CHAPTER VIII

SCHEMES / PROGRAMMES FOR BOOSTING THE UNIVERSITY FINANCES
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In the last chapter control measures of University finances have been studied i.e. Rules and Regulations of Accounts code and University budget. The money so received as grant from the financing agency are to be used strictly in accordance with the terms and conditions granted for its utilisation by the granting agency.

Though the budget is prepared for the anticipated income and expenditure, economy is to spend the least, not to spend more than what the occasion demands.

In this current chapter the main functions of financial management, financial inputs and external resources are studied. This chapter is related to various functions of University financial management, various sources of financial inputs and generation of additional resources, internal and external. This chapter throws light on the schemes / programmes for boosting the University finances.

The main functions of financial management in the University are to:

1) Protect University finances against fraud and other improper use;
2) Manage the University's funds prudently;

3) Evolve financial indicators to improve management of the funds more effectively;

4) Allocate resources effectively in accordance with the objectives of the University;

5) Establish resource allocation mechanisms that encourage individuals and departments to generate income for the University.

(1) **Protect University finances against improper use:**

Of all the functions, this is the basic control function; it is the most traditional and by far the most widespread role of University financial managers. All the other objectives are, at least to some extent, dependent on this task being satisfactorily performed. It can often present some irritation to academic and students who do not always see why cash payments need two or more signatures. As management information systems and auditing improve so that financial irregularities can more easily be detected, the regulations can become less onerous.

(2) **Manage the University's funds prudently:**

The financial rules of Government laydown principles governing the behaviour of the employees who incur expenditure of public money. The first of these principles known popularly as cannons of financial propriety lays down that every one incurring expenditure of public money should exercise the same vigilance
and care in respect of expenditure of University's money as a person of ordinary prudence would exercise in spending his own money. It is therefore, natural that primary responsibility of controlling the expenditure should rest with the authorities who are empowered to sanction it. Every proposal for incurring expenditure should, therefore, come under the scrutiny of the finance and accounts officer and his office before the expenditure is incurred, so that they can ensure that there is no deviation from the principles, rules and procedures and that proposed expenditure can be accommodated within the budget provisions and the current liquidity position.

(3) Evolve financial indicators to management of the funds:

Every rupee received by the University has to be spent fruitfully with respect to the aims and objectives of the University. This can be achieved by enhancing the facilities, developing infrastructure and improving the financial management. Financial management, therefore, is a crucial aspect of the financial accountability of the universities. Lack of efficient financial management in University is a result of the spirit of total dependence on the state and reluctance to review the system and take steps to cut down wasteful expenditure. Inspite of provisions in universities Act and the Accounts Code there are a number of shortcomings and deficiencies in auditing, particularly internal auditing.
The authorities have to make critical investment decisions involving several choices. Proper financial analysis helps in reaching efficient investment decisions. The analysis of financial statements gets enriched by detailed ratio analysis of various aspects. The overall objective of financial management is to improve the efficiency of the system. But financial management is also inclusive of setting up proper checks and balances, rather controls on finances. Modern management systems are voracious users of information and a large proportion of the information needed concerns the use directly or indirectly of financial resources. Any new financial management system must take on the routine production of financial effectiveness and efficiency indicators.

(4) **Allocate resources effectively in accordance with the objectives of the University:**

The requirement of resources needs to be estimated. The availability of the resources and subsequently planning for investment decisions and resource allocation and the utilisation of resources are to be used for achieving objectives of University.

(5) **Encouraging income generation:**

The previous function overlaps with that of encouraging individuals and subsidiary grounds in the University to generate income on behalf of the University as a whole and to reward them for doing so.
Broadly there are two ways in which individuals can be rewarded for undertaking activities that produce extra income. One is to treat such work as part of the normal work programme of the University and to enable consultancy work, to count as a criterion in applications for promotion or senior posts; the other is to allow individuals to retain a part of the income that is generated, either for themselves individually, or for the department or centre in which the individual has a specific interest.

