

**LOYOLA COLLEGE OF SOCIAL SCIENCES  
THIRUVANANTHAPURAM**



**CRITERIA 7: Institutional Values and Best Practices**

**7.1.5- Green campus initiatives**

**7.1.5-1 ENVIRONMENTAL POLICY**

**See Page 52-60 of Loyola College Policy Manual**

**LOYOLA COLLEGE OF SOCIAL SCIENCES**  
**THIRUVANANTHAPURAM**  
**KERALA**



**POLICY MANUAL 2020**

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## PREFACE

Loyola College of Social Sciences, founded in Trivandrum by the Society of Jesus or the Jesuits in 1963, is part of a larger international community, which comprises of 3,897 Jesuit Educational Institutions in 96 countries. Globally, the name ‘Jesuit’ is associated with quality in the field of education. Loyola College Trivandrum resonates the Jesuit commitment to providing quality education at par with global standards of excellence. Presently, the college offers five post-graduate courses (Sociology, Social Work, Social Work in Disaster Management, Human Resource Management and Counselling Psychology) and three doctoral programmes, in addition to being actively involved in research, consultancy and outreach. The Jesuit principles of “Magis” and “Service” infuse all our academic, research and outreach endeavors.

The year 2020 has been so historically significant, that for any institution to move forward, a fresh strategy was inevitable. As we began the daunting task of revisioning ourselves, and in the process preparing a revised Policy Manual and Perspective Plan, three historical milestones and the possibility of two crucial events stood before us as reference points. The historical milestones were the publication of the Jesuit Apostolic Preferences of 2019, the National Education Policy (NEP) 2020 and, the emergence of a COVID-sensitive educational scenario. The two major events that confronted us in the recent future were the upcoming fourth NAAC accreditation of our institution in 2021 and the possibility of us becoming an Autonomous institution.

- **The National Education Policy 2020:** The main thrust of NEP regarding higher education is to transform higher education institutions into large multidisciplinary universities, colleges, and HEI clusters/Knowledge Hubs, each of which will aim to have 3,000 or more students by 2040. There was an explicit encouragement for faculty and institutional autonomy and a call for diversification of programmes. There was also a restatement of the vision for higher education and a clear spelling out of the expectations about new courses and the revamping of present curriculum, pedagogy, assessment, and student support for enhanced student experience. The NEP has opened before us new opportunities as well as challenges.
- **The Jesuit Apostolic Preferences 2019:** The Jesuit Apostolic Preferences, instituted by the Jesuit Secretariat, are four areas vital for the world today and act as a point of reference to the whole Society of Jesus. Jesuits all over the world are called upon to give attention to these preferences for the next 10 years, namely 2019-2029. The four apostolic preferences are: Showing the way to God, Walking with the Excluded, Journeying with Youth and

Caring for our Common Home. As we endeavor to fulfill our commitment to the Jesuit Mission, it is important for us to place the Jesuit Apostolic Preferences before us.

- **Application for Autonomous Status 2020:** Loyola is a post-graduate college in Social Sciences, which secured the highest NAAC grade of A for 3 consecutive cycles, our last NAAC score being 3.72 CGPA/4. As per UGC guidelines and the UGC letter no. F.18-1/2018(AC) dated Jan 24, 2019; these qualifications make us eligible for Autonomous status without onsite visit by Expert Committee. Accordingly, we made the application for autonomy on May 23, 2020 (Application No. UGC-AC-KER-00000062), and also has personally requested UGC to help us acquire the status. We urgently feel the need for expansion and we believe an autonomous status is a pre-requisite for us to adapt to a far-reaching and meaningful reinvention of our college.
- **NAAC Fourth Accreditation 2021:** We are in the last year of our fourth cycle and we are hoping to submit our SSR report in less than a year. We had been working tirelessly to make us worthy of another A grade, and if possible, a score and position that matches our previous scores. At this juncture, we also have to take stock where we are at present, how far we travelled from the past accreditation and how far we have to go.
- **Education Post-COVID:** The pandemic has changed all our lives, for the better or for the worse, at least for the near future. Educational Institutes have moved online with students confined to their homes. Learning opportunities that require direct contact have become problematic. New methodologies and avenues that maximize the learning experiences of students are yet to be explored in full swing.

In the context of these events, change is imminent to adapt and flourish. To bring about that change, we needed to revisit our vision and mission, revise our policies, prepare a plan that aligns with the policies and deploy systems to implement, monitor and evaluate the plan. In preparing the policy and plan of the institution we have incorporated the mandates and necessities posited by the above events.

) Loyola has faith in the NAAC criteria and the NAAC assessment process to transform higher education institutes into centres offering superior learning experiences. We believe that if followed in the true spirit of the process, the assessment process can bring a quantum change to the institutional practices. Hence, the current policy has been conceived and cast within the NAAC 7-criteria framework. Adopting this framework helps us in self-evaluation on all the indicators and also assists us in planning and expansion.

- ) The New Education Policy pushes for diversification and expansion in all dimensions. Loyola has been a small college and we have been proud and comfortable with our humble numbers, because these numbers served us well in accomplishing our primary goal of moulding the personality of our students, in the process of production of post-graduates. Our status as a Social Sciences college also needed to be re-examined and redefined, so as to facilitate expansion. Courses of inter-disciplinary nature needed to be visualized. Expansion without compromising our quality parameters was a challenge.
- ) We have renewed our commitment to the apostolic preferences. Some of these preferences needed to reflect in our vision framework. “Faith in higher power” was added to our Core Values to reflect the preference of “Showing the way to God”. The apostolic preference of “Caring for our Common Home” was emphasized through adding the phrase “ecologically responsive” in the mission statement. The Programme Outcome of “Sustainability Consciousness” also caters to this preference. Loyola’s vision framework has always emphasized the preference of “Walking with the excluded”, and as a Jesuit institution of higher education we have been “Journeying with youth” in every sense.
- ) Our IT infrastructure and resources helped us tide over the pandemic situation very effectively. Our Moodle platform was a life saver, which supplemented our online Zoom platform. Even though the campus has become active now, the threat of repeated lock downs of individual departments and the whole college still looms high. We have to plan ahead for online learning and assessment models.
- ) A number of meetings, painstaking efforts and expert reviews have gone into the process of the formulation of this document.

