

Report of the Peer Team on the Institutional Accreditation of the Sacred Heart College, Thevara-682013, Kerala

Section 1: Introduction

The Sacred Heart College is one of the premier institutions in the state of Kerala, affiliated to Mahatma Gandhi University, Kottayam. The college was established in the year 1944 by the Carmelites of Mary Immaculate originally as a college affiliated to University of Madras for limited number of students (less than 300). The college over the years has evolved into a multi-faculty institution offering 10 undergraduate and ^{EIGHT} 8 postgraduate programmes from pre degree, undergraduate to postgraduate courses. In addition to the teaching programmes the college is also recognised as a research centre in 5 important disciplines for conducting and guiding Ph.D. research scholars.

The college is ideally situated in an area of 12 acres of land on a small island known as Thevara in the city of Kochi. The Vembanad lake view adds to the beauty of ambience of the institution. Despite the fact ^{near} the college is situated on the outskirts of the city the faculty and students have easy access to the institution with good transport facilities from various parts of Kochi city to Thevara. The college is governed by the Christian missionaries with a sense of ownership and concern. The management is therefore extremely committed for the development of the institution and its reputation in the region.

There are 109 competent teachers in the institution who are working with a sense of dedication. The college has many accomplishments to its credit and is held in high esteem by one and all. The management of the college took the decision to request NAAC for its accreditation. In response a team was constituted comprising of Prof. M. Malla Reddy, formerly Vice-Chancellor of Osmania University, as Chairperson, Prof. B. G. Mulimani, Chairman & Head of the Department of Physics, Karnatak University, Dharwad and Prof. V. R. Shirgurkar, Principal of Smt. Parvatibai Chowgule Cultural Foundation's College of Arts and Science, Margao, Goa. The peer team visited the college on January 17-19, 2000 and the following report is the culmination of the 3 days exercise with regard to evaluation of the institution.

Section 2: Criterion-wise Analysis

Criterion I: Curricular Aspects

The Sacred Heart College is a Multi-Faculty college which offers a wide range of courses, ^{Eight} 8 of them at the postgraduate level, 10 at the undergraduate, two postgraduate diplomas, and one certificate course. Five departments have been recognised as research centres of the college by the Mahatma Gandhi University. Four courses - English at B.A.(copy editing), Industrial Chemistry at B.Sc., Diploma in Computer Science and Diploma in Aquaculture are career oriented courses introduced recently. Despite the fact that the college is a premier institution for want of autonomous status the course structure does not allow flexibility. Being an affiliated institution it has to adopt the university courses both at the undergraduate and the post graduate level. However, the peer team is happy to note that the college has been successful in designing new courses for the benefit of its students in spite of the delays in processing the proposal by the university while granting approval. With an earnest desire to introduce need-based courses B.Sc. in Industrial Chemistry a vocational course was introduced by the college in 1997 and the same was approved by the university later. A postgraduate diploma certificate course - a one year programme in aquaculture was conceived and introduced by the college in 1994. It is noteworthy that the course contents of the diploma in aquaculture and computer applications are reviewed and modified every year by the college faculty to suit the requirements of the job market. Although the college is not empowered to restructure the courses, the college's contribution in the university's efforts to bring new modular curricula in the subject of Botany is laudable. The self-study report mentions that the Department of Botany conducted a workshop on course restructuring and its recommendations were accepted by the university. Similarly, large number of teachers from other departments participated in several workshops/seminars for curriculum designing.

The college holds two orientation programmes on value education for its students every year. Numerous co-curricular activities are conducted successfully through more than 40 active clubs to help overall development of the students and thereby to bring in practice the mission of the college which "is the integral formation of the human person for fulfilling his/her individual and social responsibilities with maturity."

Criterion II: Teaching-learning and Evaluation

The college had enrolled 1216 students at the undergraduate and 210 at the postgraduate level in the year 1998-99. An impressive number of scholars are enrolled for doctoral research during this period. Almost all students come from Kerala except for a small per cent of them belong to other states. Fifty per cent admissions are made in terms of the admission policy of Mahatma Gandhi University on the basis of merit, 20% seats are reserved for SC and ST students, and 10% for the "community". Being a minority institution it enjoys freedom to admit 20% of students under the discretion of management.

The college has adopted a suitable mechanism to cater to specific needs of its students having different levels of intellectual maturity. Diagnostic tests are administered to students immediately after admissions and remedial coaching is provided by teachers to educationally disadvantaged. For advanced learners the following enrichment courses are prescribed as stated in the self-study report.