Sources of funds and its evaluation:

Financial Inputs:

University is receiving following receipts in the form of grants and receipts:

(a) Funding from the Government - central and state.
(b) Funding from various agencies in public sector such as UGC, CSIR and DST.
(c) Donations or endowments or partial support from public including commercial organisations, business houses and philanthropists for special programmes of development.
(d) Income from various categories fees collected from students.
(e) Receipts from sale of publications.
(f) Receipts from hostels, quarters and other miscellaneous receipts.
(g) Interest on investments and other funds generated by the University itself through innovative programmes and proper and efficient management of its resources.
Shall be collected in the manner specified in the Act, statutes, ordinances, Regulations and Accounts Code.

Establishing and maintaining a University is today a very costly affair. Funds are needed for buildings, research equipment, libraries, sports and cultural activities, and for paying the salaries of the faculty, supporting staff and administrative staff. The salaries have to be competitive in order to attract the best talent to the universities. Laboratories and libraries have to be up-to-date in terms of the equipment, books and journals. To maintain a University at the best international standards requires vast financial resources and since these resources, specially in the Indian context, come mainly from the Government and, therefore, indirectly from the tax-payer, the universities have to justify the expenditure incurred by them through returns of high quality.

As explained earlier the funding of the University primarily comes from the sources mentioned above. Each of the sources contributes in varying measures to the total financial inputs required for a proper funding of the University system. However, each agency providing the resources naturally and legitimately expects the University to justify the resources through proper and efficient utilization and tangible results. Analysis can be made for each of these categories of resources in terms of the University's performance and results. Each of these categories of resources has its limitations on account of limited availability of funds with
each agency or category. However, each agency or category ultimately expect efficient functioning of the University with respect to the development of manpower required by the society. The ultimate effect is naturally judged on the basis of the quality of product coming out of the University system. Thus, its evaluation is based on the efficiency and skill with which graduates coming out of the University provide the required services to the society.

(a) Funding from the Government - central and state:

Both the Central and State Governments have to jointly own the responsibility for the development, maintenance and smooth functioning of the educational system. In the educational sector where entire funds or inputs comes from the Government, the accountability has to be judged not in terms of financial returns but in terms of the quality of the graduates and research output. Also, the social obligation of the state in respect of providing the opportunities for higher education to the members of the economically and socially disadvantaged sections of the society has to be kept in mind.

The University Grants Commission has established an Accreditation Council at national level for evaluating the financial performance besides others of the universities as well as of colleges. However, this evaluation will be used as a major criterion for allocation of grants. The State Government also needs to establish similar council for evaluating the performance of the
affiliated colleges, this will certainly contribute to the improvement of educational standards.

As regards recruitment of staff University will have to aim at recruiting manpower particularly teaching faculty, at a much higher level than the minimum qualifications prescribed. This talent can be used for preparation of new syllabus and even assessment of students at examinations. Besides ensuring the quality of staff, the universities have to devise ways for continuous monitoring of teaching, research and examinations evaluation.

(b) **Funding from various agencies - UGC, CSIR and DST:**

The funds received from the other agencies established by Central Government like UGC, CSIR and DST are providing considerable financial support for higher education particularly research. The support is given for specific major research project. The agencies are also sanctioning scientific equipment grants under the project. No doubt research paper or reports are published out of the research conducted from the funds but it is necessary to evaluate the research output not merely in terms of quantity but in terms of quality. The research output has also to be judged in relation to the financial inputs. A rigorous scrutiny either by the University or the funding agency is not exercised. It is high time that University should review this aspect and devise adequate mechanism. Peer Committees need to be appointed for this purpose for different disciplines.
Similarly research fellowships granted by the Central Government agencies leading to M.Phil. and Ph.D. degrees, in terms of quality of research same vigilance is needs to be applied.