## 1. INTRODUCTION

Loyola College, Trivandrum sees education as a proactive investment of quality time and resources in building a culture of excellence, inclusion, innovation, integrity and service. Our vision is to engender holistic transformation of the student by promoting excellence in the realms of intellect, personality and service. To realize this, our strategy is to adopt Engaged Competence Enhancement (ECC), which is an indigenous approach that combines teaching, research and social outreach to drive social transformation.

### 1.1 VISION

Fostering excellence in thinking, commitment and engagement for holistic transformation

### 1.2 MISSION

Engaged competence building for grooming globally competent, socially sensitive, ecologically responsive, ethically rooted thought leaders and agents of change

### 1.3 CORE VALUES

1. Quest for Excellence in learning and life (Magis)
2. Responsible citizenship behaviour (Service and Sustainability)
3. Promoting technology and innovation (Innovation)
4. Nurturing spiritual quotient (Faith)
5. Inculcating strong value system (Inclusiveness and Integrity)

### 1.4 MOTTO

Excellence in life through service

### 1.5 PROGRAMME OUTCOMES (PO)

Globally Competent

Social Sensitivity and Engagement

Lifelong Learning

Sustainability Consciousness

Ethical Orientation

## 2 CURRICULAR ASPECTS

### 2.1 CURRICULUM PLANNING AND IMPLEMENTATION

#### 2.1.1 Planning and Delivery

- a. Curriculum planning and delivery is envisaged through three mechanisms: Annual evaluation and planning meetings, preparation and publication of academic calendar, regular convening and documentation of staff meetings.
- b. **Annual evaluation and planning meetings:** Annual evaluation and planning meetings are to be held at the institutional level at the end and the beginning of an academic year respectively.
- c. The perspective plan document shall be used as a basis of evaluation and planning.
- d. The college, as well as each department, has certain key activities that guide curricular, co-curricular and extracurricular aspects. Based on feedback from evaluation meetings, during planning meeting, these key activities are to be revised, determining new focus areas and action strategies.
- e. The time schedule for the upcoming year is also decided tentatively.
- f. These planning and evaluation meetings shall be documented thoroughly, indicating achievements in the previous year and targets for the upcoming year.
- g. During these meetings, new office bearers are to be selected from among staff to head various clubs and committees.
- h. The list of office bearers is published in the Annual Handbook.
- i. **Academic Calendar:** As part of curriculum implementation, the college follows the University calendar with regard to curricular aspects. However, every year the college shall print its own calendar incorporating university calendar and college level activities.
- j. Departments shall prepare timetables based on the academic calendar.
- k. The calendar is to be published on college website and circulated among students.
- l. **Staff meetings:** The implementation of curriculum involves the following activities: maintenance of attendance books and attendance registers for students and teachers, timely conduction and evaluation of internal and external exams, assignments, seminars and dissertations.
- m. Co-curricular and extra-curricular activities are also to be conducted regularly in a timely manner.
- n. At least one staff meeting is to be conducted every month at the institutional level, as well as the departmental level to ensure that the activities are proceeding as per plan.

- o. More staff meetings can be convened based on need. The minutes of these meetings are to be prepared and documented in the minutes books of the staff council as well as department, along with the signatures of teachers present and at each meeting.

### **2.1.2 Curriculum Development**

- a. The University of Kerala initiates syllabus revisions every five year. The faculty of the college shall actively contribute to the syllabus revision process.
- b. The faculty involved in the process shall ensure active participation of students, other faculty, alumni, experts and employers in the process of syllabus framing.
- c. All documents with regard to the syllabus revision process shall be secured by the Head of the Department and be made available to the college office and IQAC.

### **2.1.3 Membership in Board of Studies/Academic Bodies**

- a. It is mandatory for all teachers to participate in assessment of internal and end-semester answer papers and invigilation duties, with regard to the University of Kerala.
- b. Every effort shall be made by faculty to collect proofs of such memberships/engagements. All documents received as proofs of such memberships and engagements shall be kept safely.
- c. Participation in the assessment and curriculum development processes outside the University is also encouraged, with the condition that such engagements should be reported to the college office following due procedures, and ensuring that existing responsibilities in the college are not interrupted.

## **2.2 ACADEMIC FLEXIBILITY**

### **2.2.1 Certificate/Diploma courses**

- a. Presently, the college offers 1 Diploma Course and 8 Certificate Courses.
- b. Under CACEE (Kerala University), we offer PG Diploma Course in Counselling Psychology and Certificate in Library and Information Science (C.L.I.Sc.). A teacher-in-charge shall be appointed with regard to these programmes, to ensure smooth implementation.
- c. The Institutional Certificate Programmes include: (7) Street Theatre, (2) SPSS (3) MS-Excel (4) Expressive Art Therapy, (5) Participatory Rural Appraisal (PRA), (6) Life Skills, and (7) Qualitative Data Analysis.
- d. Students shall be encouraged to participate in these programmes.

- e. The college shall reserve the right to mandate compulsory attendance in institutional certificate programmes if it feels these are essential to student formation.
- f. Students shall be encouraged to enroll in certificate courses, related to their fields, offered by other institutions.
- g. Faculty-in-charge of certificate programmes shall maintain a register which has details of all students enrolled in such certificate programmes. Also reports of such programmes are to be maintained as proofs.

### **2.2.2 New Courses**

- a. Every effort shall be made to add new courses to the college.
- b. Historically, Loyola had been a social sciences college. However, with the advent of the new educational policy and the significance of a multi-disciplinary outlook, we realize the need for diversification. While priority shall still be to facilitate new and innovative courses in the field of Social Sciences, we shall be open to exploring other options.

## **2.3 CURRICULAR ENRICHMENT**

### **2.3.1 Value-Added Programmes:**

- a. The college shall offer a number of programmes, in addition to curricular activities, to develop the knowledge, skills and exposure of students.
- b. Students shall be given opportunities to attend lectures, seminars, conferences, workshops etc. within the college.
- c. Students shall also be encouraged to attend value added programmes outside the college, if the department deems necessary, provided that usual curricular processes are not interrupted.
- d. Currently, at the institutional-level, we have the following platforms/bodies, in addition to curricular aspects, to discuss and inculcate values on certain issues.

