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**CORPORATE HIGHER EDUCATION  
POLICY OF THE CONGREGATION OF THE  
SISTERS OF ST. ANNE OF TIRUCHIRAPPALLI**



**ST. ANNE'S GENERALATE**

**CRAWFORD, TIRUCHIRAPPALLI-620 012**

SAT - CORPORATE HIGHER EDUCATION POLICY

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***Superior General***  
Congregation of the Sisters  
of St. Anne of Tiruchirappalli  
Tiruchirappalli - 620 012  
Tamil Nadu, India

## **Preface**

I am happy to bring out the Corporate Higher Education Policy of our Congregation. The policy has been the outcome of the fruitful process of consultation and deliberations for many days in fine tuning it to the present form. The long felt need for such a meaningful and purposeful policy to help our educational ministry is now realised.

The policy covers almost all areas of higher education. It starts with the vision and the mission statements, the goals and the objectives of our educational apostolate. It deals with the admission policy, criteria and procedure for admission, selection process and appointment of staff, aspects of general and financial administration with well outlined guidelines and several other related areas.

The policies of this document are to be realized in concrete action with the unity of purpose and collective resolve to actualize the policies at every level. Since the higher educational apostolate is given to the entire community and not to individuals, I firmly believe that every Sister in higher educational ministry would read and internalize the policies and ensure, as guardians, that there are no deviations. I am also confident that the policies, followed

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in letter and spirit, will help us build-up the Lord's Kingdom through our commitment to higher educational apostolate.


After years of experience, we shall review the ways the policy has been implemented for refining and sharpening the policy.

I profusely thank the Councillors, the Provincials of Valan and Maria Provinces, the Superiors and all the Sisters of the colleges for their active participation and valuable contribution in evolving the policy. I sincerely thank Sr. Canisius for her expertise and carrying out the corrections.

The quality of the policy is due to the hard work done by Prof. A. Selvaraj, former Vice-Principal and Head, Department of Physics, St. Joseph's College (Autonomous), Tiruchirappalli. I profoundly thank him for his hard work, direction and consistent support to bring out the policy.

I gratefully acknowledge the excellent typing, designing and printing of the policy in book form by M/s Golden Net Computers, Tiruchirappalli.

March, 2013  
Tiruchirappalli

  
Rev. Sr. Reginald

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## **INTRODUCTION**

Sisters of the Congregation of St. Anne of Tiruchirappalli are called to respond to the Call of God by committing themselves to the mission of serving the poor generously and creatively in the simplicity of the Foundress, Rev. Mother Annamma. She was a courageous woman and went against the traditions of the society in founding a Congregation for the young widows and invited them to offer themselves to "Serve with Love" the poor and the destitutes in remote areas of Tamil Nadu. Sisters, who followed her footsteps, have continued to work for the liberation and upliftment of young girls and women all over the world. They have been working in schools, colleges, rural areas and in far off lands as missionaries and have lived up to the true charism that has been handed down to each member of the Congregation by the Mother Foundress.

Even after 65 years of political independence, true social and economic independence has not come to women who are poor and marginalised in society. Domestic violence is on the increase. Violation against the dignity of women is seen all over the globe, without any exception of class and creed. At the same time, there are signs of hope. Women, even in rural areas, are asserting their rights, becoming economically independent and organising themselves effectively. The voice of women is heard in all

the major national and international forums. Legislations are enacted in favour of them. We, the members of the Congregation of St. Anne of Tiruchirappalli, are called to respond to all these challenges creatively and join in the struggle of these women, following the foot steps of the Mother Foundress.

Sisters of St. Anne of Tiruchirappalli, reading the signs of the time and realising the need for change, want to be relevant in today's world. The world has become a global village. Knowledge has expanded and crossed the narrow boundaries of discipline. The division between the haves and the have-nots is widening. More and more young women, even from traditional families are coming out of their sheltered homes, are ready to work in unfamiliar situations. Women are moving away from their traditional occupations to enter into the global markets. Many are called to become leaders of companies, organizations and corporate houses and enter into jobs that were the exclusive preserve of men, not long ago. The accepted values of family are no more taken for granted. Unable to bear the competitions of life, many women give in to despair and despondency.

One of the important missions we have taken on ourselves is the education of young women, both in schools and colleges. The Lord of History, Who listens to the cry of the poor and the dispossessed, is inviting us, just as He invited our Mother Foundress, to give ourselves totally for the cause of the poor, the oppressed and the destitute young women, who are left out of the benefits of development in the true spirit of the Mother Foundress.

## 2.

**HIGHER EDUCATION**

In the last few decades, the Congregation's commitment to the educational apostolate has grown and its commitment to the higher education of young women is also increasing. In the context of existing inequalities, injustice, unjust social order, dehumanizing and massive poverty and erosion of values faced by young women, our commitment to higher education of young women is all the more relevant to bring about changes in the oppressive structures against women. So through our institutions of higher learning, we are called to give an integral formation to these young women, the poor, the marginalized and the destitutes in particular, by promoting humanistic values and a humane society in which they will become agents of social change and work for the establishment of a just society. They will have courage to fight against inequalities and injustice and strength to withstand the onslaughts of modernization and swim against the current. They will be courageous to stand up and fight for values. They will be women who will integrate the values of the Gospel with the values of the world. They will become principled leaders which the world does so badly need today. The main aim of higher education must focus on the total formation of women and help them grow as responsible citizens for an active life commitment.



The motto that moves us forward in our educational apostolate and other service is: "Serve with Love". Education for a Christian is cooperation with God's own design and action in a continuing process. A human person is called to grow. Education must help the young women grow from helplessness and weakness to strength and self reliance, from fear and self-centered life to courage and other-centered life, from darkness of ignorance to light, and from slavery to freedom.

The social dimension is another important aspect of education. A woman by her very nature is called to serve others. She is not to be a mere cog in the social machine or be subservient to a group. Authentic growth is the consciousness of the self and of others in the society. It is the capacity to insert oneself in the ongoing development of the society and at the same time to stand apart from it to evaluate and change it.

The present system of higher education makes one, self-centered and think only of herself and her economic and social growth with little concern for others' need and values. We, the Sisters of the Congregation of St. Anne of Tiruchirappalli, must commit ourselves to create a new society that is based on values and justice through our institutions. Our institutions of higher learning must offer education that is creative and other-centered.

### 3.

## VISION, MISSION, GOALS AND OBJECTIVES

### 3.1. Vision Statement

Liberation of women, with special reference to the poor, the marginalised and the destitutes, from all forms of shackles of life through quality and value based education for empowering them to create a holistic society based on values and justice.

### 3.2. Our Mission

Our educational mission is not only academic excellence for employability but also to impart holistic formation of women by integrating the dimensions of values and social commitment, instilling independence, self reliance and self esteem, and imbibing the spirit of "Serve with Love" in them that will facilitate their empowerment and they in turn shall become agents of social transformation.

### 3.3. Goals and Objectives

#### 3.3.1. Our Goal

Our goal is to form women who are spiritually inspired, morally upright, socially committed and intellectually honest. Besides academic excellence, they will

be women who are aware of the dignity of womanhood, ready to accept the challenges of the globalized world, willing to take their right place in society, other-centered and instruments of love, peace and justice in developing a new society.

