none"> IQAC is functional Several academic activities are routed through IQAC. ICT methods have been introduced in teaching. Subject wise Teaching plans are prepared by the teachers.

OVERALL ANALYSIS: Observation on Key Aspects		
1	Institutional Strengths	<ul style="list-style-type: none"> Most of the faculty positions are filled. Qualified and enthusiastic faculty. Harmonious relationship among all stake holders. Very Good infrastructural facilities. Generation of funds from RUSA.
2	Institutional Weaknesses	<ul style="list-style-type: none"> Involvement of few teachers in university activities. Very few major research projects are obtained from various funding agencies Limitation of space. Introduction of innovative courses.
3	Institutional Challenges	<ul style="list-style-type: none"> Introducing new advanced level skill oriented courses. Strengthening collaborative activities for teaching and research. Encouraging faculty for improving qualifications. Encouraging faculty for submitting research proposals to various funding agencies.
4	Institutional Opportunities	<ul style="list-style-type: none"> Generation of funds from government and non-government funding agencies. Creating good research atmosphere. Strengthening college –industry interactions
5	Recommendations (Not more than ten)	<ul style="list-style-type: none"> Introduction of skill development programs Formal mechanism needs to be developed for Remedial classes and Bridge courses. Encourage teachers for submitting more research proposals to various funding agencies. Encourage teachers to publish papers in high quality journals. Provide financial support to needy and deserving students through funds generated with the help of Alumni and parents. Institute awards and prizes to encourage meritorious students for their achievements in sports and cultural activities. Felicitation of students for their achievements in curricular and co-curricular activities and teachers for their achievements in teaching and research.

31-1.3.2019

ROLES AND DUTIES		
1	State Government	<ul style="list-style-type: none"> ➤ Should provide non-salary grant to college. ➤ Encourage colleges to introduce skill development programmes.
2	University	<ul style="list-style-type: none"> ➤ Should Guide the college for proper implementation of Choice Based Credit System.
3	College Management	<ul style="list-style-type: none"> ➤ Management is supportive. ➤ Encourage teachers for improving their qualifications by providing financial support for FDP.
4	Academia	<ul style="list-style-type: none"> ➤ Proper implementation of mentoring system. ➤ Active participation of teachers in improving internal evaluation system.
5	Students	<ul style="list-style-type: none"> ➤ Some students have cleared NET/SET examinations.
6	Other Stakeholders	<ul style="list-style-type: none"> ➤ Alumni Association is active. ➤ Developed collaborative programs with academic institutions and industries.


1.3.2019

Dr. R. S. Mali

Member of AAA Committee

Signature of the Principal, St. Xavier's College

with Date & Seal

Prin. Sunil B Mantri

Director

Higher, Professional & Technical Education
Universal Education's Vidya Vikas Education Trust
Filka Building
Off. Daftary Road, Near Malad Station
Malad East, Mumbai 400097, Maharashtra.

Ref. No. 2019/ AA / St. Xavier's / 001

March 2, 2019

To,
Dr. Rajendra Shinde,
Principal
St. Xavier's College
5 Mahanagar Palika Marg,
Mumbai 400 001

Sub.: Report of the Academic Audit conducted on February 27, 2019, and February 28 2019 for Academic Year 2016-2017 and 2017-2018.

Sir,

Given below is the report of the Academic Audit conducted on February 27 and February 28 2019 for the Academic years 2016-2017 and 2017-2018.

I. Comments / Observations

1. IVth Cycle of NAAC due in 2020-21. Awarded with top grades in the earlier three cycles.
2. College Autonomous since 2010. Autonomous extended till 2022-2023.
3. IV cycle of NAAC fully under Autonomous Status. Academic Autonomy for UG, PG as well as Ph.D. Courses. IIIrd Cycle was under mixed parameters i.e. partly autonomous and partly university norms.
4. College recognised as CPE for 2 cycles viz. 2006 and 2011 and currently as "Center of Excellence" since 2014.
5. No. of programs and courses offered are stagnant since 2014-2015. No. of Certificate / Diploma Courses are also stagnant. Data does not represent if some programs were closed and new one introduced against the programs closed. College is enjoying status of CE since 2014.
6. Enrolment of students for the certificate / diploma / add-on programs is constant or decreasing. Probably if I compare with the students admitted these numbers will be surely decreasing. Time to identify the reasons for the decrease.
7. Percentage of students undertaking projects / internship is same for the last 4 years. Increase in students admitted has nullified the effect of increase in students undertaking projects and internships. Why were the PG students not considered for Internship?
8. Teachers feedback every alternate year for all teachers of ASC Faculty? Why not annually?
9. Admitted student strength, though increasing, is less than the sanctioned strength.
10. Average % of teachers using ICT is commendable.