1. Training in computer
2. Coaching for competitive examinations
3. Training in public speaking
4. Field study programmes
5. Field surveys
6. Pre-test in Hindi language

Similarly, the college has implemented the system of tutorials which is an integral part of the curriculum. The college however, involves parents twice in a year which is a healthy trend. Here it takes the shape of interactive sessions attended by parents, teachers and the students. The peer team is impressed by these innovative practices which make the teaching-learning process in the college very effective and learner-centred.

As stated in the self-study report the peer team found that department-wise meetings are held to distribute the teaching work to teachers in the department which helps the teachers plan and prepare his/her teaching schedule. Students are also given projects and assignments in the beginning of the year along with a time-table and their progress is monitored through periodic institutional assessment.

Another noteworthy feature of this college is that the teachers use new methods of teaching along with the lecture method. Seminars, discussions, video shows, workshops quiz competitions, field studies and visits to factories and research

institutes are organised by the faculty to improve the process of learning in the college. The peer team appreciates the efforts made by the college to follow the UGC norm regarding total working days in a year by stepping up the teaching days to 194.

The college conducts 3 tests in addition to the university examinations. The peer team found from its interaction with the faculty, non-teaching staff, parents and students that the examinations are conducted smoothly as per the time-table prepared by the university. Since this is an affiliated college there is not much scope for the college to introduce any innovative practices in the same.

The college makes ad-hoc appointments in the vacancies arising from time-to-time with the prior permission from the government on a fixed salary of Rs.5,000/-. The faculty is encouraged to attend seminars/ conferences/workshops as participants as well as resource persons. It is heartening to note that 55 teachers took advantage of such opportunities in the last two years.

Self-appraisal of teachers is done as is required under the university rules. Feedback from students is obtained and proper record is maintained by the Heads of the Departments. A salient practice followed in this college is that there is a committee to evaluate the publications of teachers and best publication is given an award. This practice can be emulated by other colleges.

One of the distinguishing features of the college is its linkages with other educational institutions in the country and abroad. The peer team is very happy to note the academic tie-ups of the institution with the Notre Dame University Indiana, Hohenheim University, Stuttgart, Germany, Plymouth Marine University, U.K., etc.

The parents, alumni and students expressed in categorical terms that the college is an outstanding and reputed institution in the region. The peer team suggests that the students should be oriented about the evaluation system in advance. It is also suggested that subject-wise diagnostic tests may be given to students to identify their levels for the purpose of organising remedial and enrichment courses.

Criterion III: Research, Consultancy and Extension

The college promotes research, consultancy and extension activities. The teachers are given leave and provided with basic facilities and seed money to pursue research. The Departments of Zoology, Botany, Chemistry, Economics and Commerce have been recognised by the university as research centres to pursue Ph.D. programmes. A

research committee has been constituted at the college level to supervise and guide the research activities. Teachers in many of the departments are engaged in active research and publishing papers regularly. Some of the teachers are members of scientific bodies and have served on various academic committees. Botany and Zoology departments stand out in this regard. Some of the teachers in Physics, Chemistry, Botany and Zoology departments have established linkages at National and International levels and have ongoing projects funded by external agencies such as UGC, DST, STEC(Kerala) and Spices Board, Kochi. Further, these departments are active in organising seminars and workshops. Out of the total of 109 teachers in the college there are 22 teachers posses Ph.D. and 35 M.Phil. degrees. In view of the postgraduate courses being offered in the college and 28 students working for their Ph.D. programmes in different departments, it would strengthen the college academically if the teachers without Ph.D. degree are motivated to obtain the same. Further, all the teachers be encouraged to submit research proposals to UGC for financial support.

Proposals for consultancy have been mooted. The Department of Chemistry is launching consultancy service for coconut oil extraction plant and sea-food industries. The Department of Botany has proposed research consultancy in areas such as plant tissue culture, spice quality research and river management. The research committee has brought out a consultancy register which will enable the public to know the expertise available in the college. The consultancy aspect needs to be strengthened and pursued with a view to generate revenue for the department/college.