### 3.3.2. Objectives to achieve our goals

- ☆ To impart holistic education, general, professional and technical, which develops values based on justice and equality.
- ☆ To work towards academic excellence and empowerment of women through personalized education.
- ☆ To promote need based research.
- ☆ To equip women with values and ethics for creating a healthy society.
- ☆ To develop women who are creative and courageous to withstand the challenges of today.
- ☆ To form women who are other-centered and agents of social change.
- ☆ To equip women with self respect, dignity and leadership, who will participate in the political processes and create value based politics.
- ☆ To motivate women to acquire skill development and employment.
- ☆ To create awareness in women to be able to understand the divisive forces of casteism and communalism.

- ☆ To expose women to the realities of life and instill social commitment and civic responsibilities through extension service.

### 3.4. Means to achieve goals and objectives

To achieve these goals and objectives, Sisters, lay staff and the students are taken into confidence and helped to understand and internalize the goals and objectives through various means by undertaking appropriate roles.

#### 3.4.1. Role of the Sisters

- ☆ Understand and accept the special charism of the Sisters of St. Anne of Tiruchirappalli in their educational apostolate.
- ☆ Commitment to the vision and the mission and sharing the same with the staff and the students.
- ☆ Aware of the goals and objectives of education and be convinced of its relevance for today.
- ☆ Keeping updated on developments in higher education.
- ☆ Exposed to the changing social, cultural, political and economic realities.
- ☆ Aware of the problems related to the health of people in the society and work for establishing a healthy society.
- ☆ Committed to higher education as a mission.
- ☆ Openness to accept relevant changes and courage to initiate the necessary changes.

**3.4.2. Role of the Lay Staff**

- ★ Awareness and acceptance of vision, mission, goals and objectives of the college.
- ★ Exposed to the realities of life and motivated to commit themselves to work for the poor, the marginalized and the destitutes.
- ★ Trained in value based education and special skills, encouraged to take up value education and to instill social skills as an integral formation of the students.
- ★ Encouraged to take up relevant and need based research.
- ★ Committed to work for developing the college a centre of excellence in all domains.
- ★ Engaged in planning and execution of ongoing formation to students.
- ★ Inculcating trust and confidence in transparent administration of the college and management.

**3.4.3. Means to Students**

- ★ Enriched curriculum in all disciplines of general, professional and technical education with thrust and focus on quality and personalized education.
- ★ Courses on social analysis.
- ★ Courses on personality development, soft skills and spoken English.
- ★ Courses on leadership and relevant skills applicable to the local area.
- ★ Courses on inculcation of values.
- ★ Courses on critical analysis of mass media and the values they impart.

- ★ Courses on human rights, women studies and participation in various issues of women's rights.
- ★ Exposure to laws and provisions of the Constitution, especially those that affect women.
- ★ Exposure to the rural realities and sufferings of the poor and the marginalised, especially the women, through extension programmes.
- ★ Courses on environmental education and conservation and creating environmental awareness.
- ★ Courses on national integration, religious and communal harmony and citizenship.

## 4.

### ADMISSION

#### 4.1. Admission Policy

The admission policy of the Congregation is determined by our preferential option to the poor, the marginalized and the destitute rural women from Catholic / Christian / other religious minority communities and other non-minority communities.

#### 4.2. Minority Rights in Admission

As a minority institution, we are eligible to admit 100% at our discretion in keeping with the constitutional provision in the Constitution of India in section 31, 1a and 2 under "To establish and administer". Therefore, we are not bound by the norms and guidelines of the Department of Higher Education, Tamil Nadu Government to follow the Quota System of reservation. The Supreme Court in its judgement by the Eleven Judges Bench clearly states that the minority colleges shall have the sprinkling of other communities to keep the spirit of secularism and assign their share in Grant-in-Aid. Therefore, our colleges shall admit maximum number of Catholics, Christians and other religious minorities and a sprinkling of non-minorities.

#### 4.3. Admission Criteria

Students are selected for admission to all the Under Graduate and the Post Graduate Courses in Arts & Science / B.E. Courses / B.Ed. Course / Diploma Courses in Engineering based on the following criteria.

- ☆ Academic performance in the qualifying examinations.
- ☆ The Government's reservation policy.
- ☆ Preference to Catholics and Christians
- ☆ Preference to first generation learners from rural and local areas and to those who are educationally, socially and economically marginalized.
- ☆ Consideration to daughters of the teaching and the non-teaching staff of the Colleges.
- ☆ Preference to orphans, physically challenged and daughters of destitute women and widows.
- ☆ Preference to daughters of the alumni.

#### 4.4. Admission Procedure

The overall responsibility for admission of students to all aided courses and all self-financed courses in our colleges is with the Principal. She should, however, share her responsibility with the admission committee and all admission made is to be approved by the admission committee.

**4.4.1. Members of Admission Committee**

The admission committee shall consist of the following members.

- The Principal - Chairperson and Convener
  - General Coordinator for Education
  - Higher Education Coordinator
  - Province Coordinator for Education (Madurai Province only)
  - The Superior
  - The Secretary
  - Two Departmental Heads
  - One Catholic Dalit / Non-Dalit Teaching Staff
  - One religious Non-Teaching Staff
- ☆ Departmental Heads, Catholic Dalit / Non-Dalit Teaching Staff and religious Non-Teaching Staff, appointed by the Principal in consultation with the Secretary and the Superior, shall be rotated once in two years.
- ☆ The Principal shall convene the admission committee meeting.

**4.4.2. Functions of the Admission Committee**

- ☆ The committee functions taking into consideration seriously our admission policy and criteria mentioned.
- ☆ The Principal ensures that the college office provides all the particulars needed for the selection process according to the admission policy and the admission criteria.
- ☆ The committee decides the cut-off marks for each course and the selection of candidates for admission to different courses.

- ☆ The Principal displays the list of selected candidates on the Notice Board of the College and sends admission letter to the selected candidates.
- ☆ The Principal submits the admission status to the Superior General.

**4.4.3. Admission of Recommended Cases**

- ☆ All cases recommended by the Superior, the Secretary, the Sisters of the Congregation, the Staff and others, received in time, are considered and the selection for admission is appropriately decided by the admission committee.

**4.4.4. Ban on Donation**

- ☆ Applicants and their parents are informed clearly that no donation is received or to be given to any member or agency for admission. This could be highlighted in the prospectus.
- ☆ The parents and the public are informed through a notice in the following words "As has been the practice so far, the management of this college does not receive any donation for admission. We shall be grateful, if any violation of this norm is brought to the notice of the management".
- ☆ The notice about the "Ban on Donation" shall be displayed at prominent places in the campus during admission.
- ☆ Candidates who are found to violate the "Ban on Donation" are denied of admission to any course.

**4.5. Admission to Hostel**

- ★ Admission to the Hostel reflects the same option spelt in admission policy and is carried out by the Hostel Director.
- ★ Admission of poor, rural and dalit students from the neighbourhood districts are to be considered in order to benefit from the government scholarship and loans.
- ★ Students of UG, PG and self-financed courses are to be considered for admission to hostel.
- ★ Composition of the hostellers is to be mixed and well-distributed for promoting communal and religious harmony and integration during their stay in the hostel.
- ★ Details on the admission made to hostel shall be forwarded to the Principal and the Superior.