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11. Mentor Mentee ratio is satisfactory.
12. No. of sanctioned posts of teaching staff reduced from 102 to 100. Why?
13. Why is the % of filled posts is less than 100% when none of the posts are vacant (as ad-hoc staff are appointed)?
14. What is the concept of Full time Management posts? Are these for Unaided courses?
15. Staff with Ph.D. Qualifications are almost the same. Could be that some of them have retired.
16. Data to question no. 20 about participation of FT teachers in college / University (BoS, AC, MC) missing? I am sure with autonomous status many of the staff members would be members of BoS etc.
17. Reason / justification for dip in overall performance of the students in 2015-2016 and measures taken to improve the performance.
18. Research activities i.e., No. of projects funded, publication of papers in journals showing alarming down trend. One of the important factors in NAAC.
19. Average experience of FT teacher is decreasing. Could be many of the senior staff have retired. Also, for 2017-2018 total number of teachers in the college is 100+15 i.e., 115 whereas the number of teacher taken for calculating average experience is 120.
20. Collaboration at International level shows downward trend and for 2017-2018 its only 6 as compared to the earlier years.
21. Technologically sound infrastructure. However, 40 classrooms and only 14 classrooms where computers are deployed?
22. No. of books added to Library seems to be low in comparison with the increasing student strength.

II. **General observation on Department wise Data Presented:** Most of the observations are after taking into consideration that the college is in its IVth Cycle of NAAC which is purely under Autonomous status and has completed 2 cycles as CPE and is recognised as CoE since 2014.

1. Data is not updated and/or incomplete.
2. In most of the departments no new courses are introduced since last accreditation. Not a very healthy sign for an institute which is autonomous as well as recognised as CPE for 2 cycles and CoE since 2014.
3. In most of the departments, research publications need drastic improvements. Also, staff members participating and/or organizing Workshops / seminars. Conferences etc. needs improvement.
4. In case of most of the departments, data related to Major / Minor Research projects, No. of prizes won by the students and/or teachers, Financial Assistance, Placement, Internship, alumni etc. is either missing or is not recorded properly.

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5. The data under Teaching Methods adopted implies that there is no change or new methodology adopted by the teachers for the teaching learning process. It is advisable that any new methodology / technique used be recorded year wise.
6. My apologies to the staff members for the comment but I strongly feel that the staff members are taking things lightly or are not so very serious about upgrading the grades and seem to be living on the legacy of the past. Attitude and body language of the staff members and/or presenter's needs improvement and exhibited lack of interest / motivation / involvement and in some cases the attitude was quite disturbing.
7. Simultaneously, it is necessary that the management and the principal take measures to ensure additional staff is appointed so that the teachers can also concentrate on upgrading themselves in terms of academic content, qualification, research publications etc. College can probably introduce the concept of Teacher Assistant, Research Assistant, introducing AI & ML based technology for examination and evaluations, appoint additional staff, start using the infrastructure in shift basis which probably might help the college to introduce more PG programs etc.
8. All the departments must focus on what changes are made in the last five years i.e. after last accreditation to add value to the student and then the department
9. Can you please verify whether the term "Courses" referred in the departmental report and the term "Courses" used in CBCS are the same?
10. Staff members must attend workshops / seminars / conferences and engage in activities of knowledge sharing and knowledge upgrading.
11. No. of workshops / seminars / conferences organised by the department / college is very discouraging.
12. This exercise was more to identify the preparedness of the department and college for NAAC accreditation and less of academic audit.
13. It would have been interesting to interact with the staff members, BOS and Students to learn about the process of designing the syllabus, impact of autonomy on academic and assessment, contribution of students towards various aspects of academics and evaluation like designing the course contests, identifying the evaluation methodology etc.
14. In Biotech none of the teachers are recognised as Ph.D. Guide. The staff could get attached to other colleges which have Ph.D. / Research Centre.
15. **Department of Botany** is one of the few departments which had good performance on parameters like research guides, no. of students awarded and working for Ph.D..
16. **Department of Chemistry** established is 1902 has around 10 out of its 12 staff members (almost 83%) with Ph.D. qualification and only 1 staff recognised as research guide. Very poor performance on all parameters of assessment. Performance of

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students at FY and TY exhibiting decreasing trend. Grade wise analysis of results should have been presented.

