CHAPTER XI

ADMINISTRATION OF COLLEGES
The Principal of a college holds a pivotal position. Much of the initiative and drive required for day to day administration as well as the dynamism and the originality warranted for planning and evaluation of activities must come from the Principal. He has to be an able organizer, efficient administrator, tactful disciplinarian, diplomatic liaison officer and above all an academician of high standard. He has to take the role of an effective and democratic supervisor in the field of higher education. The Principal must be in a position to look for the best in everything and exploit all possible situations for better working of the institution. He has to keep healthy contact with not only the members of the departments and the students but also with the Government, the university and the public.

In a way the principal is a representative of the community for the benefit of which the college is established. He is also a representative of the state which finances the institution. So it is his primary duty to see every rupee spent is for the purpose for which it is
intended.

A co-ordinated and systematised programme of work will help successful implementation of the plan in every college. There may be different classes, departments or faculties and each of them may claim certain specialised expertise in their respective areas. But activity of each department or faculty forms part of a whole, that is, the sum total of all activities of the college. It is the output of overall performance that determines the result. Therefore co-ordination and understanding among different departments is of vital importance. The principal is the only person who can undertake this responsibility.

In the 1947 Act of Gauhati University all Principals were members of the Court and the Academic Council of the University. In subsequent amendments the number of principals elected to the Court and the Academic Council was reduced as we shall see in a later chapter. Principals are represented in the Executive Council of all the Universities. The Principal therefore plays an important role also in the administration of the university.

The Principal in most of the colleges in North East
India is the member secretary of the governing body. He has to keep the members in good humour. He has to keep them informed of the activities of the college. He has to keep contact with the Government, the University Grants Commission and the University to which the college is affiliated. He has to supervise the implementation of the development plans of the college.

The Gauhati University Act 1947 laid down that the university would make necessary statutes for conditions of recognition and management of colleges not maintained by the university. The University made statutes in 1951 for the purpose (see 21(g)). The Principal was made an ex-officio member and Secretary of the Governing Body of the college. If however the Principal was not the Secretary he would be a member and joint Secretary along with another member of the Governing body. In 1965 the power of making statutes by the university was transferred to the Government in the case of Government aided colleges. In the rules made by the Government the Principal retained the position of Secretary of the Governing Body in some colleges and in others another was nominated by the Government to be Secretary. We are of opinion that the Principal should be member Secretary of the Governing Body in each college.
Governing Body:

The Governing Body is the Executive authority of a college. In Government Colleges the Governing Bodies function in an advisory capacity. In Government aided and other private colleges it exercises all the powers of management of the college. The Gauhati University statute of 1951 laid down that the Governing Body would consist of the Principal and the Vice-Principal as ex-officio members and the Principal as Secretary. It consisted of two elected representatives of the teaching staff. Where there was no Vice-Principal another teacher was elected. Two members are nominated by the Government and two by the University. Donors paying Rs.10,000 or more shall have one nominee each and five members including two guardians are co-opted by the other members. The President is elected in the first meeting of the Governing Body. The Assam Aided College Management Rules of 1965 made by the Assam Government laid down that the President, Secretary and other three members would be nominated by the Government. Of two members would be nominated by the University; two elected representatives of the teachers to be elected annually.

In Assam and Manipur the colleges are divided into
four classes- Government Colleges, colleges aided by Government on deficit system of grant-in-aid, colleges on ad-hoc system of grant-in-aid and unaided private colleges. The Government colleges are directly administered by the Government. The Director of Public Instruction in Assam and Director of Education in Manipur are the chief administrators of the colleges in the respective States. The Principals are directly responsible to him. In the case of Medical and Ayurvedic Colleges the Principals are directly responsible to the Director of Health Services of the Government. Agriculture and Veterinary Colleges which were Government institutions before the establishment of the Agricultural University were directly managed by the Government through the Director of Agriculture. In Tripura the Colleges are classified into three classes, Government, Government sponsored and Government aided. The Government colleges are directly administered by the Government through the Director of Education. In the case of Government sponsored colleges the Government has made necessary rules for management. The sponsored colleges are under deficit system of grants-in-aid. Selected colleges are sponsored in order to provide a better standard of higher education in those areas of Tripura where such facilities do not exist. A sponsored college is run as a separate unit of management under a registered society set up by the Govt. The registered society consists by name of
the Secretary, Education, the Secretary, Finance and the Secretary, Law of the Government of Tripura and the Director of Education of Tripura. If he is the Secretary of the Government the additional Director of Education or a Deputy Director of Education is nominated by the Director of Education. The other members are the Principal of the Engineering College, one Deputy Director of Education nominated by the Director of Education and one Principal of a Government Degree College nominated by the Government.

The Governing Body of a Govt. sponsored college consists of the Secretary, Education as Chairman, Director of Education or if he is also the Secretary to the Government, the additional Director of Education, one Deputy Director of Education nominated by the Director of Education, the Principal as member-secretary and one representative of teachers of the college by rotation for two years according to seniority. Three members form the quorum. Meetings cannot be held during vacations.

The powers, functions and duties of a Governing Body are- the secretary conducts the management of properties and financial administration of the college under the authority of the Governing Body. The Governing Body frames
the college budget, controls expenditure, examines and passes accounts of the college within the limitations imposed by the Government in the grant-in-aid rules. It examines and initiates development projects including improvement of academic efficiency. It awards free and half free studentships on the criterion of merit-cum-means to students where parents' monthly income is below Rs. 500 per month. It is authorised to levy fees under certain conditions, to fix list of holidays and vacations subject to limits imposed by the Government. It is required to follow the conditions laid down by the university for affiliation. It has the power of appointments, suspension dismissal or imposition of other penalty on the teaching staff and the Principal with the approval of the Government. In case of such action on the other staff no approval of the Govt. is necessary.

In Assam and Manipur the powers, functions and duties of the Governing Body are of the same nature and extent. The proceedings of the Governing Body and appointment, dismissal and other punishments imposed on teachers and the Principal require the approval of the Director of Public Instruction and the Director of Education of the respective States. Similar rules have been framed by
Meghalaya, Nagaland and Mizoram.

The colleges in Assam aided by the Government on an ad hoc basis are also governed by the Assam Government rules. The unaided colleges which are very few in number follow the statutes of the University in respect of Governing Body and service conditions of teachers.

The teachers of a college are appointed by the Governing Body. For this purpose different methods are followed in different States and for different classes of colleges.

The University Grants Commission recommended in 1973 revised scales of pay for college teachers along with their qualifications, method of appointment and conditions of service. The U.G.C. laid down the composition of the Selection Committee for college teachers. It consists of the President of the Governing Body as Chairman, one nominee of the Vice-Chancellor, two experts in the subject from a panel of five recommended by the University.

The States of Meghalaya, Manipur and Tripura have accepted the revised pay scales and the conditions of service of teachers laid down by the U.G.C. The Assam Govern-
ment has accepted the pay scales in principle. In Assam, the Government appointed a State Selection Board for college teachers. This Board prepares a panel of selected teachers and the colleges under the deficit system of grant-in-aid are required to appoint teachers from the list. The Governing Bodies of other colleges select and appoint the teachers.

We are of opinion that the mode of appointment, qualifications, service conditions and emoluments of college and university teachers should be uniform all over the country and in North East India. This can be implemented if the U.G.C. recommendations are accepted by all the States and Union Territories in North East India.