**5.****TEACHING STAFF**

Since learning is dependent on teaching, quality and excellence in teaching are to be ensured by the teaching staff. As lay collaborators, the teaching staff with quality, competence and commitment must be ready to work with total dedication to enhance the learning ability of the learners in their total formation. So proper selection of teaching staff is of prime importance.

**5.1. Procedure for Selection**

- ★ The following norms and procedure shall be followed in the selection of teaching staff to aided posts and management posts.
- ★ The Secretary of the college intimates the Superior General, Higher Education Coordinator and Province Coordinator for Education, the vacancies to be filled for approved government aided posts and management posts.
- ★ The Secretary of the college will advertise in the leading dailies for the vacant posts, inviting the prescribed application, from all eligible candidates.
- ★ The prescribed application forms can be obtained from the Secretary's office for a fee of Rs.500 for the government aided posts and Rs.200 for the

management posts. No application fee shall be collected from dalit candidates.

- ☆ Applications are processed and scrutinized for fulfilling the norms prescribed by UGC / NCTE / RCI / AICTE / DOTE / DOCE / affiliating University and Government by the College Secretary's office.
- ☆ The Secretary of the college sends interview cards to all the eligible candidates, with special preference to Catholics.
- ☆ Interview will be held in the college for the posts which have been advertised.
- ☆ Selection will be made by the selection committee.

## 5.2. Selection Committee, Functions and Appointment

- ☆ Interview for the selection of teaching staff shall be carried out by the selection committee.
- ☆ Selection committee consists of the following members:
  - The Superior General - Chairperson
  - General Coordinator for Education
  - Higher Education Coordinator
  - Province Coordinator for Education (Madurai Province Only)
  - The Provincial
  - The Superior
  - The Secretary - Convener
  - The Principal
  - The Head of the Department concerned
  - One external subject expert (Catholic / Christian)

- ☆ The Secretary of the college fixes the external expert and keeps the name confidential.
- ☆ In the interview, the candidates are tested in subject knowledge, communication skills and teaching ability.
- ☆ Weightage will be given to Catholics, first generation educated, rural / local candidates, daughters of domestic and class IV employees and widows, staff of unaided courses, academic qualification, teaching experience and publications.
- ☆ Weightage in terms of marks for the above two aspects shall be given as indicated in Table 1 and Table 2.

Table – 1

Subject Knowledge	Communication Skills	Teaching Ability & Methodology	Total
25	15	20	60

Table – 2

Catholics	First Generation Educated	Rural or Local	Daughter of domestic / Class IV / Widows	Staff in unaided courses	Academic Qualification	Teaching experience	Publication	Total
10	04	04	04	03	06	06	03	40

- ☆ Dalit converts from Hinduism and practising Christianity shall be treated as Catholics, if baptism certificate and a letter from the Parish Priest are produced. Catholics must also produce the same.
- ☆ Relevant details shall be sought in the prescribed application form to ascertain whether the candidate belongs to the first generation educated.

#### 6.4. Service Conditions

- ★ The service conditions of aided non-teaching staff are as per the norms of the Government.
- ★ The service conditions of management non-teaching staff are according to the rules and regulations laid by the management from time to time.
- ★ The Secretary in consultation with the Principal can rotate the aided non-teaching staff in the same cadre and the management non-teaching staff to change their place / nature of work.
- ★ In case of non-teaching staff in aided post or management post who wants to be relieved from service, such staff must give three months notice in advance to the Secretary.
- ★ If an aided non-teaching staff / management non-teaching staff wants to leave without giving three months notice to the secretary, the aided non-teaching staff / management non-teaching staff must return three / two months salary to the college.

## 7.

### GOVERNANCE AND ADMINISTRATION

Our educational institutions, managed and administered by the Congregation of the Sisters of St. Anne of Tiruchirappalli, are religious minority institutions and function under Articles 29 and 30 of the Indian Constitution. In order to make our educational ministry more effective to its fullness, we work and serve at various levels of administration. The role and functions of the General Body for Higher Education, Higher Education Commission, local community, superior, administrators, officials and others are important for an efficient and effective governance and administration. This calls for common norms and guidelines so that there is transparency and accountability with mutual trust and shared responsibility in governance and administration.

#### 7.1. General Body for Higher Education

- ★ All the Sisters involved in Higher Education sector are members of the General Body of Higher Education.
- ★ General Coordinator for Education is the President and Higher Education Coordinator is the Secretary and Convener of the General Body.
- ★ The reason for the General Body is that every member of the Higher Education sector actively participates



in planning, evaluating, suggesting reforms and evolving policies and thereby gets a sense of belonging in the decision-making process in higher education of the Congregation.

- ☆ The General Body meets at least once a year. In case of any urgent need of considerable importance, the General Body can be convened with the consent of the Superior General.

#### 7.1.1. Functions of the General Body

- ☆ Members come together for joint reflection and discussion and suggest recommendations on policies, programmes, ways and means of their effective implementation.
- ☆ Members ensure that orientation of higher education is a true reflection of the overall vision and mission of the Congregation.
- ☆ Members take efforts to translate the vision into concrete action plans.
- ☆ Members share information on new initiatives taken, problems faced, issues to be tackled and suitable remedies undertaken.

#### 7.2. Higher Education Commission

- ☆ The members of the commission are:
  - General Coordinator for Education - Chairperson
  - Higher Education Coordinator - Convener.
  - Province Coordinator for Education (Madurai Province Only)

- Superiors of college communities.
- Principals of the colleges (religious only – in case of lay Principal, religious Vice-Principal / in case of lay Principal & lay Vice-Principal, senior most teaching Sister).
- Secretaries of the colleges.
- One teaching Sister and one Non-teaching Sister from each college community.

- ☆ The Superior General appoints the teaching and the non-teaching Sisters for a period of three years.
- ☆ Commission shall meet at least once in six months.

#### 7.2.1. Functions of Higher Education Commission

- ☆ Assists the Superior General in matters connected with Higher Education of the Congregation.
- ☆ Reviews periodically all works related to educational ministry and makes appropriate recommendations for policy decisions and procedures for the colleges.
- ☆ Makes recommendations for starting new courses and ventures.
- ☆ Assesses the present and future requirement of Sister personnel for educational ministry and makes suitable recommendations, particularly in preparing the Junior Sisters for the educational ministry, to the Superior General.
- ☆ Conducts seminars for the ongoing formation of the administrators and officials involved in higher education.

### 7.2.2. Higher Education Coordinator

- ☆ Based on the consultation with the members of the General Body, the Higher Education Commission proposes a list of three names to the Superior General. With the consent of her consultants, the Superior General appoints one among the three as the Higher Education Coordinator for a period of three years that may be extended for another period of three years.
- ☆ The Coordinator must have knowledge and skills in animating and coordinating the ministry of Higher Education of the Congregation. She should be clear and committed to the policies of higher education of the Congregation. She must be able to sense the requirements of the ministry.
- ☆ The General Body and the Commission are supportive structures to help the Higher Education Coordinator function effectively.

### 7.2.3. Functions of Higher Education Coordinator

- ☆ In consultation with the General Coordinator for Education, the Higher Education Coordinator shall carry out the following functions.
- ☆ Conducts programmes for animation of the Sisters involved in educational ministry.
- ☆ Identifies the key issues in higher education and arranges seminars for religious and lay staff.
- ☆ Coordinates the educational apostolate and ensures implementation of the Corporate Higher Education Policy of the Congregation.