Human Values	Value Education Programme
Professional Ethics	Professional Ethics- Annual Lectures
Professional Competence	Meet the Alumni and Meet the Excellence Series

Gender	Women's Cell
Environment and Sustainability	Environment Club & Bio-diversity activities

### 2.3.2 Experiential Learning

- a. Being a social sciences college, with a majority of professional courses, experiential learning is mandatory for the students. All courses shall offer maximum opportunities for experiential learning.
- b. Experiential learning includes field work, internships and dissertation work.
- c. Field work opportunities may include exposure visits, concurrent field work, block field-work, study tours, camps, live-in exposures, action projects, project work, participation in research projects and other programmes organized by government or non-governmental bodies.
- d. The department shall secure and safekeep letters which indicate that students completed internship in a particular organization. Also, departments shall collect feedback from employers, with regard to the same.
- e. Wherever possible departments shall endeavor to obtain proof of participation and collaboration with other organizations for field work.
- f. Departments shall maintain a field work register which provides details of field work schedules, institutions/communities/agency supervisors and students related to field work.

## 2.4 FEEDBACK SYSTEM

- a. Inclusive growth of an institution can take place only if the stakeholders provide feedback and the institutions takes requisite action based on feedback. The college shall make all efforts to collect feedback from all stakeholders in a timely manner, and take action on feedback.
- b. Feedback shall be collected from all stakeholders.
- c. We have seven categories of stakeholders, namely- students, parents, teaching, non-teaching staff, alumni, employers and community. Employers include the head/supervisors of organizations in which our students are placed as interns, as well as organizations in which our students are employed.
- d. Feedback is collected at different levels, using different methods at different times of an academic year.

- e. **Open House:** At the end of a semester, students are seated in a group and asked to provide verbal feedback on their learning experience. HoDs are the point persons for Open Houses. They are responsible for documenting the processes of Open House, discussing the issues raised with all faculties, taking appropriate action and conveying the action to students.
- f. **STEF** is a quantitative tool used to evaluate the teacher competency on subjects delivered. It is held after a particular semester ends. STEF for a particular department is conducted by teachers of another department. At the end of an academic year the STEF Formats shall be consolidated for a teacher.
- g. **PIMER Evaluation:** PIMER is Loyola's signature methodology used by students in implementing group events. PIMER stands for Planning, Implementation, Monitoring, Evaluation and Reporting/Reimagining, which are the different phases of implementing an event. PIMER is used at the college level as well as departmental level. During the evaluation phase of an event organized and conducted by the students, feedback is provided. Such feedback is documented so that the next batch of student-organizers can make use of it to rectify previous errors and plan in a better way.
- h. **IQAC-headed Feedback Systems:** The other feedback forms/processes presently used in the college are: NAAC Teaching Learning and Infrastructure Performance for 2<sup>nd</sup> semester students, Exit Interview Tool for 4<sup>th</sup> semester students, PTA Performance, Teaching Staff Evaluation Form, Non-Teaching Staff Evaluation Form and Alumni Feedback Form.
- i. **Employer Feedback Form:** Departments are responsible for contacting employers and internship providing agencies and collect feedback from them about the students placed with them and about the curriculum, new trends and competencies etc.
- j. **Feedback Reports:** Report of feedback shall be generated within 15-days of receiving such feedback. The responsibility for preparing report of college level event is with the teacher-designated and for departmental level activity is with the Head of the Department.
- k. **Action Taking at the departmental/ sub-group level:** All feedback or feedback reports generated at the departmental level or group level shall be discussed by the departmental faculty or faculty-in-charge. Where possible, action shall be taken immediately and documented along with the feedback report as *Action Taken*. Where it will incur time to take action on particular feedback, plans for addressing such feedback shall be made and reported as *Action taken (plans)*. Every effort shall be made to address such feedback within 2 months of receiving the feedback.
- l. **IQAC and feedback:** All feedback reports with Action taken (wherever applicable) shall be sent to the IQAC. IQAC shall be responsible for collecting, analyzing and listing

suggestions provided during institutional level feedback like Alumni Feedback, Teaching and Non-teaching feedback, Teaching-Learning and Infrastructure feedback, IQAC Student charter feedback and STEF summary feedback.

- m. **Action-taking at the institutional level:** All suggestions listed by IQAC as part of institutional feedback shall be submitted before a high-level committee, which shall review the feedback forwarded to it by IQAC. The committee shall make plans for implementation of feedback and conduct regular meetings to ensure that these plans are being carried out.

### 3 TEACHING- LEARNING AND EVALUATION

#### 3.1 STUDENT ADMISSIONS

- a. Admissions to all the programmes shall be done based on government and university norms.
- b. Prospectus of the college shall be available online for students applying for admissions.
- c. Diversity in terms of residence, language, religion, gender etc. shall be encouraged.

#### 3.2 TEACHING - LEARNING PROCESS

##### 3.2.1 College roles

- a. The teaching-learning process in Loyola shall promote the implementation of quality teaching and learning aimed at moulding of individuals for others.
- b. The college commits to providing a learning environment in which all students are challenged through high quality teaching, supported by excellent learning ambience.
- c. Loyola College proposes to facilitate beyond academic achievement by developing a passion for learning, a capacity for independent and critical thinking, self-awareness and resilience, self-confidence and genuine interests that extend beyond the confines of the classroom.
- d. The practicum shall be an integral part of the andragogy of the teaching-learning process of the institution.
- e. The college shall promote collaborative teaching models.

##### 3.2.2 Teacher roles

- a. Faculty members are expected to demonstrate sound knowledge and understanding of the subject matter being taught.
- b. Teachers will be individually and collectively responsible, to teach the curriculum.
- c. Proper management of time to meet curricular requirements as per the university schedule is essential.