Sometimes it is observed that the equipments often imported against valuable foreign exchange are not put to optimum use and is not maintained properly. It means considerable loss to the University. In this regard also proper monitoring and scrutiny by the Peer committees is essential and the universities have to take adequate steps to ensure such monitoring.

(c) **Donations or endowments or partial support from public:**

The another financial input in the University system consists of donations and endowments by individuals or trusts and this goes a long way in strengthening University's efforts to improve the standards of education and research. Prizes and Gold medals are instituted by citizens in the memory of their near and dear ones with a view to reward excellence and provide incentive for better achievement. However, the universities have to take every care to ensure that such awards go only to the truly deserving individuals. Otherwise the very purpose behind it will not serve. The objectivity can be ensured by the teachers who set the question papers and assess the answer-books.

(d) **Income from fees:**

The various fees such as fees in connection with examinations, eligibility fee, registration and tuition fee,
convocation fee, affiliation fee, gymkhana fee, sports fee etc. are collected from the students is also a major source of income to University.

(e) **Receipts from sale of publications:**

The various printed forms and publications are sold from the publication unit of the University, is also a source of income to University.

(f) **Receipts from hostels, quarters and other miscellaneous receipts:**

The hostel accomodations are provided to students at concessional rates, quarters to teachers and staff also gives an additional income to University.

(g) **Interest on investments:**

The surplus money available with University can be invested with the Banks specified in the Maharashtra Universities Act, 1994 and the amount so earned in the form of interest is also a major source of income to University. The proper and efficient management of resources also gives an additional income to University.

**Need for raising sources:**

In the dawn of the new millennium the temples of higher education cannot function in isolation. Liberalisation and privatization may force them to go for drastic changes.
Dr. Babasaheb Ambedkar Marathwada University,
Aurangabad

Table No. 8.1

Statement showing estimated income and expenditure and deficit

(Rs. in lakhs)

<table>
<thead>
<tr>
<th>Year</th>
<th>Estimated income</th>
<th>Estimated Expenditure</th>
<th>Deficit</th>
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</thead>
<tbody>
<tr>
<td>1980-81</td>
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<td>233.19</td>
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<td>2002-03</td>
<td>1175.00</td>
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<td>13.00</td>
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The table No. 8.1 shows the estimated income and expenditure of the general fund of Dr. Babasaheb Ambedkar Marathwada University for 23 years period from 1980-81 to 2002-03. In the year 1980-81, the estimated income was Rs. 60.30 lakhs and Rs. 52.27 lakhs respectively as against estimated expenditure of Rs. 233.19 and 256.42 lakhs respectively. In short, the deficit was Rs. 172.89 lakhs and Rs. 204.15 lakhs. The deficit is reduced from 1982-83 to 1987-88 varying in the range from Rs. 74.28 lakhs to Rs. 88.96 lakhs. In 1988-89 deficit again increased to Rs. 117.36 lakhs. The deficit again reduced from 1989-90 to 1994-95 and was in the range of Rs. 28.76 lakhs to maximum Rs. 96.00 lakhs. In 1995-96 again deficit was increased to Rs. 111.00 lakhs and was exceeding Rs. one crore till 1997-98. The deficit again reduced from 1998-99 to 1999-2000. Further there is reducing trend till 2002-03.

In short it reveals that the University is continuously in deficit during the span of 23 years. This only indicates that the resources available with the Dr. Babasaheb Ambedkar Marathwada University are not adequate enough to meet its growing expenditure. Hence, need for generation of financial resources arise.

The perennial financial crisis marked by government inability and apathy to support higher education in recent years have necessitated these educational institutions a totally new thrust of self-sufficiency, self-reliance and good governance.
(I) Need to generate internal resources through special efforts:

Various avenues can be explored for generation of additional resources, by Dr. Babasaheb Ambedkar Marathwada University are:

(a) Development of special intensive courses and transfer of Technology.

(b) Seminars and workshops.

(c) Fees from foreign students.