- ☆ Assists the Superior General and her consultants in all matters, connected with the higher educational work of the Congregation.
- ☆ Convenes the Commission meetings and the annual General Body meeting and maintains the records.
- ☆ Contacts the Xavier Board of Higher Education, AIACHE and other educational institutions and collaborates with them constructively.
- ☆ General Coordinator for Education and Higher Education Coordinator are members of the Governing Body of each college and attend the Governing Body meetings.
- ☆ Brings out "News Bulletin of St. Anne's Colleges" by the end of June every year and sends it to all the Sisters of the Congregation and well wishers.
- ☆ Submits to the Superior General and the General Body the annual report of the activities of the Higher Education Commission.
- ☆ Presents a budget to the Superior General and the General Body in the beginning of the academic year and submits the statement of accounts at the end of the financial year.

### 7.2.4. Facilities and Finance

- ☆ The Coordinator shall have an office with all the necessary facilities and an assistant to carry out her duties efficiently.
- ☆ The Commission must have funds at its disposal for carrying out its functions. The Superior General shall

sanction Rs. one lakh every year for the first three years only and each college shall contribute the amount indicated below by the end of July every year for creating a fund for the Higher Education Commission.

* Jayaraj Annapackiam College, Periyakulam	:	Rs.40,000/-
* St. Anne's College of Education, Periyakulam	:	Rs.50,000/-
* SBT College of Special Education, Madurai	:	Rs.10,000/-
* St. Anne's College of Engg. and Technology, Anguchettpalayam	:	Rs.1,00,000/-
* Annai Velankanni Polytechnic College, Anguchettpalayam	:	Rs.2,00,000/-

- ☆ The fund shall be with a nationalised bank in the name "Higher Education Account" and operated jointly by the General Coordinator for Education and the Higher Education Coordinator. The fund shall be used for paying salary to the assistant employed, convening Commission and General Body meetings, bringing out News Bulletin and carrying out the activities related to Higher Education.

### 7.3. Role of the College Religious Community

- ☆ As the community is apostolic, all the members must be clear and committed to the vision and the mission of the Congregation in educational ministry and rise above personal interests.
- ☆ The members of the Community extend fullest cooperation to the Superior, the Secretary and the Principal and collaborate with them by following their directives faithfully and cheerfully, realising that they work and serve as a team under the leadership of the Superior.
- ☆ Our Educational Ministry is entrusted to the entire apostolic community. Hence every member of the community has a shared responsibility with regard to the functioning of the institution and should exercise that responsibility.
- ☆ Sisters working under the Principal / the Secretary have the right and duty to represent to the Principal / the Secretary or to the Superior any matter they consider important, regarding the work, for collective discernment or discussion. The Superior, the Principal and the Secretary should be open to such suggestions as advice and be ready to receive their help.
- ☆ Anything of importance must be discussed among the teaching and the non-teaching Sisters and the community before implementation.
- ☆ As far as possible the whole community, even when only few members of the community are directly involved in educational ministry, should be informed of the major events and changes in works related to

educational ministry thus enabling the entire community to participate in the work.

- ☆ All the religious members of the community, teaching, non-teaching and others, are members of the Management Committee of the college.

#### 7.4. Functions of the Superior

The governance of the religious community cannot be restricted to community life of the religious alone. It extends to apostolic activities also.

- ☆ The Superior is the animator of the apostolic community.
- ☆ She should inspire the religious team with the ideals of the Congregation and guide them in their mission. She should ensure that the norms and the guidelines, the objectives and the policies of the Congregation pertaining to the educational apostolate are faithfully adhered to in the college.
- ☆ In the beginning of the academic year, the Superior should call the whole community and set priorities and draw up a concrete plan of action.
- ☆ She should organize meeting of the Teaching and Non Teaching Sisters involved in the apostolic work at least once a month to reflect, evaluate and plan the apostolate. She can draw up the agenda for such meetings in consultation with the Sisters involved in administrative work.
- ☆ As the spiritual head of the institution, she should provide a climate in the campus for implementation and realization of the religious vision and mission in the best manner possible.

- ☆ The Superior should pay special attention to the training and development of the members of the community. She has to ensure that the religious community is a model of work ethics, among the lay staff and the students of the college. She must provide them with opportunities to acquire relevant spiritual, academic and administrative skills.
- ☆ The Superior must also ensure harmony and smooth functioning of the different units of the college. Through necessary apostolic leadership, she takes steps to preserve fraternal harmony.
- ☆ She must be aware of the tension arising in the day-to-day functioning of the college and use them constructively for the growth of the individuals and the college.
- ☆ When there is a difference of opinion between the Principal and the Secretary in matters relating to the college administration, the Superior should play an important role and resolve the differences with tact and prudence.
- ☆ The Superior, the Principal and the Secretary must meet once a week and exchange views on the day-to-day administration of the college. For the weekly meetings, the Hostel Director shall be invited.
- ☆ The Superior, in consultation with the consult and the community, permits the Secretary to undertake urgent minor repair works of infrastructure subject to a maximum limit of Rupees fifty thousand in an academic year.

- ☆ The Superior is in-charge of all the properties of the college and other units and undertakes repair and renovation of their maintenance.
- ☆ The Superior undertakes new construction with the approval of the Provincial and the Superior General.
- ☆ With the approval of the Provincial, the Superior can spend a maximum amount of Rupees one lakh in an academic year towards repair and maintenance of infrastructure.
- ☆ For expenses exceeding Rupees one lakh towards renovation and development of infrastructure, the Superior forwards the proposal to the Superior General through the Provincial and undertakes the work with the approval of the Superior General.
- ☆ The Superior must get the monthly statement of all non-government accounts and semester-wise statement of Government accounts from the Principal, the Secretary and the Hostel Director and the accounts are made known to the members of the community.
- ☆ The Superior must strive to preserve unity in an appropriate manner among the Sisters of the community, between the Sisters and the administrators and among the administrators.
- ☆ The Superior, as the religious head of the campus, attends all functions and celebrations organized in the College.
- ☆ The Superior should inform the community of the appointments made in the college.

- ☆ The Superior must present the recommendations for admission made by the Sisters of the Congregation and others at the admission committee meeting.
- ☆ The Superior is a member of Admission Committee, Staff Selection Committee, Higher Education Commission, Governing Body, College Council and all other important committees of the college.

#### 7.5. Functions of the Secretary

- ☆ The Secretary (religious) is appointed by the Superior General for a period of 3 years and may be re-appointed.
- ☆ The Secretary is the Administrative Head of the College and she represents the Management before the Government and the Director of Collegiate Education / Director of Technical Education / AICTE / NCTE / RCI on all matters relating to the general administration of the College. It is her duty to play a supportive role to the academic community headed by the Principal and complement the work with her help and encouragement.
- ☆ The Secretary has to keep in touch with the educational authorities and try to seek speedy solutions for administrative problems. She must be familiar with all the GOs issued by the Government from time to time and maintain a file with copies of the GOs issued.
- ☆ She should try to mobilize funds from different sources for the development of the College.