- d. Teachers shall meet and follow all university requirements with respect to teaching-learning.
- e. Teachers shall implement effective assessment strategies to review student progress.
- f. As part of the teaching learning journey, students may be taken into confidence from time to time by communicating their current level of attainment at the end of every internal examination and what they need to do to improve.
- g. Every teacher is expected to evaluate the impact of their teaching in order to continue improving as a reflective professional.
- h. Teachers are advised to utilize a range of teaching, methods and strategies that support students to think and learn in diverse ways;
- i. Innovative teaching methods shall be made use of and such models be documented.
- j. Teachers may constructively check and appreciate students' prior knowledge so as to build on, experiences, and skills.
- k. Collaborative teaching models shall be promoted.
- l. Teachers advocate for their students in order to help them meet their social, emotional, and educational needs.
- m. Teachers continue to grow professionally in both their discipline and general andragogy;
- n. Teachers shall recognize their responsibility in having the ability to influence students as learners and individuals with integrity.

### **3.2.3 Students roles**

- a. Students shall contribute whole heartedly to the engaged competence building process.
- b. Students shall involve voluntarily in curricular and co-curricular activities.
- c. To ensure that the education received is holistic, leading to personal transformation; students shall make best use of opportunities like certificate courses, student support activities and facilities, mentoring and other value-added programmes and resources of the department and college.
- d. Students shall submit assignments, seminars and other requirements as per stipulations and punctually.
- e. Students shall carry out field work rigorously, ensuring that the requisite hours are met and the reports are submitted regularly in prescribed format.
- f. Students shall accept feedback from teachers with openness and make every effort towards self-enhancement.

- g. Students shall work hard to ensure that they pass the programme within the stipulated time.
- h. Students shall make every effort to complete university requirements for programme completion, in terms of fees to be paid, certificates to be submitted or verified etc., so as to ensure that their results are not withheld.

### **3.3 USE OF ICT IN TEACHING**

- a. Teachers shall use opportunities to introduce technology integrated learning.
- b. The active use of Moodle shall be encouraged at the college and departmental level. All students shall be enrolled as users on the college Moodle platform.
- c. Moodle shall be adopted as the interface, assessment and documentation portal between students and teachers during the virtual teaching and learning exercise.
- d. E-content, digital content and E-Learning platforms like Moodle shall developed continuously and be used to tide over contingent situations like pandemics.
- e. Teachers shall be provided training with respect to technology integrated learning.
- f. Teachers shall keep note of all the electronic, online resources and applications they use for teaching-learning purposes.
- g. A page on website shall be dedicated to ICT Resources.

### **3.4 MENTORING**

- a. Mentoring shall be provided by staff to all the students to help them realize their full potential.
- b. Each student will be assigned a mentor at the beginning of their course, who would continuously assess the student progress and report to the department council on the progress and the necessity for support.

#### **3.4.1 College's Responsibility**

- a. The college shall allot a single hour every week to mentoring.
- b. A teacher will be designated at the college-level as in-charge of mentoring. The teacher in-charge shall ensure that mentoring happens according to schedule and that the qualitative aspects of mentoring are adhered to.
- c. A set of forms shall be created and circulated among teachers and students by the Mentoring team for mentoring purposes. Teacher in-charge of mentoring shall ensure that these forms are filled by all and returned to him/her.
- d. Teachers shall be provided adequate guidance regarding the mentors' responsibilities and support.

### **3.4.2 Teacher-Mentor's Responsibility**

- a.** The Teacher Mentor shall meet their mentees on a regular basis and a dossier shall be maintained for each student and the same would be updated as and when a meeting happens.
- b.** The Teacher mentors shall assist in the identification of students who require additional personal or academic support and to ensure appropriate interventions.
- c.** End semester assessments shall be discussed in the department council and remedial measures shall be formulated where ever necessary.
- d.** A feedback shall be provided to the student; this may be done individually or with the entire department sitting as a board based on a consensus, in the better interest of the student
- e.** Critical, life-threatening issues shall be brought to the attention of the Head of the Department and referred if it is likely to affect the life of the student or anyone concerned.
- f.** The mentors shall ensure the privacy and confidentiality of the mentees.
- g.** The mentor shall maintain a file of mentees assigned to him/her and record meetings in the file.
- h.** The mentor shall provide report of mentoring to the mentoring team.

### **3.4.3 Student-Mentee's Responsibility**

- a.** Each student is responsible for meeting the mentor periodically (as specified).
- b.** This, however, shall not limit the mentee from meeting any other 'mentor.'
- c.** The student shall, as far as possible, be forthright and willing to self-disclose with the Mentor.
- d.** The student needs to be aware and informed about the probability that critical, life-threatening issues may be intimated and referred if it is likely to affect the life of the student or anyone concerned.

## **3.5 Advanced and Slow Learners**

- a.** The college shall make every effort to encourage advanced learners and assist slow learners. However, the college shall not encourage the use of the terminology "advanced" and "slow" learners, especially before students, so as to prevent discrimination.
- b.** An inter-departmental Induction programme shall be conducted for minimum 4 days duration for freshers, to introduce and induct students to the culture, systems and facilities of the college.

- c. Each department shall organize a bridge course to ensure easier transition and induction of students from degree backgrounds different from their post-graduate degree.
- d. Data shall be collected on the learning styles and capabilities and achievements of students at three levels- during entry, using the Entry level Assessment Tool (EAT), after each of the two internal exams and after results of end-semester exams are published.
- e. The primary route through which the needs of advanced and slow learners are catered to will be through mentoring.
- f. Mentors shall, as part of their weekly mentoring sessions, identify problems faced by slow learners and explore avenues for advanced learners. Such interventions shall be documented.
- g. Suggestions for remedial classes shall be forwarded by the mentor to the Department, which shall organize remedial classes.
- h. Programmes for advanced learners shall be designed by the mentor considering the interests and capabilities of the advanced learner. Suggestions for common programmes for advanced learners may also be forwarded to the Department and be implemented through the department.

### **3.6 Evaluation Process and Reforms**

- a. The college shall encourage varied assessment procedures, in keeping with university norms.
- b. Reforms shall be initiated periodically.
- c. Any complaints in relation to exams shall be addressed by the Examination Grievance Cell.
- d. The name and contact details of Examination Grievance Cell shall be published in the Handbook and Calendar.

