

Administrative Audit Report

(2014 -2019)



Internal Quality Assurance Cell

Jamia Millia Islamia

(A Central University)

Jamia Millia Islamia, a Central University was established in 1920, originally at Aligarh in the United Provinces. It moved to Karol Bagh Delhi in 1925, and was later established at Okhla, Delhi. Jamia Millia Islamia became Central University by an Act of the Parliament in 1988.

Jamia Millia Islamia was born as the movement of a struggle for education and cultural renaissance against the colonial regime by developing roots of indigenous education system. The distinct identity of Jamia Millia Islamia has been eloquently explicated in its vision *“Strive to foster the goals of building a secular and modern system of integral education for sustainable development of society and better future for all”*. The university aims to attain distinction in providing cutting edge learning experience, internationally benchmarked education, intellectual freedom, and critical research opportunities in frontier areas of contemporary concern.

As per the quality initiative prescribed by NAAC, the academic & administrative audit (AAA) is required to be undertaken by the higher educational institutions (HEIs). In this regard, the A & A of the academic departments has already been conducted on regular basis. For the purpose of conducting administrative audit of the offices and supporting departments, the Vice Chancellor, JMI constituted the following committee. The committee has been given mandate to conduct administrative audit for the last five years i.e. 2014-2019 vide office order dated 24-09-2021.

1. Prof. Subhash Dhuliya, Former Vice-Chancellor, Uttarakhand Open University
2. Mr. A.K. Sharma, Scientist 'F' STQC Certification Services Ministry of E&IT, Gol
3. Prof. S. Raisuddin, Director-IQAC, Jamia Hamdard
4. Prof. Asad Ullah Khan, Dy. Director-IQAC, AMU
5. Dr. A. Malik, Joint Registrar (Retd.) JMI

The office of the IQAC designed a proforma to seek comprehensive reports on the responsibility, functions & contribution from each office. The report thus submitted by the administrative offices were placed before the administrative audit committee. The Audit exercise carried out for two days was coordinated by IQAC.

The audit exercise began by a meeting with the Vice Chancellor, other senior officials and IQAC team. The members of the committee reviewed these reports with reference to the quality perspective and performance criteria and decided to interact with the respective section heads and visited their offices.

The university act, statutes, ordinances as well as various other regulations notified by UGC/Gol orders/rules/guidelines are the guiding principles for overall administration in the university. The general observations of the committee are as under:

Administrative Section-wise Observations and Recommendations:

1. Registrar Secretariat

Registrar's Secretariat is headed by an Assistant Registrar. The major works of the secretariat are to recommend/approve/take appropriate decisions the files/proposals/letters etc. received from various stakeholders. It also deals with correspondence from UGC, ministries etc. and to arrange meetings for the Registrar. The key performance indicators are to carry out operations in a time bound matter, the movement of the file, regular meeting meetings of the staff etc.

All employees of the office know computer operations and have official email ids. It uses ERP system and has taken initiatives for paper less working. The section keeps its file indexed and uses FTS.

Other exceptional contributions are the quick response to the queries and grievance of the staff/students etc. and to encourage staff for teamwork spirit. Significant work contribution is the reuse of papers and lesser use of energy, digitalization of data etc.

Observations:

- It is observed that a large number of files are handled by the office of the Registrar on daily basis. The existing mechanism is quite effective, movements of files is tracked efficiently and effectively through FTS. The decision-making process is quick and smooth.
- There is more scope for application of new technologies that needs to be considered to make office work paperless to the extent possible.
- The committee suggested that various measures are required to enhance efficiency and productivity of workforce by use of ICTs.
- The timelines of various activity related the office work may be defined to monitor and improve performance further.

2. Administration Branch:

Key Objectives:

- To implement the directives and decisions notified by the university.
- Effective execution of the administration with other departments of the University

- Ensuring effective implementation of rules, regulation and other works assigned time to time

This branch is headed by Assistant Registrar (Administration). This branch is well equipped with ICT facilities. Apart from general administrative matters, this branch also controls Sanitation unit, Horticulture department and Medical section. The office is well compliant with FTS/MIS. The record keeping is also proper both in digital as well as in hard form. Well defined process for monitoring and timely disposal of Parliament questions/RTI/Audit etc is in practice. This branch is also responsible for holding various events at university level like Convocation, Foundation Day celebrations etc. Sanitation and Horticulture departments implement various policies for environment and green energy.

Observations:

- A committee scrutinizes the medical bills/claim to ensure timely payment.
- Branch efficiently deals with the transport facilities.
- Sanitation and horticulture works across the campus are well maintained.
- Roster for the transport system needs to be streamlined.
- E-governance needs to be introduced to minimize processing files manually.

3. Academic & Council Branch:

This section is responsible for holding meetings for Courts, EC and AC of the university. The section is ICT enabled. MIS is in place for day-to-day office works. This section regularly keeps updating the appointments of the vacant seats of the External/Internal/Nominated members of the Court, ECD, AC, BoS.

This section also keeps records of various amendments to the ordinances from time to time. All the record of the meetings, their distribution and digitization is also done by this section.

Observations:

- Regular meetings of the statutory committees are convened.
- Minutes of the statutory bodies are uploaded on the university's portal within a week.
- The office makes the Minutes of meetings which are easily accessible.
- Efficient coordination among different level of the sections is noted.
- Workflow is well organised.
- Further digitization of the official activities and record maintaining is planned.