- ★ She shall provide facilities for the smooth functioning of the departments and other centres of the college.
- ★ With the approval of the Superior, the Secretary can spend a maximum amount of Rupees fifty thousand in an academic year, towards minor repair works of infrastructure.
- ★ The Secretary, in consultation with the Principal, shall prepare a plan for the overall development of infrastructure of the college and present the same to the Superior.
- ★ The Secretary is a member of the Governing Body of the college and is the Member - Secretary of the Board of Management of the College. She also serves as a member of the Academic Council, the College Council and in all important policy-making committees of the college. The Secretary is the convener of the Staff Selection Committee and a member of the Higher Education Commission.
- ★ The Secretary shall operate the accounts assigned to her as outlined in chapter 8.
- ★ The Secretary is accountable to the Board of Management and Governing Body of the college.
- ★ The Secretary of the College has the following administrative functions:
  - Convener of staff selection committee and appointment of aided and management teaching and non-teaching staff, whether permanent or temporary.
  - Approval of the probationary period of the staff and confirmation of their appointment.

- Promotion and career advancement of the staff.
- Maintenance of Service Registers of the staff.
- Salary of the staff and sanction of increment to the staff.
- Provident fund and deduction of income tax.
- Sanction of all kinds of leave except casual leave and OD.
- Disciplinary action against the staff and suspension / termination of the staff.
- Fulfilling the requirements of the library, labs, workshops, computer centre, departments, offices and class rooms.
- Stationery items, Xerox machines, telephones, electricity and water.
- Approval and recovery of loan to the staff.
- Legal matters pertaining to the college in consultation with the Superior and the Principal and, if need be, the Superior General.
- Submission of monthly statement of non-government accounts and semester-wise statement of government accounts to the Superior and the community.
- Preparation and submission of Financial Statement of the college to the RJDCE.
- Responsible for Government audit, AG audit and Management audit.
- Submission of the yearly audited statement of accounts to the Community, the Province and the Generalate.

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**7.6. Functions of the Principal**

- ☆ The Principal (religious) is appointed by the Superior General for a period of 6 years only.
- ☆ The lay Principal is appointed by the Superior General for a period of 6 years and may be reappointed for another period of 6 years.
- ☆ The Principal is the Academic Head and is the executive authority in all academic matters of the College.
- ☆ As the leader of the academic community, the Principal should provide a climate necessary for the intellectual pursuit of the staff and the students and play a vital role in motivating and inspiring the academic community towards excellence.
- ☆ The Principal's administration must be governed by team work, mutual trust, emotional maturity, balanced actions and inner freedom without any personal desire and goal.
- ☆ The Principal represents the College in all academic Institutions like UGC / NCTE / RCI / DOCE / DOTE / AICTE, affiliating University, AIACHE, Xavier Board and similar institutions.
- ☆ The Principal is responsible for appropriate academic planning and ensures its implementation.
- ☆ The Principal supervises all the academic programmes of the College, stimulates and facilitates the effective implementation of the curriculum and keeps the Superior and the Secretary informed of all academic matters of the college.

- ☆ The Principal encourages the teaching staff to undertake research, participate in professional developmental programmes, apply for minor and major research projects and undertake publications.
- ☆ The Principal ensures that the workload of staff is assigned in a fair and equitable manner.
- ☆ It is the duty of the Principal to establish clear channels of communication and facilitate interaction with staff, students, parents and well wishers.
- ☆ The Principal forms an effective team with the assistance of Vice-Principals, Deans, CoE, Heads of Departments and other officials. Delegation of authority with responsibility together with accountability should mark the style of her/his administration.
- ☆ The Principal elicits the opinion of the academic and the religious community with regard to the selection of lay Vice-Principals, Deans and other lay officials. With the consent of the Superior and the Secretary and approval of the Superior General, the Principal appoints the lay staff to these offices.
- ☆ The Principal is the Member-Secretary of the Governing Body, the Chairperson of the Academic Council, the College Council and various committees of the College. The Principal is the Chairperson and convener of the Students' Admission Committee and a member of the Higher Education Commission.
- ☆ The Chief Superintendent of Examinations, the Secretary of Staff Club, the Vice-President of the College Union and the members of the various

committees in the college are appointed by the Principal in consultation with the Secretary and the Superior.

- ☆ The Principal has the ultimate responsibility for ensuring that the evaluation system administered in the college is without any flaw.
- ☆ The Principal shall inform the Superior of the various activities in the College.
- ☆ The Principal shall operate the accounts assigned to her / him as outlined in chapter 8.
- ☆ The Principal is accountable to the Board of Management and Governing Body of the college.

*Following functions are also applicable to the Principal of St. Anne's College of Engineering and Technology and Annai Velankanni Polytechnic College*

- ☆ Forwards the requirements and replacement of articles in class rooms, library, labs and halls to the Secretary.
- ☆ Prepares the college calendar and the general time-table along with HoDs and Coordinator for Examinations.
- ☆ Identifies the poor students and recommends them to the Secretary for management scholarship and fee concessions.
- ☆ Monitors the conduct of tests and exams, University / Board Examinations in theory and practical, along with the Coordinator for Examinations. The Principal is also the Chief Superintendent for the University / the Board Examinations.

- ☆ In consultation with the HoDs, arranges orientation programme and Bridge Course to freshers.
- ☆ Approves the class tours of students forwarded by the HoDs.

The Principal has the following functions in the college:

- Day-to-day academic administration of the college.
- Admission of students to different courses.
- Planning and monitoring the implementation of academic programmes.
- Drawing up the college calendar and time-table along with the VPs, CoE and HoDs.
- Curriculum and research development.
- Supervision of the work of the teaching and the non-teaching staff.
- Monitoring the academic activities of the departments.
- Sanctioning of CL and OD to staff and forwarding other leave applications of staff to the Secretary.
- Monitoring the attendance of staff and students and giving condonation for shortage of attendance to students.
- Preparation and printing of admission application forms, prospectus, college calendar, college magazine and college annual report.
- Facilitating co-curricular and extra-curricular activities and extension service.



- Placing orders for purchase of books, periodicals, magazines, journals to library and lab materials and equipments.
- Monitoring the conduct of CIA tests, semester examinations, sessional tests and University examinations.
- Administering scholarship and fee concessions to students.
- Monitoring discipline of staff and students' and their welfare.
- Establishing links with industries / organizations / institutions / schools for providing project work / on-site visit / inplant training / teaching practice to students.
- Undertaking, through IQAC, evaluation of programmes by staff and students, subject-wise evaluation of staff performance by students and evaluation of programmes and facilities by other stakeholders.
- Undertaking the academic audit of the college, with the help of IQAC, once in two years.
- Forwarding the IQAR prepared by IQAC to NAAC every year.
- Submission of the monthly statement of non-government accounts and the semester-wise statement of government accounts to the Superior and the Community.
- Submission of the yearly audited statement of accounts to the Community, the Province and the Generalate.

- Officially in-charge of the hostels.
- Performing all works related to UGC, Autonomy, affiliating University, DOCE / DOTE / AICTE / NCTE / RCI.
- The Chairperson of all the statutory and non-statutory committees of the college.

#### 7.7. Functions of other Administrators and Officials

Our educational ministry is entrusted to the entire academic community, both religious and lay staff. Collaboration of the lay staff with the religious staff at various levels of administration must be ensured to actualize our vision and mission. For this the duties and functions of other administrators and officials must be well defined so that they can work and serve in close coordination with the Principal and the Secretary as a dedicated team with mutual trust and responsibility for providing an efficient and effective administration in the college.