17. **Department of Geology:** Incomplete Data. Good number of staff with Ph.D. qualification and 50% of the staff recognised as Ph.D. Guides. Incomplete Data. Lacking in research scholars, major research projects etc. Was great visiting the department. Enthusiasm of the staff of the department including the NT staff was very good and inspiring.
18. **Information Technology:** Nothing Extraordinary. Except placements.
19. **Life Sciences and Biochemistry:** Excellent ratio of teachers with Ph.D. and staff strength. Very disappointing data in terms of research guides, paper publications, major / minor research projects, organising and attending workshops / seminars etc.
20. **Department of Mathematics:** Very Old Department. Ordinary performance in the last 4 years. Incomplete and/or incorrect data for ex. Data related to performance of the students seem to be consistent over the last 4 years. Underperforming Department.
21. **Department of Microbiology:** Old Department. 75% of the staff with Doctoral Qualification but none of them are recognised as research guides. No major research projects. Publications need improvements. Good number of projects by the students (purely based on the numbers of projects done. Cannot compare with the students admitted as the data for enrolment is missing)
22. **Department of Physics:** Too much of attitude and slightly moving towards arrogance with too little content to show. Quite a old Department. 75% of the staff with Ph.D. Qualification but none of them recognised as guides, No PG Courses hence no research centre, paper publication by staff is very poor taking into consideration the staff with Ph.D. Qualification. Should have been one of the strengths of the college. Incomplete Data. Is it the sign of carelessness and casualness?
23. **Department of Statistics:** None of the staff with Ph.D. Qualification. Incomplete data which is surprising. No major or minor research projects, no publication. Organising / attending workshops seminars etc.
24. **Department of Zoology:** Good number of staff with Ph.D. Qualifications, no. of students as research scholars. However, lacks in paper publication, major / minor research projects, attending and/or organising workshops / seminars / conferences etc.
25. **Department of AIC:** Increase in number of Certificate Courses, introduced a Diploma Program. 100% faculty with Ph.D. Qualification. 1 on them recognised as Ph.D. Guide. What is the status of the research scholar of 2014-2015? Good number of publications 14 publications by 2 teachers in 4 years. Good ratio. Overall Good performance.
26. **Department of Commerce:** Evening Section. Did not understand how come 2 courses in FY?? No PG Section. Why? Should start with M.Com. Out of 1.5 faculty, 1 is with

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- Ph.D. Qualification. Good number of publications. 17 publications by 1.5 teachers in 4 years. Better ratio than AIC.
27. **Department of Economics:** Fluctuation in Sanctioned posts? Only 25% of the staff with Ph.D. degree. Other staff members need to register / complete / acquire Ph.D. Qualification asap. Data needs to be proper, accurate and meaningful. The overall performance of the department does not indicate that this is one of the older departments of the college.
 28. **Department of English:** Black background is not advisable. 100% staff with Ph.D. Degree but none of them recognised as guide. Should have started with PG Department. Very poor performance in Research Projects (major / minor), publications, students projects, internship etc.
 29. **Department of French:** More than 100 years old department. Should have PG Section. No certificate and/or diploma course. Must explore this area. No major / minor projects. Incomplete data. Why is the Hons program stopped after 15-16?
 30. **Department of Hindi:** One of the best presentations. Enthusiasm of the staff was inspiring and motivational. Must work towards acquiring some research project and improve paper presentation.
 31. **Department of History:** One of the oldest departments. Incomplete Data. Nothing inspiring about the performance of the department.
 32. **Department of Mass Media:** One of the youngest departments. Good performance based on the details given during presentation. Incomplete data. College Management must provide theses SFC and B.VOC Courses some additional initiatives in terms of research grants, projects etc.
 33. **Department of Management Studies:** Staff members of all the SFC courses must ensure that they get the required NET / SLET and/or Ph.D. Qualifications. Based on the presentation and the data provided, the performance of the department is average even though the results of the students at TY is 100%. The staff failed to highlight how BMS of Xavier's is different as compared to BMS of other non-autonomous colleges. Placement data since 2014-2015 is not very inspiring.
 34. **Department of Political Science:** Incomplete Data. Out of 2 staff in the department 1 of them is with Ph.D. Qualification but not a research guide. No Major / Minor Research Project. No PG department neither did the department introduce any certificate / diploma program. Could have conducted some collaborative activity with Department of History and Department of Public Administration.
 35. **Department of Psychology:** One of the strongest Department as perceived by students and staff of other colleges. None of the staff has acquired Ph.D. qualification. No PG Section. No major / minor research projects nor any publications in the last 4 years. Poor contribution. Need to work very very hard. Incomplete Data. No new certificate / diploma programs introduced in the last 4 years.