Students and teachers are encouraged to participate in the extension activities. A faculty member co-ordinates the extension activities. The activities are undertaken in many relevant areas such as AIDS awareness, Environment awareness, Adult education and literacy in addition to collaborative programmes with NGOs. The Zoology department participates in awareness programmes such as Trauma Care and Peoples Bio-diversity register(Peoples Planning Programme, Govt. of Kerala). 'Mitradham' – a project on renewable energy undertaken by Physics department deserves special mention. However, some of these activities can be integrated with the curriculum.

With little more co-ordination and focus all the three activites—research, consultancy and extension, will contribute much more significantly to the fulfilment of the needs of the region and enrich the learning experience of the students of the college.

Criterion IV: Infrastructure and Learning Resources

The infrastructure available on the premises of the college is presently shared by the undergraduate and postgraduate students along with the pre degree students. The process of delinking the pre degree classes from the college has started. However, it will take 2 more years to delink them completely.

The college building with a floor area of 12,267.77 sq.mts., botanical and other gardens occupy approximately 12 acres of land. The master plan prepared by the college was made available to the peer team members. The college had adopted in 1993 - Golden Jubilee year of the college - a document showing its future infrastructure requirements in the then proposed Jubilee Memorial Block. A small part of this block has been constructed and rest of the construction is deferred in view of its recent policy to shift the pre degree classes from the present building. The campus is clean, well-maintained and is being used optimally. Because of its ideal location, the campus is eco-friendly with extensive clean environment.

A spacious library having 64,218 books and more than 100 journals, a computer centre with 37 computers, a well-developed Zoological Museum, adequately equipped laboratories constitute the learning resources of the college. A well-equipped health centre has been set up in the college very recently with the help of a local fitness club. The facilities in this club are made available to the college students along with outside users on payment of nominal fees.

The college proposes to utilise these learning resources better by keeping the library and computer centre open for 12 hours, giving access to teachers and students on internet, offering courses on Management, Communicative English and Secretarial Practice. The infrastructure is also used for conducting academic programmes of IGNOU, School of Distance Education, Mahatma Gandhi University, Pondicherry University, etc.

The college can boast of its magnificent library facilities managed by an advisory committee. The college has not yet computerised the library operations and only postgraduate students have free access to stacks. Undergraduate students can borrow 2 books at a time. Adequate funds are available for purchasing new volumes every year.

The Department of Computer Science offers courses at different levels. It aims at making all the students computer literate. However, the department has not been able

to develop any Computer Aided Learning(CAL) packages. Thirty-seven computers have been provided to various departments. The Department of Computer Science has 22 computers.

The college has built five separate buildings for the hostel purpose. However, in view of decline in numbers seeking admission to hostel accommodation the management has resolved to close down the hostel facility for all practical purposes. At present only 24 students are residing in the hostel for exceptional reasons. The students, while interacting with the peer team expressed the need for reviving of the hostel facilities particularly for the benefit of the women students. It is therefore, necessary that the college management examines this demand of the students carefully for extending this benefit. Some students also pointed out the difficulties in getting adequate transport while reaching the college. The management may consider these suggestions.

The sports and games are given special importance in the curriculum of the institution. The adequate facilities have been created for promoting this talent among the students. The college has 3 badminton courts, 2 volleyball courts, 1 basketball court and 1 handball court. A well-maintained football and cricket ground and a multi-gym form part of these facilities. Students participating in sports are awarded 7 to 15 marks in each paper based on the performance of students at the university, state and national level competitions. Some seats have been reserved for good sports persons under sports quota for admissions to various courses run by the college.

A well-equipped workshop with facilities of welding, lathe machine, drilling machine, compressor sprayer, grinder, fabricator, thread-cutter and a blowing machine is also available in the college.

The college has introduced various forms of financial assistance for deserving needy students which include merit-cum-means scholarships. Other welfare facilities for students and teachers include a college co-operative society, a canteen, a student centre, a counselling and career guidance centre. Though there is a formal grievance redressal cell for the benefit of teachers it was noted during the interaction that the teachers never felt the need for lodging any complaint, giving expression to the nature of harmonious relationship that exists between the faculty and management.

Criterion V: Student Support and Progression

The student support and progression has been viewed, by the college, as an important aspect in the holistic development of students. College monitors the student progression to further study and employment. Alumni of the college hold prominent positions in different walks of society. College obtains feedback from students with respect to teaching, infrastructure facilities, tutorials, counselling and extracurricular activities. The feedback is being used for improvement. Measures are taken to rectify the shortcomings. Creation of a student's grievance cell in the college will be helpful.