### **3.7 Student Performance and Learning Outcomes**

- a. Loyola is committed towards pursuing an Outcome Based Education (OBE) methodology.
- b. All teachers and students in Loyola shall be aware of the Programme Outcomes (PO) of the college and the Programme Specific Outcomes (PSO) of the Department.
- c. POs, PSOs and Cos shall be made measurable as far as possible and the student achievements shall be quantified.
- d. All curricular, co-curricular and extra-curricular activities and assessments of students shall be planned and designed to incorporate the POs, PSOs and COs.
- e. Teachers and students shall be conscious of the need to achieve the POs, PSOs and COs.
- f. During the end of each semester, student performance on outcomes shall be consolidated and presented to students, taking their feedback.

- g. Technology shall be developed to facilitate the process of measuring and communicating of outcomes.
- h. POs, PSOs and COs, and outcome assessments of students shall be displayed on the website.

## 4 RESEARCH, INNOVATIONS AND EXTENSION

### 4.1 RESEARCH

- a. Research shall be a priority area of the institution placing it on par with teaching-learning process.
- b. All the research activities of the institution shall come under the larger umbrella of Loyola Research Centre (LRC).
- c. The Principal shall be the Director of LRC. LRC shall function at four verticals - Doctoral Research, PG Research, Funded Research and Extension Research.
- d. 'Extension Research' of the LRC shall be done through Loyola Extension Services (LES). LES shall function as the outreach wing of the LRC, which shall focus on action research.
- e. Each of these verticals shall be coordinated by a General Research Coordinator (GRC).

#### 4.1.1 Loyola Research Monitoring Committee (LRMC)

- a. The research activities of the LRC shall be guided and monitored by the Loyola Research Monitoring Committee (LRMC).
- b. The Composition of the LRMC shall be the following: Director (Principal), LES Director (General Research Coordinator), Research Coordinator (Doctoral Research), Research Coordinator (Student Research Colloquium), Research Coordinator (Funded Research), Bursar Loyola College, Head, Department of Sociology, Head, Department of Social Work, Head, Department of Personnel Management, Head, Department of Counselling Psychology and Head, Department of Disaster Management.
- c. The responsibilities of the Committee shall include:
  - Monitor the overall research activities of the LRC.
  - Prepare, execute and revise the research policy whenever required.
  - Assist and motivate the faculty, research scholars and students to prepare project proposals in their research area.
  - Approve research proposals for recommendation and funding whenever required.
  - Facilitate ethical clearance for research proposals

- Organize research methodology workshops and conferences on scientific writing and academic publication, availing the support of the UGC/ICSSR.
- Steer the projects of the college and LES.
- Monitoring the dissemination of research outputs in various forms like research reports, working papers, research symposiums, etc.
- All research works of the college shall be initiated and monitored through the ethical committee.

#### **4.1.2 Doctoral Research**

- a. The Research coordinator (Doctoral Research) shall be a senior faculty who is an approved research supervisor of the University. He/she will coordinate the doctoral research activities with the support of two general coordinators from the research scholars.
- b. Monthly meetings shall be conducted for the Research Scholars.
- c. Attendance Register shall be maintained in the Principal's office in order to ensure everyday attendance.
- d. Periodic meetings shall be organized to review the progress of the scholars' work.
- e. Pre-Submission seminar at the college level shall be organized for Research scholars.
- f. Research scholars shall be involved in the teaching learning process of the Institution, which includes apart from the regular teaching assignments, responsibilities such as internal examination invigilation, assistance in practical, post graduate research support etc.
- g. A room shall be allocated for research scholars.
- h. Annual gathering of the research scholars and supervisors shall be conducted
- i. Yearly function shall be organized to honor the doctoral awardees

#### **4.1.3 Student Research Colloquium (SRC)**

- a. The SRC shall be responsible to upkeep the research culture among students.
- b. The SRC shall essentially be interdisciplinary in nature, a veritable confluence of all departments.
- c. A senior faculty shall be the Research Coordinator (Student Research Colloquium)
- d. The SRC shall regularly conduct the synopsis presentations; arrange classes on various topics in research methodology, data analysis workshops and pre-submission of dissertation topics by the postgraduate students.

- e. The students shall be given opportunity to assist in certain research projects of the faculty.
- f. Students shall participate in the Open Defense of the research scholars so as to create an interest in research.
- g. Basic and advanced inputs in research methodology and statistics by eminent resource persons shall be organized at regular intervals

#### **4.1.4 Funded Research**

- a. The faculty members shall be given full autonomy in the organization and conduct of research projects. All the infrastructural and administrative facilities shall be made available to them for the conduct of the research projects.
- b. External research funding may be generated by the faculty from various sources, both national and international funding agencies.
- c. Seed money shall be made available to the faculty members, if needed, for the start-up of the research projects.
- d. Students-, research scholars-, and alumni-involvement and support shall be encouraged for institutional research projects, if required.
- e. Collaborative research with other institutions shall be promoted.
- f. Separate account shall be maintained for each project and all payments shall be made within the stipulated time specified by the funding agency or 30 days of the completion of the project.
- g. Utilization certificate of the projects shall be provided on time.
- h. Transparency shall be ensured in all dealings by getting the account audited every year for projects exceeding one year.
- i. Faculty members shall be encouraged to acquire higher qualification in their respective domains to equip them better in the conduct of research.

## **4.2 PUBLICATIONS**

### **4.2.1 Loyola Journal of Social Sciences**

- a. Published since 1987, Loyola Journal of Social Sciences is a multidisciplinary, peer-reviewed biannual published by Loyola College of Social Sciences. It carries research papers of the theoretical and empirical nature, articles, field experiences, reports, research in progress and book reviews. Loyola journal of Social Sciences covers regional, national and international issues. The journal is widely used by academic, students, practitioners, NGO workers and policy makers.