While Jayaraj Annapackiam College is an autonomous institution offering aided and self-financed programmes, others (Colleges of Education, Engineering and Polytechnic Colleges) are non-autonomous institutions offering self-financed programmes only. This requires different types of administrators and officials for the two category of institutions. So the functions and duties of other administrators and officials involved in the administration of the colleges are outlined separately.

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TECHNOLOGY AND ANNAI VELANKANNI  
POLYTECHNIC COLLEGE**

**7.7.15. The Vice-Principal**

- ★ The Vice-Principal, religious or lay staff, is appointed by the Superior General for a period of 3 years.
- ★ The lay Vice-Principal may be reappointed for another period of 3 years.
- ★ In the absence of the Principal, the Vice-Principal is responsible for the running of the college.
- ★ Ensures students' discipline, monitors students' attendance and their leave letter.
- ★ Issues late chit to late comers and signs the correction slips regarding attendance.
- ★ In charge of distribution of consumable items to staff and departments.
- ★ Collects data from staff and students, arranges for taking photos and issues ID cards.
- ★ Monitors Students' activities, cultural activities, co-curricular and extra-curricular activities of students.
- ★ Maintains the list of willing students and staff for blood donation to the needy and the deserving cases.
- ★ Incharge of selection of students for prizes and awards.
- ★ Incharge of all works connected with functions and celebrations.
- ★ Signs railway concession forms, applications for free bus pass and for attestation of certificates.

- ★ Meets the Principal regularly and keeps her / him informed of all the matters and developments in the college.
- ★ Member of the College Council.

**7.7.16. The Heads of Departments**

- ★ The Head of the Department is appointed by the Secretary in consultation with the Principal and the Superior and approved by the Superior General.
- ★ Allots the workload to teaching and non-teaching staff of the department for each semester.
- ★ Prepares the timetable, year-wise and staff-wise, for each semester by constituting a committee of three staff and forwards the same to the Principal.
- ★ Looks after the day-to-day administration of the academic work of the department.
- ★ Forwards CL, ML and OD of teaching and non-teaching staff to the Principal and ensures the adjustment of work.
- ★ Constitutes a committee of three staff to finalize the list of scientific equipments, books and journals to be purchased under Self-Financed Courses and Special Fee Accounts and forwards the list of priority to the Secretary, through the Principal for ordering.
- ★ Maintains a stock register and takes steps for stock verification every year.
- ★ Initiates steps for the upkeep and maintenance of scientific equipments once a year with the prior approval of the Principal.

- ★ Monitors the activities of the departmental association and arranges for Endowment lectures, Seminars, Workshops, Guest Lectures and ensures participation of students in them.
- ★ Forwards the students' educational tour plan to the Principal.
- ★ Issues letter of certification and consent to students for field visits / training programmes / project work.
- ★ Forwards, with the approval of the Principal, the plan for students' industrial visit and in-plant training to the Placement Officer.
- ★ Collects the question papers from the teaching staff for unit tests, mid-term tests, CIA tests and model exams for each semester and forwards them to the Co-ordinator for Exams.
- ★ Ensures that the teaching staff prepare lesson plans, subject notes, lab manuals, academic and subject files, mark statement analysis and records of internal mark assessment and checks them.
- ★ Forwards the list of students whose performance in tests and exams is poor to the Principal.
- ★ Distributes / Collects the prescribed application forms for the University / the Board Examination to / from students and forwards them to the Co-ordinator for Examinations.
- ★ Distributes to students the hall-tickets for the University / the Board Examinations.
- ★ Ensures smooth conduct of the University / the Board Examinations in theory and practical.
- ★ Prepares the total workload of the department as per Government norms and forwards the requirement of management staff to the Principal and the Secretary.
- ★ Forwards requisition for requirements and replacement of articles like tube lights, fans, benches, desks, chairs, platforms etc. of class rooms, labs and staff room of the departments to the Secretary, through the Principal.
- ★ Forwards the list of consumable items like chalk, duster, mark register, students' attendance register, answer papers etc., required for the department to the Vice-Principal.
- ★ In consultation with the staff of the department, prepares the budget of the department for the ensuing academic year, giving details of requirements (equipments, books and journals and others) with priority.
- ★ Functions as a member of the Staff Selection Committee.
- ★ Presents the views of the staff of the department and her own views on the academic matters of the department to the Principal.
- ★ Ensures organization of remedial classes for academically weak students.
- ★ Member of the College Council.

**7.7.17. The Co-ordinator for Examinations**

- ★ The Co-ordinator for Examinations, a religious staff, is appointed by the Superior General for a period of 3 years and may be reappointed.
- ★ Prepares and displays the time-table for unit tests, mid-term tests, CIA tests and model exams on notice boards and forwards copies to the HoDs, the Vice-Principal, the Principal, the Secretary and the Superior.
- ★ Collects the question papers for tests and exams from the HoDs and prepares sufficient copies.
- ★ Prepares the list of invigilators and is incharge for the conduct of tests and exams.
- ★ Hands over the collected answer scripts to the HoDs for correction by staff.
- ★ Forwards copies of the University / the Board examination time-table for theory and practical to the HoDs, the Vice-Principal, the Principal, the Secretary and the Superior and displays the time-table on notice boards.
- ★ Distributes the prescribed application forms for the University / the Board Examinations to the students through the HoDs.
- ★ Collects the filled-in application forms from the HoDs and dispatches them to the University / the Board, through the Principal.
- ★ Distributes the hall-tickets for the University / the Board examinations to the students through the HoDs and the Director of Hostels.

- ★ Along with the Chief Superintendent for the University / the Board examinations, ensures the smooth conduct of the exams and helps the Chief Superintendent in the dispatch of answer scripts, to the University / the Board.
- ★ Forwards the result of the University / the Board examination to the HoDs, the Principal, the Secretary and the Superior and displays the result on the notice boards.
- ★ Distributes the mark sheets to students through the HoDs.
- ★ Member of the College Council.

**7.7.18. The Librarian**

- ★ The Librarian is appointed by the Secretary in consultation with the Principal and the Superior and approved by the Superior General.
- ★ Incharge of all books, journals, periodicals, magazines, equipments and materials in the library and their maintenance.
- ★ In consultation with the library committee and with the approval of the Principal, purchases books, journals, periodicals and magazines according to the budget allotment.
- ★ Classifies the books, journals and periodicals bought and arranges them in stacks and computerizes them.
- ★ Responsible for lending books to staff and students.
- ★ Keeps track of the utilization of books, journals, periodicals, magazines and audio visual materials by staff and students.

- ☆ Presents the list of equipments and materials needed for the library to the Secretary through the Principal.
- ☆ With the consent of the Principal / the Secretary / the Superior, permits outsiders to use the library.
- ☆ Facilitates the research work by staff.
- ☆ Introduces the library to the new students and helps them use the library.
- ☆ Displays library notices and new arrivals in the library.
- ☆ Ensures that discipline and silence is maintained in the library.
- ☆ Assigns work to the library staff, supervises their work and recommends their leave applications to the Principal.
- ☆ After verification, signs the bills and forwards them to the Principal for payment.
- ☆ Maintains the account and prepares the annual report of the library.
- ☆ Serves as a member of the College Council.
- ☆ Consults the Principal and with her consent, imposes or cancels fines to students.