(a) Development of special intensive courses and Transfer of Technology:

Development of special intensive courses and transfer of technology development by the universities to industry and business where 20-30% surplus can be generated above the cost. For this purpose, the programmes have to be well-defined and truly intensive and useful for application so as to be saleable in the market. This is possible only if the faculty interacts with the potential market to find out the needs of the industry and also takes an initiative to develop such programmes. The University can provide a share to the faculty and the department from the profits under such programmes. This will be a good incentive to the faculty to promote such additional activities. The faculty will be enriched academically with the knowledge and understanding of the problems faced by industry and business. This will reflect
in improving the teaching even in the regular courses of studies and the benefits will finally reach the students in the graduate stream.

(b) **Seminars and workshops:**

Special seminars and workshops under the supervision and guidance of eminent scholars and professionals in certain fields can be organised by University on commercial basis. The earnings from this source should be distributed among the faculty, department and the University and these will help in augmenting the University's resources.

(c) **Fees from foreign students:**

If University make efforts to improve the academic standards, certainly foreign students can attract, for which University can charge fees at higher rates. This is being done in many universities in foreign countries. For example the University of Poona has been able to earn more in form of fees from foreign students for an entrance examinations for various courses. The receipts so received can be utilised for infrastructure development of the University.

(II) **External Resources:**

(a) **Industry linkage**

(b) **Support from Alumni Association**

(c) **Charging for services**
(a) **Industry linkage:**

University and industry are the parts of the community and they must be service oriented and cater for the requirements of the society in general. Many academic courses in the fields of specialised industries, social work, and technological sciences run by the University would never be possible without the help of local industries. Universities should not only produce educated man, cultured man and wise man but also professional specialists. The demands of industry must be considered while embarking on the new courses of study. If the industry wants a specially trained graduates from the University, it must contribute to the funding pool of University. Industry needs to generate funds for the universities so that the letter can provide well trained personnel to the former. Various foundations and industrial houses must have rapport with University authorities to develop special funds necessarily required for creating new type of experts as required by them in the growth and development of the industrial concerns. University provides talent and technique to the industry and industry in turn should help the University in fund raising process. University can impart knowledge and training for the personnel officers of the factories and can guide them in tackling difficult peculiarities in the field of industrial relations. Job evaluation, quality control are the few other fields where university can contribute for developing, a clean and clear work environment at
the shop floor. This will be very helpful for the management to run their concerns efficiently.

Industry and University need to work in close collaboration in order to develop a reasonable individual and a national social order. Both depend on each other, because out of their collaboration comes consistency and efficiency in the institutions of modern society.

Through consultancy University can also earn receipts. There are various ways in which universities and industries can help each other.

The universities can:

(i) Set up Liaison cells that have adequate data bases, on facilities, equipments and expertise, available in the universities, as also on the type and important features of industries in the region,

(ii) provide material characterisation, testing and certification facilities,

(iii) keep the industry informed about new discoveries / developments and innovative scientific work being undertaken,

(iv) provide consultancy services, of a variable nature, like the development of computer software, conduct of surveys, and solving problems,
(v) undertaken research related to technology transfer in collaboration with R and D units in industry,
(vi) help small and medium scale industries to induct and maintain modern technology,
(vii) provide training programmes for technicians, scientists and engineers, and to
(viii) develop specialised continuing education programmes for updating skills and knowledge.

The industry can:
(i) assist teaching programmes by giving endowments,
(ii) support research programmes; especially those on applied research,
(iii) make available sophisticated and costly equipments to the University for research,
(iv) provide financial assistance for the development of the University,
(v) assist in the development of curriculor and syllabi,
(vi) participate in teaching programmes, and to
(vii) provide facilities for hands-on-training

In order to facilitate University - industry cooperation the Government of India has provided tax-concessions to industry. Thus donations by industry to University level institutions are eligible for 100% tax exemption and donations supporting approved research projects in science and technology secure a 125% tax deduction.
(b) Support from Alumni Association:

If properly organised, the support from the Alumni Association can become a major and permanent source of additional resources. The Alumni Association can develop its corpus and a part of the returns on the corpus can be utilised by the Vice-Chancellor to plan for generation of additional resources.