The college publishes its prospectus, annually outlining the courses offered, fee structure and facilities provided by the college. A number of scholarships from the Govt. and those instituted by the college are available to deserving students. Ph.D. programmes can be strengthened if the college institutes Research Fellowships for students working for their degree. Employment cell exists and the placement officer offers career counselling to students. Last year 141 students were employed through placement service and 6 students were motivated to seek self-employment. Special coaching sessions are arranged for SC and ST students. The performance of the students of the college in examinations such as UGC, CSIR (NET), GATE and IIT is satisfactory.

The Alumni Association of the college is very active. A data base of Alumni is going to be set up soon. Alumni are proud of their college and are willing to support the development of the college. This support can be utilised for the all round growth of the college.

There are very good facilities to enrich the talents of the students. The 40 – odd talent clubs characterising co-curricular and extracurricular activities at various levels are functioning well and helping the students to channelise their energy into creative endeavours.

Criterion VI: Organisation and Management

The Sacred Heart College, affiliated to Mahatma Gandhi University, Kottayam and established by the fathers of the CMI(Carmelites of Mary Immaculate) Congregation, is managed by the Sacred Heart Monastery, Thevara. The management board of the college consists of the Manager, the Principal, Bursar and 2 elected members from the Sacred Heart Monastery.

The management board is the policy making body and the office bearers execute the decisions of the board and are in charge of the day-to-day administration of the college. The principal of the college follows all the ordinances and statutes of the Mahatma Gandhi University and the rules of the state government in all matters pertaining to the appointments of the teaching and non-teaching staff, admissions and academic issues. The college, being a minority institution, enjoys certain privileges under the provisions of the Constitution of India.

The Sacred Heart Monastery, Thevara takes the entire responsibility of running and maintaining the college by making adequate funds available for the day-to-day requirements as well as development of the college. Salary of the approved staff is credited by the state govt. directly to the bank accounts of the respective employees of the college. Grants from the state govt. by way of salary grants constitute 69.4% of the total receipts of the college. It is heartening to note that the college raises substantial resources(30%) through self-financing courses and donations.

The college council is another functionary in the college. It is constituted as per the provisions made by the university and mainly consists of all the heads of the departments functioning in the college. Periodic meetings of the college council are held regularly and all routine matters such as organisation of college functions, examinations, sports events, are placed before this body. It works as an advisory body and helps the principal carry out his administrative functions.

Resources for maintenance and development of the college are raised mainly through PTA. It was mentioned by the secretary of the PTA that an amount of Rs.15 to 20 lakhs is raised annually by the PTA. The college earns around five lakhs annually by letting out the premises to outside agencies. Funds are also raised through various research projects sanctioned by various agencies from India and abroad. Mobilisation of the resources seems to be adequate. College accounts are audited by chartered accountants regularly every year. The college, at present is not allowed to appoint teachers to fill vacancies in the regular scale, however, as already mentioned the college can make ad-hoc appointments on a fixed salary with prior sanction of the state government.

Performance appraisal of the teaching staff is done through (i)self-appraisal forms and (ii)feedback obtained from students. The peer team, after going through the relevant documents is happy to note that the performance appraisal is done scientifically and

the feedback inputs from students are received with right spirit by every teacher to improve his performance.

Although the CMI management has taken care of the growing needs of the college over the last 56 years and successfully catered to the educational needs of the community, the peer team feels that scientific participatory management techniques involving more teaching and non-teaching employees in policy making should be adopted. It would help the management to motivate the employees and also get inputs from them in terms of new ideas in tune with the changing higher education scenario.

Criterion VII: Healthy Practices

Reflecting its philosophy and vision, the Sacred Heart College has adopted several healthy practices which are helping in all-round personality development of its students. Some of the significant healthy practices noted by the peer team members are as follows:

- ✓ For every student, transition from pre degree experiences to life in degree college is a major change. The orientation programme organised at the beginning of the academic year for the benefit of the freshers joining the institution helps in their academic, social and emotional adjustment in the institution: a healthy tradition.
- ✓ The college has adopted an innovative method of tutorial system involving parents twice in a year. The issues related to the performance of students, their future plans and other behavioural problems are discussed. Therefore the tutorial system in the institution with its new approach of involving parents is a very positive and progressive step.
- ✓ The college has started a consultancy cell and published a registry to strengthen its linkages with the industry in particular and community in general. The need for developing industry-institution-relationships has been emphasised time and again, but such a relationship exists only in a few institutions. The peer team is happy to note that Sacred Heart College is striving to provide consultancy services to several institutions outside the campus befitting to its reputation.
- ✓ The active PTA is an other important feature of the college and it has helped in many areas. The enlightened parents are not merely providing financial assistance for the development of the institution but also contributing through their valuable advices in matter of future programmes which the college is expecting to undertake.