4. Purchase & Inventory Control Office (PICO):

PICO is responsible for purchase and maintenance of equipment in the various Departments/Centres of the University. ICT infrastructure is in place along with MIS

facilities. All the purchase/procurements are made as per the GFR and Govt. procurements policy. Goods/equipment are purchased through GeM and e-tendering processes whichever is applicable.

Departmental sub-purchase committees are empowered to procure goods to the extent of Rs. 2.5 lakhs. The budget received for the maintenance and other procurement activities is well utilized.

Observations:

- GFR-2017 is implemented and followed.
- For tenders above Rs.2.5 lakhs two bid system is followed.
- Strict verification of the documents of the participating bidders is required to ensure authenticity of trusted bidders.
- E-tendering is done only on MHRD/UGC/NIC portals.
- Procurement/purchase of various items is attempted to be completed in time bound manner.
- Efficient coordination among different level of the staff is noted.
- The section may look to digitize manual procedure of record keeping and inventory and monitoring of supply orders.
- Preventive maintenance practices and maintenance policies for air conditioners, water coolers and other utility equipment may be prepared.
- Empanelment of the vendors on annual basis may be introduced to reduce the purchase time and ensure the quality of the product and services.

5. Pension & Service Book Section (Establishment II):

Objectives:

- To keep updated service records of teaching and non-teaching staff
- To resolve issues like matters related to leave and pension etc.

Pension & Service Book section deals with records to maintain the service books of all the employees and their leave records. It also keeps the records of the superannuated employees and informed them well in advance for their proper paper works.

Observations:

- Records are well maintained and arranged.
- Staff activities are well coordinated.
- Most of the staff is well versed with the Rules & Regulations.
- Leaves are sanctioned as per ordinance of the university
- Staff is sensitised with KPIs.

- There is further scope for digitization and scope for converting Service book to E-service books for better operational efficiency.

6. Recruitment & Promotion Section (T & NT)

The main objective of this section is to facilitate the university in recruitment and Promotion of the employees. The section is having adequate manpower fully trained and ICT enabled office with excellent use of MISD/FTS. All the files are digitized. UGC Rules are followed along with AICTE/DCI/ACI/others statutory agencies, wherever required for the promotion and recruitment. Timely recruitment and promotional activities like advertisement of posts, CAS, DACP, DPC etc are the notable features of this section.

Observations:

- Screening committee constituted as per the JMI ordinances follows the UGC norms
- Candidates are called for the interview in 1:15 ratio
- Academic Performance Indicator (API) is calculated as per UGC regulations/concern regulatory agencies (AICTE, NCTE, DCI etc.)
- Staff in the section is proficient with computer skills.
- The staff in RPS is well versed with the Central Government rules/UGC rules/other relevant rules of recruitment.
- DPCs are conducted on time.

7. Establishment Section

This section is responsible for keeping and maintaining the service records of all the employees. All the grievances and their disposal, policy matters, orders for day-to-day actions of the administration are maintained by this section. Section is ICT enabled and MIS/FTS is in practice for daily routine work. Other works are to process HBA, LTC advance and adjustment, joining reports of all teaching and non-teaching Staff, Deans/HoDs/Directors' appointment as per norms, Advance increments, EoL/deputation cases, etc are undertaken by the establishment section. Conducive environment, equal opportunities are key features.

Observations:

- HOD/Deans are appointed as per the provisions in the ordinance.
- Complaints/grievances received from the staff of the university are resolved timely.
- Training of staff on work related subjects is arranged.

8. Sanitation Unit

It works under Administration Section of the Registrar office. To make the University's campus clean, hygienic, eco-friendly are the main objective of this unit. All the employees of this unit work to motivate the staff members to change their mindset towards cleanliness, sanitation and develop environment friendly approach. Swachh Bharat Abhiyan is implemented. The unit is ICT enabled and day to day works done by using MIS/FTS system of the JMI.

Observations:

- Staff work responsibilities in the sanitation unit are well coordinated.
- Cleanliness and hygiene at the campus is good.
- Provisions for additional compost pits, rainwater harvesting pits, wastewater recycling plants, solid waste management etc. may be assessed

9. Horticulture Department:

This Department is responsible to maintain the green environment with the help of maintaining safe hygienic development of lawns, plantation, generating revenue by selling saplings. FTS/MIS is in place. The Department is ICT enabled. Landscaping at various centre places of the university is efficiently carried by this Department. The staff is well trained.

Observations:

- More than half of the JMI land is green, making the university a green campus.
- Plantations and horticulture activities across the campus are well maintained.
- Training programs for MTS (Malis) may be arranged.
- Species of new plants may be added to the campus.
- Horticulture section may plan the outreach activities to sensitize students for plantation and horticulture activities.

10. Legal and Ordinance Section

To look after the legal activities of the JMI is the main function of this section. Records pertaining to various court cases, property related matters, teaching & non-teaching staff court matters are maintained by this section. ICT infrastructure is in place with skill staff, MIS system is in place. This section is working with eight staff members. This section claims to dispose work files on time. Other KPI are timely vetting and disposal of MOUs, RTIs, Timely submission of affidavits. One of the exceptional contributions of the office is to vacate 24 bighas of land near Jamia Metro station from encroachers. Lack of supervisory staff and reducing the court cases are the main fulltime challenges of this office.

Observations:

- Dispute resolution committee is in place to resolve the grievances and reduce number of court cases
- Legal matters are taken up promptly.
- Data on cases handled is also maintained.
- Potential for digitization of the legal records for improving the efficiency.

11. Property Department:

This section is headed by Assistant Registrar.