(c) Charging for services:

Another important avenue for generation of resources will be changes to be levied for the services rendered by the University. For example facilities for xeroxing, photocopying, teelephone, telex, E-mail, etc. can be made available to the students and staff members by charging 10-15% above the actual cost but at competitive rates in comparison with market prices.

Financial Accountability in Terms of Accounting and Auditing of Income and Expenditure:

While studying boosting of the University finances, a financial discipline needs to be followed. The receipts generated though the internal and external sources and the resources so generated should be utilised for development of infrastructure facilities. This requires that the finance branch have to be very watchful with respect to the completion of the work prescribed under statutes, under the Accounts code of the University. A proper vigilance needs to be exercised on the receipts generated and the expenditure incurred.
Areas where receipts enhanced by Dr. Babasaheb Ambedkar Marathwada University:

Following are some of the areas where the receipts can be enhanced and finances are protected against improper use:

a) Investment policy

b) Expenditure control

c) Outsourcing support services in University administration

a) Investment policy:

The investment of the funds of the University in a short or long period is an important avenue with respect to generation of maximum resources through interest and dividend. However, while investing the surplus and endowment funds, the Finance and Accounts Branch has to be very carefully with respect to the reliability of the various avenues open for investment. In fact, the decisions regarding investment have to be taken on the basis of the available funds and the cash flow conditions. It is advisable to have an investment policy committee, consisting of experts in financial management so that the maximum return on the available funds can be obtained by the University.

b) Expenditure control:

Protection of finances against improper use, is the most traditional and by far the most widespread role of University financial managers.
University is a public body, getting receipts mainly from the students community and spending it on the objects specified in the University Act. It also receives financial assistance from the State Government, University Grants Commission, Central Government and other funding agencies for specific purposes. It is therefore, necessary that the authorities and the employees of the University who spend the money, should observe certain discipline in spending it and act in accordance with the principles of public accountability. With a view to ensure that these principles are followed, the University authorities should exercise continuous watch over the expenditure. This process of watch is referred to as 'Expenditure Control'. The main object of this continuous exercise is to ensure maximum economy and propriety in the spending of the University funds. Each proposal is carefully examined to see that the expenditure is covered by competent sanction, that it is covered by adequate budget provision, that sufficient funds are available for meeting the liability when it comes for payment and that the expenditure conforms to the rules and procedures.

While implementing the schemes and programmes, the funding agencies are issuing directives that the expenditure is to be incurred as per the University rules. However, the control over the expenditure can be exercised initially at the point at which proposal for spending originates.
c) **Outsourcing Support Services in University Administration**:

In the current globalisation, privatization and era of subsidy-withdrawal, University has to restructure its administrative activities to bring efficiency and effectiveness in their operations.

Now it is the practice in every organisation to higher services of skilled employees who are capable to work effectively. This enable the organisation to make free from routine supervision.

By outsourcing support services the job to be performed, by University administrators like training, motivating and evaluating the performance can be reduced. It reduce risks, save money and improve efficiency.

The outsourcing services can be possible to University in the following areas:

a) **Health services**

b) **Gardening services**

c) **Security services**

d) **Cleaning services**

e) **Maintenance services**

f) **Transportation services**

g) **Printing and xeroxing services**

h) **Canteen and mess services**
a) Health Services:

Besides payments of salaries to the regular University staff, the University has to spend a lot for purchase of medicine, maintenance of Health services Staff, purchase of instruments and incurs other expenditure. Though the services are provided by University, the satisfaction which is expected from health centre in a University by its users is very poor. Hence, the hired services of good hospitals and experienced physicians may give better quality of treatment and facilities. Hence by identifying the agencies a time-bound contract can be made with them. As a result University will be free from some of the recurring expenditures and will be free from managing routine and tension of health centre.