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36. **Department of Public Policy:** the youngest department. Major contribution by the college after autonomy. PG Department only. Seems to be purely unaided section. Very different department as compared to the other departments. Good initiative under autonomy. The College authorities and the management must provide grants for research, paper publication etc. Department must try to get funds from other governmental and non-governmental agencies, NGO's, Companies under CSR activities etc. Has potential to become a star department of the college.
37. **Department of Sociology and Anthropology:** All 3 regular FT faculty are with Ph.D. Qualification. None of them are recognised as Ph.D. Guides nor the department has PG section. Incomplete data. Contribution towards research with 3+2 = 5 major projects in last 4 years, 2 ongoing projects (in 16-17) is appreciable. However, no research publications !!!! surprising. No workshop / conference / seminars organised by the department in last 4 years. Not appreciated.

Based on the presentations made and the interaction with the staff (wherever feasible), I strongly feel that Staff of St. Xavier's is living on its legacy. An institute which is an inspiration for students, teachers and principals like me did not live up to the expectations specifically my expectations. To me, it was more like some other regular institute, and I was disappointed (based on the data presented by the departments).

- III. I would recommend that the college staff, Principal and the management look into the following:
1. College authorities must write to the NAAC authorities seeking clarification about the norms that would be used for IVth cycle of accreditation.
 2. Impact of autonomy in terms of academics, how different are the course content of Xavier as compared to the University syllabus for the courses / programs offered at Xavier.
 3. Major changes / difference in the evaluation and assessment system at Xavier?
 4. Difference in placement and internship before the college was autonomous and after autonomy?
 5. Demographic difference amongst the student and staff population pre and post autonomy?
 6. Reasons for decline in add-on / certificate / diploma programs pre and post autonomy, if any?
 7. Under autonomy, number of new programs / courses introduced by the Departments and college.
 8. Under the new norms of accreditation, I am not very sure what would be the impact of Herbarium, collection of Geology department and other legacies of Xavier.
 9. Contribution of Dr. Sam and XRCVC, Wellness Centre is commendable.

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10. If UGC decided to review the status of CoE, will Xavier be eligible for the renewal of CoE status based on the data presented?

My apologies for sounding very critical, harsh and for hurting anyone in any form but I have very different and very high expectations from Xavier. And it's not only me, majority of the students, staff and Principals have very high regards and expectations of XAVIER. You all are more than capable of keeping the flag of Xavier's fly high. Rise to your capabilities and live up to the expectations of people like me. Thanking you for having me as member of the Academic Audit team.

With warm regards



Prin. Sunil B Mantri

ACADEMIC AUDIT OF ST.XAVIER'S COLLEGE, MUMBAI

Conducted on 27-28th February, 2019

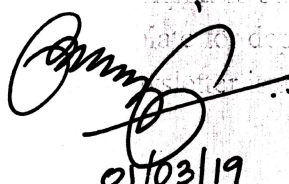
Following are a few suggestions based on my assessment of the department presentations, interaction with the IQAC and visit to a few departments and campus facilities:

A. IQAC

- Composition of IQAC must include external experts, representatives of the industry, alumni, parents, and the community at large. Minutes, attendance sheet, and Action Taken Reports (ATRs) are to be meticulously maintained.
- Needs to organize workshops, seminars, conferences on specific themes related to quality, innovation, and best practices in teaching, learning, evaluation processes.
- Events on challenges and issues of Indian higher education in the ever-changing scenario of present times may also be taken up as the subject of colloquiums or symposiums.
- Most importantly, IQAC must also organize workshops on Intellectual Property Rights (IPR). Considerable weightage is given to this activity in the revised methodology.
- Create opportunities and strengthen networking with the IQACs of other city institutions.
- Draw up the institutional perspective plan (at least 10 years) by involving all stakeholders and present the document to the NAAC peer team during its onsite visit.
- Taking a cue from the excellent mentoring system practiced by the Hindi Dept. IQAC must establish a structured mentoring mechanism. The NAAC revised methodology lays a lot of emphasis on this.
- IQAC must design a common template for department presentations.
- Publication of an annual IQAC Newsletter is an initiative that will earn lot of points from the NAAC team.

B. Departments

- The English Department must be more proactive in conducting certificate courses on communications skills and personality development. Introducing Cambridge Council's Business English Certificate Course (BEC) is a possibility that may be explored. Start M.A. English programme on a self-financing mode.



01/03/19

- Dept. of Information Technology must strengthen its linkages with the industry in the IT sector.
- Depts. must proactively make use of Learning Management System (LMS) by tapping in on UGC SWAYAM platforms and creating MOOC courses.
- NPTEL and open online tutorial courses offered by IIT Powai are excellent pathways to make available IT and software designing courses. Institution has to pay Rs.25,000/- per annum to IIT Powai to bring in a range of courses on its campus.
- Statistics dept. can start a certificate course on Sample Collection and Statistical Analysis for researchers in social sciences in the college.

C. College

- College must continue with the B.Voc. programmes in Travel and Tourism and Software Development. A reasonable hike in the course fees may be considered to financially sustain the same.
- The nomenclature of 'Honours Course' may be changed to a more suitable title for advanced learners. It may be mistaken for a separate honours programmes.
- Internship programmes may be strengthened. A good avenue to explore is to look into the Industry- Academia Interface programmes of top companies like TCS (Hislop has been running two TCS designed courses- 'Campus to Corporate' and 'Finance & Accounting').
- Need to strengthen the research profile by increasing number of research supervisors and students, volume of quality publications in high impact factor and peer-reviewed journals.
- Greater thrust should be given to inter-disciplinary research.
- Training and Placement activities must be strengthened with the support of the vast and influential alumni that Xavier's has.

Date: 01/03/2019

Signature:



Dr. Prantik Banerjee
Vice Principal & IQAC Coordinator
Hislop College, Nagpur

		<p>various funding agencies.</p> <ul style="list-style-type: none"> • Encourage teachers to publish papers in high quality journals. • Provide financial support to needy and deserving students through funds generated with the help of Alumni and parents. • Institute awards and prizes to encourage meritorious students for their achievements in sports and cultural activities. • Felicitation of students for their achievements in curricular and co-curricular activities and teachers for their achievements in teaching and research.
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ROLES AND DUTIES		
Sr. No.		Observation on Key Aspects
1	State Government	<ul style="list-style-type: none"> • Should provide non salary grant to college. • Encourage colleges to introduce skill development programmes.
2	University	<ul style="list-style-type: none"> • Should Guide the college for proper implementation of Choice Based Credit System. • Involve competent teachers in curricular development activities.
3	College Management	<ul style="list-style-type: none"> • Management is supportive. • Encourage teachers for improving their qualifications by providing financial support for FDP.
4	Academia	<ul style="list-style-type: none"> • Proper implementation of mentoring system. • Active participation of teachers in improving internal evaluation system.
5	Students	<ul style="list-style-type: none"> • Some students have cleared NET/SET examinations.
6	Other Stakeholders	<ul style="list-style-type: none"> • Alumni Association is active. • Develop collaborative programs with academic institutions and industries.

- i. Chairperson- Dr. R. S. Mali
 - ii. Member Coordinator- Dr. Mantri
 - iii. Member-Dr. Prantik Banerjee
- Signature of the Head of the Institution
- With Date & Seal

[Signature]

01/03/19