The objective of the Department is to protect and safeguard the university land. The office is working with 6 confirmed staff members. The staff to an extent of 50 percent is proficient in computer operations and uses official Jamia email ids. About 70 per cent of overall work is done by using ICT. The office also uses University's ERP (MIS). File tracking system is also used by the office. The office regularly follows up the record of the University and keeps all files indexed.

Major responsibilities of the office are to maintain all records of the land, taking care of court cases, collection of revenue records, verification of land etc.

Observations:

- Most of the records of the University's properties/land are digitized, and additional backup is preserved.
- Allotment of the staff quarters is undertaken by well-defined policy of the university.

12. Finance & Accounts Office:

Headed by the Finance Officer, this office works with the vision of achieving electronic and cashless mode of transactions to align itself with Digital India Mission. The staff working in this office is ICT savvy and MIS/FTS is in full operation.

Several sections operate under Finance and Accounts Office, Like Accounts & Budget, Salary Section, Bill Section, Cash Section, PF Section, Students Section etc.

Major responsibilities of this office are to exercise general supervision of university funds, taking care of university's investment, grant management, holding finance committees, maintaining ledger accounts, budget allocation etc.

The major challenge being faced is to manage expenditure without proportionate increase in grants and budgetary allocations.

Observations:

- Financial diligence is exercised in matters relating to release of funds and in the maintenance of accounts.
- The Section has implemented PFMS, EAT, e-Procurement and GEM.

- Most of the work in Finance and Accounts Office are digitized.
- Most of the staff is well versed with budget and accounting software.
- Mandatory financial audits are carried out regularly
- All the meetings are held in time and data/report are submitted to government as per time line.
- EAT and PFMS is operational from October 2018.
- This office operates with GFR 2017 / other applicable rules/regulations / guidelines issued by the Govt. and regulatory agencies
- Students/ Faculty matters are handled on priority
- Measure to monitor budgetary targets are achieved
- There is scope for further modernisation and computerization.
- Finance department should prepare a roadmap for next five years to address the financial needs of the university in new economic scenario in which market economy has acquired dominant dimension. The market mechanism needs to be pragmatically combined with the public service mandate of the university.
- Expenditure per student (Unit cost of student) may be worked out in order to evaluate the costs and receipt balance.

13. Controller of Examination Office:

Controller office is working with a vision and mission to evolve a credible, efficient and transparent mechanism of admission and examination, to mitigate the grievance and other issues of students and to maintain the integrity and confidentiality in the process.

COE has a fine ICT infrastructure and more than 90 per cent of the staff can operate computers. More than 85 per cent staff have official email ids. More than 80 per cent of the work conducted in COE is IT enabled. It uses ERP system and have taken initiatives for paper less working

Number of applications received for UG programs during the period have increased from 153156 to 215576 while for PG the number has increased from 28194 to 43148.

COE office keeps its file indexed and regularly conducts status review of pending files. More than 80 percent of the staff have attended training programs. The major responsibilities of the office are to liaise with various offices, hold examinations, processes and declare results and propose agenda for academic council. All admissions and examination process are digitized and online.

The key performance indicators (KPI) are the timely conduct and declaration of results, efficiency in pre and post-exam process, resolving the grievance etc.

The major strength is automated system of admission and conducting exams in online mode.

Observations:

- COE conducts examinations and admission.
- Professor-in-charge for admission is appointed to assist the COE.
- All admission is through entrance examinations. Interviews of the qualified candidates are conducted for some professional programs wherever needed.
- Certificates, marksheets and degrees are stored at National Digital Depository and Digilocker that can be accessed from anywhere.
- Certificates/degrees have seven security features embedded, to prevent counterfeiting.
- Serial numbers and bar codes are printed on OMR sheets to prevent the possibility of any manipulations
- Annual schedule of the examinations is prepared well on time and displayed on the website for the awareness of the students.
- Examination material such as the question papers are prepared and moderated in time bound.
- Staff in the office of the Controller of Examination is well versed with the computer skills.
- Complaints/grievances received from the students are resolved timely.
- Date sheets, merit lists, results, examinations notifications are notified on the Controller of Examinations website.
- Fairness and transparency is evident in the admission and examination processes.
- Data protection and back up measures for admission and examination may be further strengthened

14. Development Section:

Key Objectives:

- Effective Planning of the all-round development of the University
- Management of the available resources/funds and their optimum utilization in the university

The Development Section is headed by Joint Registrar along with seven supporting staff. The section is ICT enabled. The section has to deal with grants available for consultancy/projects, building projects, various schemes of the UGC and other funding agencies and the Ministry of Education etc. Various consultancy projects, distribution of the grants, various infrastructure projects and UGC schemes are also effectively handled by this section successfully. The Development Section has made exceptional contribution by improving its efficiency by imparting systematic approach to the targets. Focusing on the growth and overall development of the

university to make it fully world class is the prime motto of this section. The office is establishment is fully operated on MIS and FTS effectively. The deadlines are achieved within given time. There is also grievance system in operation. The staff is well trained, and they are given ICT related trainings from time to time.

Observations:

- Works are carried out efficiently. The section works in alignment with the Vision and Mission of the University.
- Records maintenance is systematic.
- Funds management and resource allocation is optimised
- The section should evolve itself for perspective future planning and expansion. For this purpose, a roadmap for next five years and strategic plan may be prepared for the overall development of the University.
- Green audit of the campus may be undertaken.

15. Dr Zakir Hussain Library:

Objectives:

- To provide dynamic learning environment and service to students and faculty
- To provide easy access to e-resources and digital platforms to stakeholders

The library's goal is to support the University's mission of teaching, research, and service by providing the means for the discovery and the pursuit of knowledge. Headed by the University Librarian, Dr Z H Library is well equipped with all the required resources needed for the knowledge sharing among the stake holders of the University. It also runs courses in the library sciences also.