- ✓ The peer group has noted with great appreciation that the college does not collect any capitation fee. In the 20% of the admissions which are processed with the discretion of the management, importance is given to meritorious students. The college does not compromise with merit in the matter of admissions for any other consideration whatsoever.
- ✓ The college is paying special attention to the needs and aspirations of local and regional students by offering some innovative job-oriented programmes like Aquaculture outside the conventional curriculum. This is a very constructive approach.
- ✓ The college has constituted a research committee to disseminate information with regard to research projects, funding agencies in the country and also to motivate the postgraduate students and faculty members to undertake research and doctoral work.
- ✓ In some departments the use of VCRs, OHPs, Cassettes in the teaching-learning process has contributed to the enrichment of classroom climate, arousing a high degree of interest among the students.
- ✓ The college annually organises a science exhibition to create scientific awareness in the members of the community.
- ✓ The college organises programmes on information quest and other enriching extra-curricular activities in the form of extension work, study tour etc., a very healthy practice.
- ✓ The college has instituted special awards for the best paper published by staff members on the recommendation of specially constituted committees.
- ✓ The in-house publications of the various departments reflects the sense of accountability on the part of the institution. This has received wide recognition in the media and the community.

Section 3: Overall Analysis

The Sacred Heart College started in the year 1944 is a vibrant institution offering several programmes curricular and co-curricular for all round development of students. The college is held in very high esteem in the region for its past achievements, present academic performance and future promises. The college is built on the philosophy of pursuit of excellence, for promoting creative abilities and freedom of thought and expression among the learners.

Relatively the college is one of the oldest institutions in the region started in the year 1944 by philanthropic concern of Christian Missionaries for imparting higher

education to both have's and have-nots with a vision to promote an egalitarian social order. The college is offering as many as 24 courses in 4 faculties; i.e., the Sciences, Social Sciences, Commerce and Humanities. In addition to teaching at the undergraduate and postgraduate level, the college is also recognised as a research centre for guiding research scholars in 5 important disciplines such as Zoology, Botany, Chemistry, Commerce and Economics.

The college has demonstrated its commitment and excellence on the basis of its performance in cognitive, connative and affective areas. In the cognitive sphere it is noteworthy to mention that in many departments the results are maintained with 98% to 100% success and many students secure distinction and ranks in the university examinations. The performance of the students in this college appears to be much superior in comparison to many other colleges affiliated to Mahatma Gandhi University which speaks volumes about the quality of teaching, the motivation of students and the general institutional climate.

In the areas of extension activities the college has undertaken many outreach programmes which have great social relevance. During the year 1998-1999 and 1999-2000 the college organised various community development, health and hygiene awareness and AIDS awareness programmes which deserve appreciation.

The peer team was particularly impressed with the general ambience of the institution with special reference to its physical location, academic climate and the rich infrastructure created over the years. The college is endowed with a good library, computer laboratory and extensive research opportunities for postgraduate students. The college has also created a wide range of facilities like the health centre, sports, press, workshop, guest house and canteen. The college has also instituted some important welfare schemes and a grievance redressal cell. The college can boast of its multi-gym, zoological museum, small botanical garden, which form an integral part of the institutional complex and curricular resource. An important feature of the college lies in the fact that the whole institution is a compact multi-dimensional building built in an area of 12 acres surrounded by good landscape and overlooking the Vembanad lake.

In some disciplines the college appears to have undertaken collaborative programmes in conjunction with other institutions which are still in their formative stage. The college in its self-study report has stated that it has linkages with national and international institutions. However, the mechanism adopted for these linkages is not

specifically indicated except in the case of the solar energy project by the Department of Physics. The peer team suggests that such linkages be reviewed and restructured by the college to provide specific advantages to its students.

Based on our visit to the various departments, examination of facilities, interaction with various group of people associated with the institution like parents, alumni, non-teaching and teaching staff, the peer group was convinced that the Sacred Heart College has attained the status of a leading institution and carved a niche in higher education in the state of Kerala. The college has exceptional potentialities to grow further. The following recommendations are therefore made keeping in view the emerging challenges in the area of higher education in the present century.