- b. Currently the journal is abstracted/ indexed in: All India Index to Periodical Literature in English (AIIPLE), CSA Sociological Abstracts, CSA Worldwide Political Science Abstracts, Social Services Abstracts and the International Bibliography of the Social Science (IBSS).
- c. The journal shall cater to standards of International indexing/ UGC CARE.
- d. The Loyola Journal is conceived as a platform for disseminating and generating social sciences knowledge. Collaborative engagements with international universities shall be promoted.
- e. The Editor of the Journal shall be a faculty of the college.
- f. All work related to the journal, namely acceptance of papers, review of papers and publication of papers shall be done through the college website.
- g. The journal shall be bi-annual (January-June and July-December), of which one may be edited by a Guest Editor.
- h. The journal shall be published in print as well as online version/issue/mode.
- i. The journal shall be multidisciplinary, covering different areas of social sciences
- j. The articles in the journal shall be published only after peer-review
- k. Quality and merit of the articles shall only be the consideration for inclusion in the journal
- l. The quality standards being equal, the articles of the faculty, students and scholars of the institution shall be given priority considered.
- m. All activities of the journal shall be done online.

#### **4.2.2 Loyola Publications**

- a. Faculty and students of Loyola can make use of Loyola publications for their publication needs as a platform to disseminate the research outputs in social science areas
- b. All the work submitted to the Loyola publications shall be reviewed by a publications committee.
- c. The publications shall be predominantly in the form of working papers or books.
- d. The publications division shall provide ISBN to the authors on request; however the cost of publications shall be borne by the author(s). Authors shall avail the facility of ISBN from Loyola publications.
- e. Publications like Vision beyond, Loyolite (Alumni Newsletter, Departmental newsletters will also fall under the head Loyola Publications

### 4.3 INNOVATIONS

- a. The college shall foster an ecosystem for innovation. A faculty shall be designated as in-charge to facilitate Innovations.
- b. The Innovations club shall promote programmes and projects on entrepreneurship.
- c. Being a Post graduate institute with doctoral programmes, knowledge creation and dissemination shall be a very significant area for Loyola.
- d. Loyola believes that out P.G. Dissertations and Ph.D. thesis are the greatest avenues of knowledge creation. Student Research Colloquium (SRC), earlier called as Research Clinics, and the Research Scholars' presentations, shall continue to be platforms where the knowledge building process and its outcome is deliberated on.
- e. Research Supervisors shall make every effort to bring out publications from student dissertations and Ph.D. theses.
- f. All dissertation and Ph.D. students shall be encouraged to attend an IPR Seminar or an IPR Moodle course.
- g. At least one workshop shall be organized on Research Methodology in two years.
- h. At least one workshop shall be organized on Entrepreneurship in two years.

### 4.4 CONSULTANCY

- a. The faculty members shall be encouraged to take up consultancy services.
- b. The institution shall bring out a consultancy directory which shall carry details of the faculty members and their domains of expertise.
- c. The profiles of the faculty members shall be given in the college website.
- d. Human Capital Development Centre (HCDC) and Live lab shall function as centres specifically meant for consultancy and training.
- e. The income generated through consultancy on working days shall be shared on a 60-40 basis. As part of the consultancy services, faculty members shall offer extension lectures and training sessions to various groups and agencies.
- f. LES, the Social lab, shall be the recognized centre, offering consultancy and training programmes in child rights, human rights issues, community development, family and student counselling, women empowerment and soft skill training.
- g. The faculty members of the college shall be encouraged to take up consultancy works
- h. The income generated through consultancy is shared between the faculty involved and the institution. The ratio of sharing is 60:40. 60% of the income generated shall be given to the faculty and 40% to the institution.
- i. The income generated through consultancy shall be utilized as stated in the finance policy.

## 4.5 EXTENSION

- a. Loyola College of Social Sciences has always had an unflinching commitment to community engagement and service. Our vision, mission and motto shall at all times resonate social engagement and service.
- b. The extension and outreach activities of the college shall be operationalized at in three ways:
  - The field work of the students.
  - outreach activities by the departments,
  - Extension and outreach programmes by Loyola Extension Services.

### 4.5.1 Loyola Extension Services

- a. The Social Labs of the College are coordinated through the Loyola Extension Services (LES), registered under the Societies Registration Act in 1986.
- b. LES functions as the field laboratory where the classroom concepts and theories of Social Sciences are field-tested and applied.
- c. The duties of the LES can be summarized as follows:
  - LES shall function as an extension wing of the College, mobilizing, empowering people and activating them in participatory development initiatives in a sustainable framework.
  - LES shall create and provide infrastructural support as the nodal centre of excellence in extension services to promote integral development through social transformation.
  - LES shall extend its infrastructure to create, develop and sustain inter-organizational linkages and networking systems among voluntary organizations.
  - LES shall create adequate infrastructure for functioning as a field laboratory where the classroom concepts and theories can be field-tested in the communities through Interventional activities.
- d. The infrastructure of the LES shall be enhanced to provide counselling services and legal guidance on family welfare, student issues and parenting.
- e. The centre shall constantly upgrade and maintain infrastructure such as accommodation, public addressing system, ICT facilities, halls, canteen, etc.
- f. LES shall undertake training, research and consultancy services of current social significance.
- g. Part of its infrastructure shall be dedicated for to Child-related interventions such as Childline.

- h. LES shall maintain and continuously upgrade the state of the art of training for various categories such as women, college students, youth, government officers, NGO personnel, paraprofessionals etc.
- i. LES shall join hands with various state and central government departments and ministries as well as international agencies such as UNICEF.

#### **4.5.2 Outreach activities of the department**

- a. The extension and outreach shall be an integral part of the teaching-learning process of the institution.
- b. The extension and outreach programmes shall enrich the classroom learning.
- c. Each and every outreach activity shall be followed up by a collective reflection and personal integration process, whereby the students critically assimilate the insights gained from the experience in the field.
- d. Loyola Extension Services will function as the Social Lab of the teaching-learning process of the college.

#### **4.5.3 Field Work**

- a. Fieldwork shall be as per the curriculum of the concerned program. Each department shall organize programs, by mobilizing internal and external resources.
- b. Teaching Departments shall identify areas of intervention for extension activities in accordance with their vision and mission (Programme objectives).
- c. Field work activity shall reflect the Ignatian Pedagogical Paradigm.
- d. NSS programme shall be regarded as a field engagement of the entire college.
- e. The departments shall reserve its right to decide on how the field work should be conducted. The department shall mandate the number of hours required for field work, avenues for field work, the formats to be used and the standards to be met for fieldwork.