The Library has 54 full-time employees, 31 out sourced staff spread across various sections of the library. The ICT infrastructure is well maintained and sufficient to cater both faculty and students. The allocated budget is well utilized. The library is also well equipped for learning centre for differently abled.

Administrative Services provides day-to-day administrative operations, for personnel matters, timekeeping, purchasing and vendor payments, budget controls, and facilitating the library's maintenance needs.

Technical Services orders, receives, and catalogues library resources. It also maintains the database of library holdings, and mends and replaces damaged, lost and/or damaged library materials. Access Services provides circulation services to the libraries' patrons. It issues library cards and maintaining the patron database.

Information and Research Services assists library patrons with research and reference questions, individualized help for projects and research, and providing instruction in using library resources.

Special archives section is responsible for the acquisition and preservation of rare, unique, and out of print materials.

Observations:

- The university library is well maintained and has an overall good learning atmosphere.
- Adequate textbooks, journals, magazines are in good stock.
- State of the art University library and building and infrastructure
- Digital resources can be further enhanced.
- Utilization may be further improved.
- It is appreciated that the library is fully equipped with Computerisation/online resources/books in emerging and niche streams. Collection of rare books and manuscripts.
- Library is automated using Integrated Library Management System (ILMS)

16. Public Information Office:

Objectives:

- Implementation of RTI act, 2005
- To promote transparency and accountability of the functions of the university and put relevant information in public domain
- The Public Information Office is headed by CPIO with supporting staff. The office is ICT enabled and practicing FTS/MIS. The RTI received per year are significant and their disposal is done by PIO effectively. Average time to dispose off RTIs is 30 days. All the cycles A, B and C are well coordinated. PFMS is in practice.

Observations:

- Timely disposal of all the RTIs received and good coordination with other offices.
- Functional training of the staff may be arranged.
- The office may also sensitize other offices of the university on RTI act, provisions & RTI rules by arranging workshops/ trainings, as reply to most RTI is primarily drafted by them.
- Regular seminars on RTI may also be organized.

17. Chief Vigilance Office:

Objectives:

- Prevention of corruption and to promote integrity in the University

The Chief Vigilance Office in the university headed by a Professor of the university as CVO along with ICT trained staff with ICT facilities. The office is well equipped with vigilance manuals and policy documents as issued by competent authorities time to time. JMI ordinances on vigilance is also referred. All the records of vigilance inquiries are maintained. The process is monitored as per act/statute/Ministry guidelines/UGC guidelines etc. FTS/MIS is in place in CVO to maintain the records. Most of the pending cases in the last five years are disposed off. All the ICT tools are in working condition.

Observations:

- The office is discharging its role and responsibilities satisfactorily.
- Records are well maintained.
- Further training of staff is needed.
- Preventive role may further be enhanced by evaluating current practices and systems.

18. Centre for Coaching and Career Planning (CCCP)/RCA

Objective:

- To impart best coaching and guidance to CSE Aspirants and other services

The CCCP is established with the aim to provide best coaching for CSE, Other competitive exams, Judiciary exams etc. CCCP/RCA is headed by Professor In charge and other supporting staff. The Centre is ICT enabled and MIS/FTS is in place as per university norms. The grants to run the centre is received from UGC and Ministry of Minorities and GoI. The success rate is impressive as many of the aspirants successfully cracked the exams. Special lectures of eminent scholars are arranged regularly. The Centre is having residential facilities for its students who came from different parts of India. The students admitted through All India Entrance. Class Teaching, Mock Tests, GDs, Mock Interviews are also held.

Observations:

- It is a commendable socially relevant initiative of the university and requires to be supported in terms of financial resources.
- Free coaching is provided to students belonging to weaker sections.
- Regular faculties in specialized areas are needed.
- Number of selections in various services from RCA is commendable.
- Strengthening of the manpower is required.
- The Centre is working on project mode which needs to be integrated with University as regular centre.

19. UGC-Human resource Development Centre

Objectives: To train the teachers & administrative staff in order to enhance the teaching learning and efficient administrative functioning.

- To understand the significance of education in general and higher education in particular in Indian and global contexts.
- To acquire and improve basic skills of teaching and also the use of ICT in teaching learning process.
- To be aware of the latest developments in their specific subject.
- To understand the link between education and economic, social and cultural development of the country.
- To develop skills for online teaching and reach out to students across the world overcoming the constraints of geography and time.
- To develop one's personality and creativity and become inspirational role models for the students.

UGC-HRDC is established in 1987. The Centre is ICT enabled and MIS/FTS is in place as per University's norms. The grants to run the centre are received from UGC. The UGC-HRDC holds regularly orientation programs, refresher courses, FDPs etc. The centre is having well-furnished library and fully furnished hostel. The centre focuses on On-line courses, MOOCs, E-Content developments, courses on Gender sensitization, Human Rights, Environment, Disaster management etc.

Observations:

- Faculty development programs for the teachers from different parts of the country are conducted.
- Diversified courses are conducted.
- 10 orientation programs, 10 refresher courses, 05 interdisciplinary courses and 10 short courses were conducted during 2014 to 2019.
- Infrastructural facilities may be augmented.
- Efforts need to make the centre as centre of Excellence, getting international collaborations and evolving self-sustainable measures.