#### 7.7.19. The Purchase Officer

- ☆ The Purchase Committee shall consist of the Secretary as the Chairperson, the Principal, the Purchase Officer, the HoDs and the Administrative Officer as members.
- ☆ The Purchase Officer, a senior religious or lay staff, is appointed by the Secretary in consultation with the Principal and the Superior for a period of 3 years.

- ☆ The committee decides the budget allocation to each department from Self-Financed Courses Account, towards purchase of lab equipments and communicates the same to Heads of Departments.
- ☆ In consultation with the staff of the department, the Heads of Departments give a list of equipments with specifications, to be purchased within the allotted budget, along with details of three companies to the Secretary and forwarding a copy to the Principal.
- ☆ The Secretary directs the Purchase Officer to get quotations with terms and conditions from the three companies and to prepare a comparative statement giving details of cost, terms and conditions of the three companies for supplying the equipment.
- ☆ The committee decides the company and the Purchase Officer helps the Secretary place order to the selected company.
- ☆ The Purchase Officer ensures that the company delivers the equipment in good condition and in time, gets the approval of the HoD on the working condition of the equipment, and recommends for payment to the Secretary.

#### 7.7.20. The Placement Director

- ☆ The Placement Director, religious or lay teaching staff, is appointed by the Principal in consultation with the Secretary and the Superior for a period of three years.
- ☆ Incharge of career guidance and placement activities in the campus.

- ☆ Motivates the students for different careers and higher studies by arranging Seminars and Workshops.
- ☆ Arranges to offer courses on soft skills, spoken English and skill training for jobs and placement.
- ☆ Establishes contacts with industries, organizations, institutions and probable employers for their collaboration with the college.
- ☆ Arranges for industrial visits and in-plant training for providing exposure and practical knowledge to students.
- ☆ Arranges for on-campus and off-campus interviews for placement.
- ☆ Displays and provides information on different competitive examinations and possibilities of placement.
- ☆ Maintains the records of correspondence with the industries, organizations, institutions and employers and data of students, employed.

#### 7.7.21. The Director of Physical Education

- ☆ The Director of Physical Education is appointed by the Secretary of the college in consultation with the Principal and the Superior and approved by the Superior General.
- ☆ Incharge of all the activities of sports and games in the college.
- ☆ Ensures regular practice and coaching of student players in different games.
- ☆ Manager of all college teams and trains the players in different games for placement in the University teams.

- ☆ Prepares and presents the annual requirement for sports and games in terms of materials, sports wear and coaching on campus to the Principal / the Secretary.
- ☆ Looks after the maintenance of the play field and equipments meant for sports and games.
- ☆ Proposes plans for the development of sports and games in the college, submits the proposal for the activities of sports and games planned for the year, suggests the names of captains for teams and budget for the year in the meeting of the Sports Committee.
- ☆ Assists the Vice-Principal in maintaining discipline among students during functions and celebrations.
- ☆ Plans and executes the Sports Day with the help of staff and students.
- ☆ Accompanies the students when they go out for participation in different tournaments.
- ☆ Monitors participation of various teams in the inter-collegiate, district level, state level tournaments and tournaments organised by other institutions with the approval of the Principal.
- ☆ Recommends outstanding sports persons for admission in the college and hostels and for management fee concessions.

#### 7.7.22. The Administrative Officer

- ☆ The Administrative Officer, a religious Sister, is appointed by the Superior General.
- ☆ Plans and distributes the office work among the office staff as evenly as possible.

- ☆ Co-ordinates all the office work by helping and advising the office staff.
- ☆ Ensures that the works assigned to office staff are carried out in time without undue delay.
- ☆ Supervises the general maintenance of order and discipline in the office.
- ☆ Allots work to support staff and workers, supervises their work in the maintenance of class rooms, labs, halls and college campus and forwards their leave letters to the Principal.
- ☆ Assists the Principal and the Secretary in matters related to college administration and availability of funds by providing the necessary details.
- ☆ Assists the Principal in admission of students.
- ☆ Keeps track of all communications from AICTE / DOTE, affiliating University, Government and other officials.
- ☆ Ensures the timely payment of bills approved and sanctioned by the Principal / the Secretary.
- ☆ Keeps all the records of staff and students.
- ☆ Forwards the leave applications of office staff to the Principal.
- ☆ Incharge of maintenance of college buses and vans.
- ☆ Member of the College Council.

#### 7.8. Hostel Administration (for all Colleges)

- ☆ The Principal is the Chief Director of all the College Hostels. The Principal is answerable to the University and the Government on all matters relating to the Hostel Administration. She / He should, therefore,

keep in touch with the Hostel Administration, particularly in the major and serious events and transactions.

- ☆ The Directors of the Hostels are independent in the day-to-day administration of the Hostels. They admit / readmit the students every year to the hostel and plan the regular programmes for the year in consultation with the Assistant Directors.
- ☆ All major decisions in the hostel should be taken only in consultation with the Principal and the Superior. They are taken into confidence and are briefed on any serious developments in the hostel administration.
- ☆ Disbursal of concessions and scholarship must be done by the Superior according to norms and guidelines formulated in the community consult.
- ☆ Interest free loans to hostel workers are given by the Director of the Hostel with the approval of the Superior.
- ☆ Fixed deposits, if any, are in the joint account of the Hostel Director and the Superior.
- ☆ Financial transaction of the hostels is maintained in two separate account books. The first one contains all details of receipts (monthly mess fee) and expenses connected in running the mess. The account is maintained and operated by the Superior. This account, if asked for, should be made available to the hostel student representatives for verification.
- ☆ The second account book has all the collections due to the management, like admission fee, establishment charges, guest room rentals and other miscellaneous

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collections. This is a management account. The bank account of this is operated by the Superior.

- ★ The Director of the hostel can operate a bank account for encashing DDs, Cheques and depositing MOs for the mess bill, scholarship transfer and so on.
- ★ The Hostel Director receives Rupees ten thousand as advance from the Superior to meet the urgent expenses for the hostellers. She submits the receipts and vouchers for the amount spent every month to the Superior.



- ☆ The General Body shall meet once in a year and the Executive shall meet once in six months.
- ☆ The executive shall plan the activities and the Secretary with other members shall take steps to organize the activities.
- ☆ The Secretary and the Treasurer shall present the annual report of the activities and the annual statement of account respectively at the General Body meeting.

## 11.

### **COLLABORATION**

#### **11.1. Collaboration with the Parents**

- ☆ In order to make our service and work, in training students effectively, the college must evolve a mechanism to interact with the parents atleast once or twice in an academic year.
- ☆ The interaction should help the parents understand our educational vision, mission and policies so that they may appreciate and participate in our efforts to transform our students in realizing the need for social change.
- ☆ Parents should be encouraged to keep in touch with class teachers, HoDs, VPs, Principal and Hostel Director to ensure consistency between the values promoted in the college campus and those promoted at home.
- ☆ The departments and the college shall maintain constant communication with the parents on the progress of their children.
- ☆ Views of parents regarding the different activities of the students and administration may be sought.
- ☆ Orientation on various aspects and functioning of the college is given to the newcomers along with their parents for a better understanding of our work.

- ☆ Parents may be called by every department at the time of distribution of examination mark sheets to students.
- ☆ All these interactions will help the parents collaborate with us in our educational ministry.