## **5 INFRASTRUCTURE AND LEARNING RESOURCES**

### **5.1 INFRASTRUCTURE**

- a. Development and maintenance of infrastructure at Loyola College is to assist the college in effectively achieving its mission of teaching, learning, research, and extension.
- b. The Existing Physical Infrastructure includes:

**Buildings with their Furniture :**(1) Class Rooms, (2) Psychology Lab, (3) Faculty Rooms, (4) Library (5) Researchers' Room, (6) Auditoriums- Mini Auditorium (Jose Murickan Hall) and Sutter Hall, (7) Administrative Offices, (8) Chapel, (9) Men's Hostel, (10) Ladies' Hotel, (11) Canteen and Cafeteria, (12) Computer Lab, (13) Psychology Lab, (14) Extension Department, (15) Loyola Health and Fitness Centre, (16) Loyola Yoga Centre, (17) Residential facilities, (18) Ladies' Room, (19) Stock rooms and Store rooms, (20) Wash rooms

**Outdoor infrastructure:** Open Stage, Discussion Corners, Lawn, Garden and Bio-diversity parks, Vegetable Corners, Playgrounds, Parking Facilities

**Other Assets:** ICT Facilities, NSS Camp resources, Recreational and sports equipment, Transportation, Water Purifier cum Cooler, Event management facilities, Sound System, Notice boards, and Digital Notice Display Screen, Sanitary Napkin Vending Machine, Bio Gas Plant, Solar Energy System.

#### **5.1.1 General Policies**

- a. The responsibility of the use of the entire infrastructure of the campus is invested with the respective staff, students and other stakeholders.
- b. The college shall upgrade and maintain infrastructure in accordance with its academic growth.
- c. Annual maintenance during the summer holidays shall be done.
- d. Need based upgradation of the facilities shall be undertaken.

#### **5.1.2 Specific Policies**

- a. The college shall seek and explore possible funding sources such as UGC and Alumni for constructing, upgrading and maintaining the buildings.
- b. The college shall create or acquire durable, functional and lasting sets of furniture for office, library classrooms and auditorium. Furniture shall be upgraded according to changing times and trends.
- c. Portable teaching amplifiers can be made available for classes and seminars.
- d. The college shall ensure that there is a system for documenting lending and returns with regard to assets of the college.
- e. There shall be a system for documenting functioning and non-functioning assets.
- f. Assets purchased by using funds of public agencies shall be listed and the rules issued regarding the utilization of such assets shall be followed.

- g. The college community shall take the responsibility of maintaining the surrounding lawn and garden.
- h. The lawn shall be used for functions or programmes only with the permission of the authority.
- i. The college shall ensure diversity in planting trees.
- j. The students and staff are to be encouraged to utilize the playgrounds optimally.
- k. As far as possible the college shall share its playground with the school to ensure its optimal utilization.
- l. Whenever possible the playgrounds and auditorium shall be made available to local community and other stakeholders of the College.
- m. The services of Health and Fitness Centre with a supervisor and Yoga Centre shall be made available for outsiders on payment. It shall be ensured that the users enter their details in a register.
- n. Our students, staff, and our guests can be given accommodation facilities in the campus on request.
- o. The maintenance of the hostels is taken care of by Hostel administrative committee.
- p. The hostel administrative committee shall ensure the safety of its inmates.
- q. If bed space is available after admitting the students of the college, hostels facilities shall be made available for external students on the basis of personal reference.
- r. An infirmary and women's health room shall be maintained in the college. The service of an on-call doctor can be ensured.
- s. Transportation facilities shall be provided as per the prior request from the departments.
- t. Notice boards shall be cleared every 6 months, and the documents transferred to the Notices file for the year.

### **5.1.3 Rules for staff and students on utilizing college infrastructure and assets**

- a. All students and staff shall take utmost care while utilizing the common assets of the college.
- b. No student or staff shall experiment with assets they are not capacitated to operate. If instructions are pasted against the asset, follow them carefully. The college technical staff shall be summoned to operate assets that require expertise.
- c. Any damage or mal-functioning of assets shall be reported promptly to the staff-in-charge.
- d. Students and staff shall not use, reorganize, renovate or relocate common assets unless they receive permission to do so.

- e. All assets transferred from one location to another shall be returned to the previous location, unless there is a decision on the contrary.
- f. Unless specified, all chairs, once used in the auditorium shall be returned and stacked against the back wall of the room.
- g. While co-organizing events and activities in the college, staff and students borrowing common assets (for example: mike systems, crockery, gardening tools etc.), shall enter such lending and their name in the register for the purpose, in the presence of the staff-in-charge. They shall return all such borrowed items in the presence of staff-in-charge and place this on record with their signature.
- h. Staff or students receiving permission to utilize college space and facilities after class hours, shall be responsible for safekeeping of the space and facilities, until they are re-entrusted or returned on the next working day. All such spaces and facilities shall be left or returned exactly as it was when it was taken custody of.
- i. The responsibility of maintaining the neatness of the class rooms is vested in the students of that class and is to be enforced through the leader of the class.
- j. Staff and students leaving a classroom or other space at the closing, shall ensure that all fans, lights and electrical equipment shall be switched off (unless specified). The windows and doors shall be closed and latched. If students leave the classrooms after college hours, the leader shall ensure that the door shall be locked and the key shall be returned to the office.
- k. Students shall not be permitted to use library when classes are going on, unless special permission is secured.
- l. Students shall keep silence in the library and use the library for furthering academic competency.
- m. Printing, Photostat and other related facilities shall be used only during the time allotted for the same.
- n. With regard to assets that can be used only on the basis of prior or post payment, the student shall secure receipts for the same and shall safe keep such receipts during the stay in Loyola.

## **5.2 LIBRARY**

- a. Loyola Library is envisaged to serve the needs of our Faculty, Research Scholars, Students and other stake holders. It is developed as an important repertoire of learning resources, functioning as the heart of the college with the following vision and mission.