b) Gardening services:

The very purpose of making gardens has been to maintain beauty of the University. Huge expenditure is also incurred on salary and wages to maintain the gardens in the campus. It is observed that there is a lack of supervision and poor monitoring. There is no taining to staff. The gardening task can be entrusted to some outside private agencies at a lesser cost.

c) Security services:

Presently the work of security of the premises, buildings, liabrary, hostel etc. are performed through watchman. They have no any training nor any impact without proper uniform. Incase of
theft, burglary etc., accountability is not being ensured. Now some agencies are available for providing better security services, with professionally trained people to provide better security services at a relatively lesser cost. Therefore, it is advisable to hire guards on contract basis from professional security agencies to provide a safe environment in the premises.

d) Cleaning services:

It is observed by the University administrators that the regular employees engaged for cleaning of buildings and offices are not working sincerely or with speed. On the contrary if agency is engaged the persons attending the work have a better speed and efficiency in doing the cleaning job. Considering cost involved on salaries of staff engaged and cost of cleaning material, it is advisable for the University to go for outsourcing of these services. Outsourcing will certainly reduce the botheration of close monitoring and review as well as a clean and hygiene environment in the University.

e) Maintenance services:

University estate section normally handles maintenance services with the help of their carpainters, plumbers, electricians, masons etc. The untrained and unskilled staff has to handle the work of varied nature. Sometimes due to non-availability of materials they have to remain idle. These days, some of the Government agencies like PWD, Housing Board don't have full
from private printing press. There the price and qualities are negotiable.

h) Canteen and Mess Services:

University has to incur expenditure on the Canteen and mess furniture, kitchen utensils and gas connections etc. University has to maintain the buildings by spending huge amounts. Students are not happy with the quality of food as well as services provided by the cooking staff. It is difficult to manage and control the services. Sometimes University has to loose the rent receivable from the contractors. Therefore the hostels, guest house, and Canteens can be given to private contractors. The University will be benefited by more efficient quality of service at lesser cost, lesser burden on permanent staff, lesser burden of the control.

The University needs to maintain a cell to monitor these outsourcing agencies, which need to be honest, sincere and efficient. Test checking of services by higher authorities will further improve the services. Change is to be brought slowly. Initially the areas where fewer people involved needs to be outsourced. There is a need to take a bold initiative. Now, the time has come when University should not postpone this bold initiative of outsourcing to make these temples of higher learning efficient, competitive and better managed. Sooner the better.
Measures taken over by Dr. Babasaheb Ambedkar Marathwada University:

Critical analysis of Existing practices:

The University finances are more protected from the improper use and are spent more prudently. The expenses are incurred with due scrutiny and in accordance with the Accounts code. The funds are managed more efficiently.

Funding from Government - central and state:

The projects sanctioned by the various agencies, the amounts are received by University very late. The project implementation starts as soon as sanction is received or some amount received against sanction. However, most of the projects once started, huge amounts are remained to be received from granting agencies resulted in awaited grants and hence blocking of University funds.

Management of University should be firm on releasing of grants to the extent of grants received. The principal investigator of the project or the project organiser should be more careful in utilisation of funds according to the grants received.

Endowments:

The amounts so received for the endowments are very meager. The University is charging 10% as service charges on the income so received in the form of interest on the endowment
amount. In the early 40 years period from establishment of University, amount for cash prize and for gold medal to be instituted, were very meager, hence considering rising cost of gold and low rate of bank interest, fetching on the endowment, amount it is difficult to prepare the gold medal and to institute cash prize amount from the interest accrued. University should take necessary decision to enhance the amount of endowments already instituted and to increase for future endowment also.