20. Foreign Student's Advisor:

This office caters to the admissions and advising the international students in JMI and providing all the necessary facilities to them. The main objective is to make JMI as priority destination for international students. The office is ICT enabled and MIS is in place. A good number of foreign students from 79 countries took admission in various courses at JMI. Orientation program to these students is also a feature. A separate Hostel (AC/Non-AC) is also available. AIU guidelines are followed. Interaction and liaisoning with ICCR, AIU, FPRO etc for their welfare. A special class's arrangement is done for those foreign students who are having English & other language issues.

Observations:

- Steps are taken to make system more user friendly and easy to access for foreign students dedicated office with logistic support may further improve the effectiveness of the office.
- More than 3000 applications during 2014-2019 from different countries.
- The system for coordination with all stakeholders is to attract more foreign students may be further improved.
- Student volunteers may be appointed to coordinate many activities of the Centre

21. Training & Placement Office:

The Training & Placement Office provides a platform to students to get the opportunities in their selected areas in the form of jobs, internships, training etc. The office is well equipped with ICT facilities and MIS. All the activities related to placements, training and internships are well coordinated. 700 internships were offered to the students. More than 100 technical sessions were organized for the benefits of students. Successful alumni are called to interact with the students to share their success stories for the benefit of the students and motivate them. It is notable that students are encouraged to visit to the companies to showcase them.

Observations:

- Most of the placements are in professional programs.
- Around 3600 students were placed through TPO in addition of other form of placements during 2014-19
- It is observed that the role of TPO as a central nodal coordinating office is not effective. TPO being a regular position need to evolve as a fully functional unit of university
- Most of the department / centres are engaged for placement in coordination with TPO and other stakeholders.
- Placements from other discipline need to be strengthened.
- Resource mobilization for placement related activities.
- More coordination with industries and placement calendar for the benefit of students and employer is required.
- Mapping of industry in context of jobs and skills required for the same.
- Data regarding placement of students in higher studies may also be compiled.
- Employer feedback may be obtained at the time of selection process
- TPO may collate data regarding training offered by various departments of the University outside students. A policy in this regard may also be developed.

22. Ansari Health Centre:

AHC provides medical facilities to all the JMI employees, their dependents and students. A team of doctors headed by CMO is available at AHC. An accredited pathology lab is also available at AHC. ICT facilities and MIS is in place and efficiently used by AHC team. The grants received were well utilized. Emergency room is upgraded to deal with emergency. Provision of emergency OPD for staff and student is available during holidays. A small gym facility is also available for the AHC staff to keep them fit. AHC is enrolled with Govt Medical Store Depot in 2013 for procurement of medicines at economical rates. AHC is catering to 400-500 patients daily. AHC also organizes awareness programs for staff and students.

Observations:

- The centre provides essential drugs/medicines to the patients including employees and students.
- Around 400 patients are handled daily in OPD by AHC.
- The CMO, Doctors, and paramedical staff is active and prompt.
- Emergency facilities are available.
- Specialists are engaged in most specialized areas.
- The AHC has potential to be upgraded to ward facilities for emergency care.
- Augmentation of pathological and radiology services may be considered to minimize outside referrals.

23. Dean –Student’s welfare:

Office of Dean Students’ Welfare functions as a nodal centre to promote cooperation and fellowship among students on campus. It is actively involved in coordinating activities for the welfare of students. It aims at social harmony and campus peace. The students are encouraged to give expression to their talents to enrich our social fabric and improve campus life besides pursuing their academic targets. This aims at shaping students as social assets, making them complete citizens alongside their academic accomplishments. This office coordinates different programme for students e.g., Cultural/Sports/Health Awareness Camps/Literary activities, Annual function/Education tour etc.

The DSW office is ICT enabled and follows MIS of the University. Various scholarships like Jamia Merit Scholarship, Jamia Central Scholarship, APJ Abdul kalam Scholarship, E-District Scholarships, JBT Scholarships, Other Agencies/Sponsored Scholarships etc are distributed through this office. DSW office is having students Grievances and redressal system. DSW office also coordinates with the Proctor office and Provost Office.

Observations:

- The office provides students handbook which is a very helpful resource. The office conducts its responsibilities satisfactorily by conducting various students related activities.
- DSW in coordination with the department of studies should hold meetings/Interactions with students regularly.
- More fellowships/scholarships may be institutionalized.
- Soft skills/personality development should be incorporated for students to meet the ever-increasing challenges.
- Activity calendar for celebrating important events/national days etc. may be formulated.
- DSW need to formulate its vision and mission on the lines mention above and accordingly design various enrichment activities such as seminars, lectures etc.

24. Halls of Girls' Residence (Old)

The hall of Girl's Residence is headed by Provost along with support staffs which cater to all the 04 hostels. ICT infrastructure is well in place. All hostel premises are Wi-Fi enabled. University ERP/MIS is in use for all office activities. Hostel allocation policy is available. Safety and security are well in placed for inmates. Electricity backup, in house canteen, fully furnished and hygienic dining halls, gymnasium, use of solar power etc are notable features of the Girl's residence hall. Disabled friendly environment, diversity and inclusion, various activities, practice of green energy, are in practice.

25. Begum Hazrat Mahal Girls' Hostel:

Begum Hazrat Mahal Girl's Hostel caters the need of the outstation girl students and provide comfortable stay to them so that they can pursue their studies. The hostel is well equipped with ICT services and MIS/FTS services of JMI are in full use. Hostel allocation policy is available. 425 inmates were enrolled in the year 2019 in this hostel. Safety and security are well in placed for inmates. Electricity backup, in house canteen, fully furnished dining halls, gymnasium, use of solar power etc are notable features of the Girl's residence hall. Common room, recreational & Sports facilities are in place. Disabled friendly environment, diversity and inclusion, various activities, practice of green energy, are in practice. Power back up is provided.