- The college has a Department of Mathematics offering the programme both at undergraduate and postgraduate level and its activities are limited to the department only. Keeping in view the emerging trends in science and technology and the importance of Mathematics in each modern intellectual discipline it is necessary that this department plays a crucial and wider role in imparting essential Mathematical skills to all the students of the college irrespective of their specialisations. The significance of such a measure needs no over emphasis.
- Another important requirement for the pursuit of excellence in contemporary times viewed from a global perspective is strong communicative skills in English language. The Department of English is endowed with highly competent faculty who can undertake the crucial task of promoting strong language skills in the students of the college. Therefore, it is recommended that the faculty of this department ponders over this important need and organises programmes in this direction. A language laboratory and other fourth generation media can play a vital role in enhancing the skills of the students. The peer team strongly recommends that the department needs to be strengthened with necessary modern infrastructure which helps in "self-learning" process.
- The ^{Sacred Heart} ~~Kochi~~ ^{Kalamassery} province of the CMI society has many institutions under its jurisdiction. A centralised information dissemination centre and instrumentation centre can help in promoting research in science and technology (computers). The peer team is of the opinion that necessary funds may be generated to create these facilities.
- The college can start several programmes under non-formal and distance education. In view of the fact that the college is located centrally it can organise many community centred programmes under non-formal education and transform itself slowly into a "Community College" in the city of Kochi.

- Considering the infrastructure of the college both physical and human the peer team recommends that Mahatma Gandhi University should examine the issue of conferring autonomy on the institution. For an institution like Sacred Heart College the academic freedom and autonomy to conceive its own programmes, is an important step which cannot be deprived - any more. The authorities of the institution specially the management should strive for attaining autonomous status for the institution with earnest concern and utmost importance.
- The college is dependant for most of its programmes on the funding of the government except some marginal support which it receives from the PTA. In order to translate its vision into reality and also to organise certain programmes like starting self-financing MCA, MBA, etc. and other multi-dimensional programmes in emerging areas of higher education, the college should mobilise adequate financial resources. It is therefore necessary for a college of this stature to create a sizeable amount of corpus fund, atleast to the tune of Rs.10 crores. This is imperative to sustain its significant academic activities and also for promoting many development programmes in the near future. The master plan of the institution should reflect this important measure of creation of corpus fund for the institution.
- The college can undertake joint research programmes in collaboration with industry. In this connection it is recommended that the college may create a research and development cell which organises activities around this important need. In this connection the college should first organise a few national seminars inviting experts from other institutions and conceive the thrust areas.
- The college is endowed with accomplished faculty in almost all departments but it is noted with concern that publications are not in proportion to the potentialities of the institution.
- The language departments(Hindi, Malayalam, Sanskrit and French) needs substantial institutional support for improving teaching and research. Despite the growing importance of English language it is not desirable to neglect the teaching of other languages. The peer team therefore, urges the management to look into this important aspect.
- Keeping in view the competencies of the teachers and the intellectual composition of the students the peer team recommends that the college should be in the forefront of innovations in the teaching-learning process. Team teaching, organising seminars and involving students by adopting project method at the undergraduate level are some of the new approaches which the college should introduce to make the academic life in the institution more vibrant and dynamic.

The peer team is convinced that Sacred Heart College, Thevara with its committed management, dedicated faculty and motivated students will succeed in realising the vision of its founder fathers – attaining greater heights of excellence in the new millennium. The members of the peer team wish to place our appreciation on record for the co-operation extended by the principal, and ^{the Vice Principal & Co-ordinators} enlightened administrator, the committed faculty and all others who participated in this difficult exercise. But for the exceptional and active involvement of Dr. Latha Pillai and Mr. B.S. Ponmudiraj our endeavour of completing the assessment of this major institution would have remained incomplete. We wish to express our special thanks for their crucial support.

Names & Signatures of the Peer Team

1. Prof. M. Malla Reddy (*Chairperson*)

M. Malla Reddy
19/1/2000

2. Prof. B. G. Mulimani (*Member 1*)

B. G. Mulimani
19/1/2000

3. Prof. V. R. Shirgurkar (*Member 2*)

V. R. Shirgurkar
19.1.2000

I agree with the observations of the report

Name & Signature of the Head of the Institution with Office Seal

T. M. John

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