**Fees collected:**

There is no any co-relation in the fees charged to the students and expenditure incurred, for example Rs. 2/- collected from each student as student Aid fund and amount incurred towards accidental policy of students and youth festival. The expenses to be incurred on students welfare activities, should be maximum to be meetout by raising concerned fees. In short there should not be financial burden on the University fund. By doing this the available University fund can be diverted for research and development of the University.

The fees structure for the foreign students be at higher side comparing to local students.

**Sale of publications:**

At present no costing is workedout for the priced publications sold by University. The cost to be charged for the
printed publications considering cost of material, expenses of printing and handling etc.

**Receipts from Hostels and quarters:**

Though the Hostels and quarters are constructed with Government funding, the expenses on maintenance of buildings, electricity, taxes, water charges and expenses on supervisory staff are much more than the charges recovered from students and staff towards Hostel charges and quarter rent. The receipts should match with the expenditure incurred.

**Interest on investments:**

University is getting interest on the investments with banks at par with other public. As per provisions of the Maharashtra Universities Act, 1994, the surplus funds are to be invested with the banks. Considering the declining trend of interest rate, University has to lose more amount. University should insist the banks for sponsoring of schemes or projects inorder to compensate the loss of interest.

University has earned interest on investment as shown below in Table No. 8.2 from 1996-97 onwards as under
Table No. 8.2

Statement Showing Interest Earned on Investment

(Rs. in lakhs)

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<tr>
<th>Financial year</th>
<th>Non salary Amount of investment</th>
<th>Interest earned</th>
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<td>1999-2000</td>
<td>526.00</td>
<td>120.00</td>
</tr>
<tr>
<td>2000-2001</td>
<td>781.00</td>
<td>89.00</td>
</tr>
<tr>
<td>2001-2002</td>
<td>569.00</td>
<td>196.00</td>
</tr>
</tbody>
</table>

From the above data it reveals that in 2002-2003 the amount of interest is reduced even though the investments are increased.

Schemes to be taken over by Dr. Babasaheb Ambedkar Marathwada University:

Rise in fees:

In the present era of privatilization the cost of quality education is increased. Students are not ready to afford the rise in fees to the traditional courses; but the fees to the professional courses needs to be enhanced.

Use of natural resources:

University is having land about 700 acres with 52 wells. Watershed survey can be undertaken with the help of Agriculture
Department / Water and Land Management Institute (WALMI). This will help in brining land under development and with this land can be brought under Dry land horticulture or tree plantation. Dippening of well and proper utilisation of water potential will help the University to undertake schemes like sericulture, floriculture.

**University press:**

The press is to run on commercial basis. Its viability is to be studied. If it is not viable the unit is to be closed by transfer of existing staff in other department of University. At present the staff salary and other necessary expenditure to run the press is incurred from University fund only.

**Conclusion and Recommendations:**

The Management of University is to be constantly aware and watchful with respect to the efficiency of the system. Specially in the areas of financial management. Financial Management of the University is directly related to its academic and administrative functioning vis-à-vis the use of resources drawn from the state exchequer, philanthropists and students.

Any additional resources generated by a University may be kept in a separate fund to be utilised for furtherance of the objectives of the University.

The University Grants Commission may provide a matching grant as an incentive to universities generating additional
sources. There should be a 100% income tax concession on all endowments and contributions made to the universities and additional concessions to donors sponsoring selected research projects in the universities. Universities should be encouraged by UGC to augment their resources for covering a larger proportion of the costs of education than at present, the increased burden must be borne mainly by those who can afford it. State Government funding must continue to be an essential and mandatory requirement for support to higher education. The State Government must continue to accept the major responsibility for funding the essential maintenance and developmental requirements of the University.

University should have a perspresteive plan for proper use of available resources, to make possible efforts to explore the avenues for enhancement of income of University, to make available outsourcing services to reduce the overheads.

University must have a perspective plan which must be linked to its objectives, environment and potential.

SELECT REFERENCE:

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2) Dr. H.S. Deol: University - Industry interaction.

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