Observations:

- The hostel has good ambience, hygiene, cleanliness and infrastructure to support resident students
- Round the clock security guards and lady security are available.
- Adequate CCTV cameras are in place.
- Diversity in the mess is maintained when it comes to mess facilities.
- Students residing in hostel are from different parts of the country

- More lady attendants in each hostel may be considered.
- Basic utility store may be considered in the hostels
- There is limited availability of hostel for girls needs to be augmented.

26. Dr Zakir Hussain Hall/ MMA Jauhar Hall (Boy's Residences)

These two halls cater the comfortable stay of the students admitted in the university. Leadership development, personal empowerment and cultural diversity among the students are key features of these halls of residences. All the services are ICT enables and MIS/FTS system of the university is in practice.

More than 1000 students are enrolled in both sections of the halls. There is a team of wardens which helps provost to maintain the comfortable stay of the students. Safety and security are well in placed for inmates. Electricity backup, in house canteen, fully furnished dining halls, gymnasium, use of solar power etc are notable features of the Boy's residence hall.

It is suggested to have more hostels so that the faculty may be extended to more students.

Observations:

- There is limited availability of hostel for boys which need to be augmented.
- Round the clock security guards are available.
- Adequate CCTV are in place.
- Diversity is maintained in respect of menu.
- Students residing in hostel are from different parts of the country.
- Facilities such as newspapers, magazines, TV, Wi-fi internet are provided in the hostel.
- More attendants in each hostel may be enhanced
- Basic utility store may be considered in the hostel.

27. Games & Sports

Games & sports Department is one of the important features of the University and provides sports facilities for the students. Various in-house events are organised with adequate participation of staff and students in the inter-university tournaments. A state of art world class gymnasium and indoor games practice area is available to the staff and students. National level ground for cricket, football, and hockey is available. Several indoor sports facilities are also available. FTS/MIS is in place and the department is ICT enabled.

Observations:

- The University has established excellent sports infrastructural facilities.
- The state-of-the art gymnasium is in place.

- All the sports grounds are well maintained.
- Membership particularly from employees may be increased.
- More instructors/coaches may be engaged.
- Additional indoor sports facilities may be developed

28. Building & Construction Department

B & C Department is responsible for various construction activities in the University, such as, new buildings, maintaining the existing infrastructure. Making campus with green energy, saving water resources, etc. ICT infrastructure is in place with skilled staff. MIS system is in place. Solar power plant is in place and maintain by B & C Department. Online manuals are available and e-tender process through CPPP portal is in place.

Observations:

- The Department undertakes maintenance of civil work, Electrical maintenance, maintenance of streetlights in the campus.
- Initiative of solar plant has been providing substantial savings.
- An online system to record maintenance complaints is available.
- Some environmental care works like rainwater harvesting, solar energy generation initiated by the building department is appreciable.
- ICT Training required for the staff of the B & C department and scheduled chart of regular maintenance activities need to be developed.
- Resource mobilization for regular upkeep of infrastructure such as maintenance of civil work, Electrical maintenance, maintenance of streetlights in the campus.

29. Proctor Office:

Chief Proctor is the head of this unit. A good number of staff is working under Chief proctor to look after the discipline matters. Office is ICT enabled and FTS/MIS is in full use. Staff is ICT trained and works efficiently. Proctor office issues I-Cards to the students and its main mission is to crate student friendly, ragging free and safe place of learning for students.

This office provides support and staff for smooth conduct of regular exams and entrance tests. It also operates flying squads during exams. It regularly operates student sensitization programs in the Campus. Key performance indicators are Effectiveness, reasoning and rationality.

Observations:

- The office is well organised to facilitate all students and disciplinary activities.
- Senior faculty members are working in coordination with the Chief Proctor.
- The campus is covered with good network of CCTV cameras.

- More security staff may be deployed.
- Entry of vehicles/personals may be converted using smartcards/stickers in future.
- More digitization of works may improve overall performance significantly
- The office space is limited may be augmented.

30. NCC office:

NCC office works under the supervision of NCC head and it works towards the vision of "Unity & Discipline". The NCC office is ICT enabled and FTS/MIS is implemented for day to day works. Cadets' data is handled in this office. Timely enrolment and training programs of cadets are key functions of this office.

Tree Plantation drives, Save Water drives, Cleanliness Drives are key features of NCC Unit.

It is observed that training place for cadets is limited and there is scope for improvement. To keep balance between training and academic activities is a challenge for this unit.

Observations:

- Staff and the work processes are well coordinated.
- Infrastructural facilities may be further improved.
- More students may be enrolled in NCC from different programs.
- More events may be organized.

31. NSS Office:

This unit is working towards inculcating social service aptitude among students. The office is ICT enabled and staff is well trained. Use of FTS/MIS is in place.

To complete timely enrolment of students and celebrating national & International days are also done by this unit. Completing students' grievances in time are also key feature of this office. Sensitization of community, Plantation drive, '*Beti Bachao Beti Padhao Abhiyan*' were some of the key activities of the office.

Observations:

- The University has a vibrant NSS office.
- The office organized Tree plantation drive, Plastic free campus drive in surrounding areas.
- The office organizes important national/international events.
- Participation and sensitization towards government programmes by conducting social welfare activities.
- Additional supporting staff may be considered.

32. FTK-Centre for Information Technology:

The Centre is working with the vision of excelling in emerging areas of ICT. Its mission is also elaborate. It works in the direction of enhancing the MIS of the University. It also undertakes the research in the area of ICTs.