### 11.2. Collaboration with Industry / Organisation and Institutions

- ☆ Collaboration with Industry / Organisation is the need of the hour and so it is appropriate for the college to provide soft and technical skills to the students in partnership with Industry / Organisation. On acquiring relevant skills, the students may get placed in Industry / Organisation on successful completion of the course or they may "earn while they learn".
- ☆ The college management shall strive to identify suitable industrial partners, who can train our students in their industry that will help to empower the students and enable them for placement.
- ☆ These can be realized by establishing either a letter of agreement or a letter of contract or a Memorandum of Understanding signed with the Industries / the Organizations.
- ☆ By letter of agreement, the Industry / the Organization expresses its readiness to help and train the students at request forwarded through the Principal of the college. It is subjected to conditions prevailing in the Industry / the Organization and there is no guarantee of continuity. The Industry / the Organization may withdraw the agreement without information.

- ☆ Letter of contract by an Industry / Organization is a letter that agrees to support and train the students sent by the college for a short span of time. The trainee must follow the conditions mentioned in the contract. The Industry / the Organization is not responsible for any injury or casualty to the trainee during the training. The Industry / the Organization can withdraw the contract by a very short notice.
- ☆ Memorandum of Understanding (MoU) is an agreement mutually formulated, accepted and signed by the college and the Industry / the Organization, specifying clearly the areas and levels of collaboration in terms of research, training, placement and consultation for a stipulated duration. MoU is binding on both the parties and it demands both the parties to share their resources according to permissible norms. The parties can renew the agreement after the stipulated duration or can withdraw the agreement within the stipulated and agreed duration.
- ☆ Collaboration with other Institutions may be at the level of using their resources for research work by staff and for carrying out project work by students.

**12.****GRIEVANCES AND REDRESSAL**

The procedure for redressal of the grievances of the teaching and the non-teaching staff related to academic and administrative problems of the college campus can be at three levels, namely College level, Province level and Generalate level.

**12.1. College Grievance Cell**

- ☆ Each college shall constitute a local grievance cell to address the grievances of staff.
- ☆ College Grievance Cell shall consist of a member of Higher Education Commission, other than the Principal, the Secretary and the Superior, a member of the Governing Body of the college, a teaching staff of the college (religious or lay), a non-teaching staff of the college and a lawyer (if needed).
- ☆ While the first two are appointed by the Superior General, others are appointed by the Principal in consultation with the Secretary and approval by the local Superior.

- ☆ The Higher Education Commission member shall be the chairperson and convener of the College Grievance Cell.
- ☆ The term of office for the College Grievance Cell shall be two years.

**12.1.1. Procedure for Redressal**

- ☆ The grievance must be addressed to the concerned immediate authority, namely the Principal / the Secretary.
- ☆ If the steps of the redressal of the Principal / the Secretary is dissatisfying, the grievance can be represented to the Superior.
- ☆ If the response or measures of the Superior is not satisfactory, the grievance may be submitted to the convener of the College Grievance Cell in writing, with facts and figures in a polite and simple language.
- ☆ Grievances without facts and figures and with any derogatory and abusive language is not to be accepted by the convener.
- ☆ College Grievance Cell discusses the complaint with the members of the cell and listens to the views of the concerned petitioner and the management.
- ☆ The proceedings of the enquiry is recorded and signed by the petitioner, the representative of the management and the members.
- ☆ The convener and the members of the College Grievance Cell study thoroughly the issue based on the enquiry and testimony with facts and figures and

arrives at the solution / verdict unanimously and present the same to the Superior.

- ☆ The Superior communicates the unanimous solution / verdict of the College Grievance Cell to the petitioner concerned.
- ☆ If the complainant is not satisfied with the solution / verdict of the College Grievance Cell, can appeal to the Province Grievance Cell.

### 12.2. Province Grievance Cell and Procedure

- ☆ The Province Grievance Cell shall consist of the Provincial (Convener), Province Consultors and Province Coordinator for education.
- ☆ Convener and members of the Province Grievance Cell study in depth all the documents and the verdict of the College Grievance Cell and the appeal of the complainant.
- ☆ After studying all relevant documents, the procedure and the findings of the College Grievance Cell and if the members of the Province Grievance Cell find the need for further hearing, the complainant is asked to appear before the cell and her views are heard. If need be, the management representative may also be called to present her views to the cell.
- ☆ The proceedings of the hearing are recorded and signed by the complainant and the management representative.
- ☆ The members of the cell arrive at a common verdict that is communicated to the complainant through the Superior of the college.

- ☆ If dissatisfied with the verdict, the complainant can appeal in writing along with all relevant materials to the Generalate Grievance Cell.

### 12.3. Generalate Grievance Cell

- ☆ The Generalate Grievance Cell, consisting of the Superior General, her Consultors and the General Coordinator for Education, studies the appeal along with all the records and verdict of the College and Province Grievance Cells and arrives at a final verdict that will be binding on all concerned. The final verdict is communicated to the complainant through the Superior of the college.

## 13.

### FAITH FORMATION

Our educational ministry has a specific responsibility towards faith formation of the catholic students and staff who are entrusted to our care. So, each educational institution should plan the activities that help the catholic students and staff, teaching and non-teaching, to experience God at personal level enabling them to deepen their faith. The activities must also include understanding and appreciation of other faiths.

#### 13.1 Faith Animation Team (FAT)

- ☆ Faith Animation Team (FAT) shall be constituted in each educational institution.
- ☆ The members of FAT shall consist of three religious staff and two lay teaching staff.
- ☆ The members of FAT are appointed by the Principal in consultation with the Secretary and the Superior for a period of 3 years.

#### 13.2 Functions of FAT

- ☆ In charge of faith formation and spiritual animation among the students and the staff of the college throughout the academic year.
- ☆ Prepares various activities in the beginning of the academic year and gets it approved by the Principal.
- ☆ Trains the students to be firmly rooted in Catholic Faith, to develop a critical understanding of Catholic Faith, to have deeper knowledge of the Scripture and the Gospels and to relate their Faith to life situations.
- ☆ Helps the students understand and accept God's manifestation in other religions.

#### 13.3. Activities

- ☆ Encourage personal prayer and group prayer.
- ☆ Arrange Common Prayer service on important occasions.
- ☆ Conduct retreat to Catholic students and staff and meetings for non-catholic students and staff.
- ☆ Arrange for the celebration of Holy Eucharist once a month and on important feast days.
- ☆ Undertake teaching of Religion, Bible studies and Ethics to students.
- ☆ Organize to celebrate Religious and National festivals with prayers, speeches and appropriate cultural programmes.
- ☆ Arrange special lectures on the basic teachings and aspects of other religions, values and their erosion, violation of rights of children and women.

**14.**

**CONCLUSION**

The Corporate Higher Education Policy of the Congregation is formulated keeping in mind our special commitment for the liberation and empowerment of women. It presents the Congregation's Vision, Mission, Goals and objectives in our educational ministry. It also gives a detailed account of the norms and the procedure for admission, selection and appointment of staff, role of administrators and officials for an efficient and effective governance and administration, guidelines for transparent and accountable financial administration and related aspects. We will certainly have a sense of satisfaction in our educational ministry by following the policy, offering ourselves completely to "Serve With Love".



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