Centre works with 29, both permanent and contractual staff. The centre has excellent ICT infrastructure. 100 per cent of the staff is proficient in ICT related skills. It has already implemented the ERP system. It has taken initiative in paperless office working too.

CIT organized 15 training programme and workshops during the tenure. It added several new features in the web portal of the university and finance and accounts system. It completed the Wi-Fi coverage in the university during the period. This Centre also provide MOODLE platform to the faculty members. The CIT has two sections. Each section is headed by a senior person.

The major responsibility of the Centre is to maintain a software library, to develop short term career-oriented courses, to keep track of latest development in CIT, to maintain and administer Jamia website, to maintain campus wide network etc. Key sections of the office are network section, MIS section, website section, IT helpdesk etc.

The exceptional contribution is that email facility on google app suite is provided to all employees of the university. Centre also introduced plagiarism checking facility during the tenure.

Weakness as understood are lack of motivational policies for the staff of the centre, lack of trained staff, lack of comprehensive policies for the staff etc.

Observations:

- The FTK-CIT maintains the overall network system in the University. The centre also provides internet, e-mail, MIS, web services to all the stakeholders.
- Adequate software and hardware facilities are available.
- A platform may be formed for creation, management, and dissemination of teaching-learning material.
- Robustness of the ICT infrastructure needs further improvement. Plan for continuous removal of obsolescence and sustenance of ICT infrastructure is needed.
- The centre needs to play major role in enhancing efficiently and productivity of the university through introduction of new technological resources and related tools and techniques. The university needs to keep itself abreast with the latest technological changes in all spheres of its functioning.
- Research with multidisciplinary and transdisciplinary approach may be pursued and adequate emphasis may be added on digital marketing and social media components.

- There is opportunity for centre to start value-added short-term courses with industry partnership for the benefit of the students.
- The Centre may consider introducing short term courses in the niche and emerging areas such as Cyber security, AI, Data Science, Machine learning, certifications etc for the professional development and skill enhancement of students.

33. Central Instrumentation Facility:

The vision of the facility is to house the state-of-the-art instruments in the field of basic and life sciences and to promote research and training. Its objectives are to promote interdisciplinary research and training, to provide a forum for interaction for scientist, to create tenure-based chairs, to conduct seminars etc. The facility is working with a mission to create partners for increasing R&D, to provide platform to those who are deprived of such facility and to create a national level laboratory.

During the assessment period, 7 staff served the facility in different capacities. ICT infrastructure is fine and 100 percent of the staff can operate a computer system. Apart from this, all processes are 100 per cent ICT enabled.

CIF uses ERP system and has taken initiatives for paper less working. Other major responsibilities of the office are to maintain the equipment, to assist the TWT etc.

The strength of the office is sophisticated and advance research facilities, while the weakness is that there is no industry linkage and no permanent positions. Still, there are several opportunities before the CIF.

Observations:

- Advanced and sophisticated scientific instruments available in the centre is commendable.
- Facilities available in the centre are extended to the researcher of other institutions at nominal costs
- Industry linkages in CIF may be enhanced.
- For maintenance of instruments and their upkeep sustainability plan may be developed in terms of financial and manpower resources.

34. Centre of Innovation & Entrepreneurship:

The innovation skills and entrepreneurship have acquired significant dimension in recent times. The new technology offers immense opportunity for youngsters to become “job giver rather than job seekers”. The Centre of Innovation and Entrepreneurship is expected to play a vital role in this regard.

The centre was established in 2014 with a mandate for innovation and entrepreneurship. In initial phase, the centre was proactive. It has organized over 40

training programmes to initiate start-ups and has successfully facilitated creation of two start-ups, five start-ups in prototyping and three were under ideation. But later from late 2019 onwards due to financial, technological and manpower resource crunch, the Centre virtually became ineffective.

Observations:

- It was observed that the centre is not in good shape and various issues need to be urgently looked into.
- The centre has good potential for promotion of innovation and entrepreneurship. However, it needs further thrust to make it proactive and vibrant.
- The centre needs to be strengthened with more manpower, technological and financial resources.
- The design innovation centre should be made functional.
- The culture of incubation, entrepreneurship and start-ups may be undertaken with strategic planning to ensure sustenance.
- There is an immediate need to develop and implement start-up policy to energise entrepreneurship activities and start-ups.

35. Internal Quality Assurance Cell:

The vision of the IQAC is to foster the culture of quality for achieving and sustaining excellence. ICT infrastructure of the cell is good.

All notices/minutes of meetings etc of the cell are posted on the website of the university. Cell creates regular digital backups of the data. It uses ERP and has taken initiatives for e-office working.

IQAC conducted 41 meetings during the period and organized 111 workshops. It participated in major national and international ranking processes during the period and spread the quality culture in the university.

The cell keeps its file indexed and uses FTS. It clears all the files with a proper timeline. Apart from this, roles of staff are clearly defined. The work and data collection from Dept/Centres is well coordinated.

Key responsibilities of the office are to act as nodal agencies for quality related activities, ensure compliance of regulatory matters related to quality, encourage self-evaluation, identify gap areas, suggest measures for further improvement, and develop systems for quality etc. It has the opportunity for training and consultancy for others. Major challenge is to take care of the work that suddenly arises and has critical deadlines to meet.

Observations:

- The IQAC is well institutionalized and has skilled and motivated staff.

- The IQAC is actively engaged on perspectives of quality assurance both on academics and administration fronts.
- The databases of academic and administrative activities are well maintained.
- The steps taken by the IQAC has contributed to several positive outcomes and to betterment in National & International rankings of the university.
- The IQAC actively engaged in participating NIRF, THE, RUR, QS and other National and International rankings bodies where the university has been placed amongst top rankings consistently. I
- IQAC may look for developing innovative practices for data collection from various stakeholders in the university, and for its management and analysis by exploiting new emerging ICT tools.

36. University Counselling and Guidance Centre

University Counselling and Guidance Centre is working with the vision and mission of providing the counselling and guidance services to university students. It facilitates to develop positive thoughts to make students skilled for choosing right career.

The Centre uses ERP system and has taken initiatives for paper less working. The Centre keeps its file indexed and uses FTS. The major responsibilities are to maintain counselling form of the students and to keep registers and books, to conduct workshop etc.

It renders psychological services on regular basis in a confidential setting.

It lacks proper infrastructure and funds.

The major challenge is to inform the stakeholders about the need of psychological services.

Observations:

- The centre conducted online, and offline workshops related to psychological issues of the students.
- The centre also conducts counselling and career related issues by engaging trained counsellors.
- Personality development programs, supports for preparations in examination are also organized at regular intervals.
- Sensitizing students on appropriate human behaviour and emotional well-being are the priority areas of concern in the modern digital age. More counselling services may be extended to staff and students by introducing a calendar for services being offered.

General Observations & Recommendations:

- The overall functioning of the University is thoroughly professional and dynamic in line with evolving best administrative practices. The University regularly adopts and updates various e-governance tools to enhance efficiency and transparency in overall administration, finance and accounts functions including student admissions, support and examinations. The university's quality culture and performance clearly stand out in its national and international rankings.
- Most of the officers and other non-teaching staff are experienced and efficient in their domain. The works/duties are mostly well defined and performed with accountability within stipulated time.
- The files/cases are being attended to as per prescribed rules and regulations of the university Acts & Statutes and followed the regulations made thereon along with the applicable Government of India/ UGC rules, orders and regulations as notified from time to time.
- The University follows transparency in sharing relevant information in public domain by placing notifications, circulars, and minutes of the meetings of various statutory bodies & committees, tenders, recruitment advertisements etc on the university portal.
- The campus provides safe and secure environment. There are adequate security provisions by way of providing CCTV monitoring round the clock. Adequate security staff is deployed throughout the campus.
- The admission and examination system is fair and transparent. The University has Online system for admission and examination. The examinations are conducted as per academic calendar and result are being declared in time bound manner.
- There is effective grievance redressal mechanism available to all stakeholders of the University. Grievances are attended on priority basis and resolved within time.
- The university has adopted several welfare schemes such as health facility and other welfare measures notified by the Government, for the welfare of the students, staff and their dependents.
- The University has a strong outreach programs for the welfare and upliftment of the communities through various initiatives such as Jamia community Radio, Mobile dental Van for dental care, Dastarkhawn Canteen managed and run by a group of women, Early Childhood Care Centre, NCC, NSS, other developmental

and extension activities undertaken by various Departments/ Centres of the University.

- Provisions for enhancing domain expertise of the staff through training programs are generally in place. However, there is a scope for further improvement of the training for the ministerial and secretarial staff.
- One of the strengths of the University has been the adoption of the ICTs for academic and administrative management. However, further digitisation of records and work processes will immensely improve the efficiency and functioning.
- The University has grown and expanded significantly over the years. With multifaceted nature of the university administration and its ever-increasing volume of work, it is imperative to have more technical, secretarial and ministerial staff for effective management of the university. Manpower and space allocation review may also be considered to optimise resource utilization.
- The University may try to seek relevant quality certifications for its operations.
- The Subject Association are already in place but there is a need to form a well-defined Students Council to ensure students' participation in the governance.
- Alumni association is a vital component which plays important role in development and growth of the institutions. There is an urgent need to have institutionalized Alumni Connect to fully tap their potential.
- Academics-Industry Interface needs to be expanded and deepened in different departments/centres to ensure internship, placement of the students. The industry can play important role to make students industry – ready by imparting new skills that are required in the wake of technological transformation of all spheres of economy.
- It was observed that fee structure requires review to meet the increased financial requirement of the University in the new economic scenario; the fee needs to be increased rationally and pragmatically. To address the social mandate of the university, fellowships/free-ships can be introduced for students belonging to weaker and marginalised sections of the society. Consultancy is another area to generate resources.
- Projects / consultancies being major source of resource generation should be facilitated through an effective mechanism for prompt processing and approval of proposals related project/consultancies.
- There is limited availability of hostel. Augmenting the hostel accommodation particularly for girl students, will help extend benefits of education to girls belonging to far-flung areas of the country.

- It is observed that University has several environmental quality care initiatives such as such as rain water harvesting, waste water treatment, waste management Green landscaping, solar energy, Bio park etc. However, these are being undertaken by different sections which need to be brought under one umbrella by establishing a “Environmental Quality Cell”. The Cell will create synergy is operations and look after all activities related to Environment and Sustainability holistically.
- The University may consider more initiatives to equip and empower the staff so that they can take full advantage of the opportunities being offered by new technology. The technological transformation is redefining the job profile, competencies needed, work flow and practices in all spheres which demands new set of skills. As the technology (AI) role is increasing, it is crucial to inculcate critical thinking and creativity to enable the workforce to think out-of-box bringing new ideas and innovations in their work domains. Personality development is another area that needs special attention. Programmes need to be designed and organised in the spheres of presentation skills, soft skills, communication skills and basic understanding of human relationships.