- b.** The vision of the library is to create and sustain a culture of learning, oriented towards inquisitive reading habit and quality research, facilitated by cutting edge technology.
- c.** The mission of the library is to make available updated knowledge resources to the academic community/academia, expeditiously.
- d.** The library shall upgrade its facilities and services in tune with the advancing technology
- e.** Library services shall be made available during the hours before and after the class hours so that the students can avail the facilities beyond class timings.
- f.** Library shall maintain open-access system.
- g.** Library membership shall be given to: Students, Research scholars, Faculty, non-teaching, Staff, Alumni, External users (temporary membership).
- h.** Library shall be developed as a hybrid learning resource centre incorporating both print and electronic resources.
- i.** The internally generated knowledge resources such as Dissertations, Project Reports, Thesis, books, journals, journal articles and conference proceedings shall be documented and made available in the library.
- j.** Issue privileges shall be given to students, staff, and research scholars and period of loan shall be fixed as per government norms.
- k.** Overdue charges for delayed returns shall be charged as per existing government orders.
- l.** The computer facilities in the library should be utilized only for the academic purposes.

### **5.3 ICT Infrastructure and E-GOVERNANCE**

- a.** Consonant with its vision the College is committed to maintain a well-equipped state of the art ICT infrastructure for the academic and administrative requirements.
- b.** ICT Infrastructure of our college includes the following: Computers and printers, Server computer, Smart boards, Projectors, High speed Internet facility, Wi-Fi routers, Website, Intranet services, E-documentation, Institutional repository and electronic resources, Electronic Display boards, Audio-visual facilities – Sound system, speakers, microphones, still and video cameras, Electronic teaching - learning platform with E-learning modules (Moodle), E- communication – email, Facebook, WhatsApp, Digital library, Office and library automation package, Fax, Intercom facility, Public addressing system.
- c.** The college shall provide ample information and communication technology infrastructure to execute the educational, administrative, communicative and operational responsibilities of the stakeholders.
- d.** Every stakeholder should have access to the ICT infrastructure of the college for academic or administrative purposes.

- e. The institution shall be committed to continuous upgrading and expansion of ICT infrastructure and to ICT enabled teaching/learning practices.
- f. The college shall maintain server computers through which centralized monitoring, networking and sharing of computers are to be executed. A server room with a system administrator shall be maintained by the college. The system administrator shall take care of and monitor the ICT infrastructure of the college.
- g. Prior permission shall be sought from the system administrator for the use of common laptops, camera, handycam, and other ICT equipment in order to facilitate effective use of these resources.
- h. Stake holders are expected to use internet facilities for academic or administrative purposes only. Free internet and Wi-fi access shall be available to all the students and faculty and they should be password protected and centrally monitored.
- i. A common website shall be maintained, updated and upgraded. Reports, photographs and videos of all the programmes held in the campus are to be documented, uploaded and maintained systematically.
- j. Institutional repository shall be preserved and made available through intranet facilities.
- k. The ICT skill training (Student IT up gradation programme and Faculty IT up gradation programme) shall be conducted periodically (excel, SPSS, ATLAS.ti, Digital library / Library automation, NLIST and other e- resources platforms).
- l. The college shall send its staff for workshop/training programmes for skill up gradation and for gaining awareness about latest developments in the ICT arena.
- m. Social media groups of alumni to be administered by Alumni secretary.
- n. College email ids are to be maintained by the system admin.
- o. Institutional email ids (departmental and individual) shall be facilitated.
- p. ICT Skills shall be imbibed in students and staff through various training programmes: MS-Excel, SPSS, ATLAS.ti, Digital library / Library automation etc. Certificate will be issued to students who successfully complete the training program(s) on MS Excel, SPSS and ATLAS.ti.

## **5.4 FINANCE**

### **5.4.1 Scope**

- a. The financial policies are delineated with a view to facilitate the efficacious functioning of the college as a centre of excellence as its vision envisages. These policies help us for judicious deployment of funds, containing costs, and prompt

development of state-of-the-art academic and infrastructural facilities. These define income trajectories, expending criteria and accountability structures.

b. This policy encompasses the following aspects:

- Fund Collection from multiple sources
- Fund Utilization for various purposes
- Financial assistance and scholarships
- Budgeting and Auditing

#### **5.4.2 General Policies**

- a. All financial transactions are to be properly accounted.
- b. Financial transparency shall be maintained.
- c. All transactions are to be done in consultation with respective authorities.
- d. Money shall be released at the receipt of duly attested requests submitted well in advance.
- e. Accounts of the expended amount are to be submitted to the Bursar's office within 10 days of the transaction.
- f. Development and maintenance needs of the institution shall be a major priority in expending the finance
- g. Accounts of the college are to be audited by respective agencies so appointed by the management from time to time.

#### **5.4.3 PTA Fund**

- a. PTA fund is to be collected during the admission. This is a voluntary contribution depending upon the financial condition of the students
- b. No applicant shall be denied admission on account of PTA contribution.
- c. This fund can be paid in installments within the course of 2 years.
- d. If the student discontinues the course within the period of the closure of admission by the university, a portion of the contribution may be refunded.
- e. PTA contribution shall not be refunded to students who drop out during the course, after the closure of admission.
- f. PTA fund shall be utilized for the maintenance and development of the library, infrastructure and recurring expenses of the college.

#### **5.4.4 Programme-related contributions**

- a. Students have to contribute to programme-related expenditures with regard to curricular, co-curricular and extra-curricular activities.

- b. **Fieldwork fund** shall be collected at the time of admission, which has to be utilized for: Exposure visits, Additional programmes such as street theatre, PRA, Faculty expenses of study tour, Participation of seminars and conferences (either travel or registration expenses, whichever is lower, for each student once a year), Honorarium and TA for guest lecture, Fieldwork supervision - actual expense, Printing of fieldwork diary and face-sheet, Photostat and printing
- c. **Extra-curricular activities:** Celebrations like Onam, Christmas, Iftar/ Eid. And Independence Day, Sports day. College day and College Union activities. Allocation is to be done at the beginning of the year as per the fund generated. Students are to be informed to produce budget and request letter for releasing the fund. Finance committee shall scrutinize the budget and approve the same with necessary modifications. Once the programme gets over the account has to be settled within 10 days.
- d. Fund shall be collected and utilized for value education.
- e. ICT charges for induction programme, ID card for NSS camp, interview training under placement cell and administrative service charges.

#### 5.4.5 Scholarships, Free-ships and Awards

- a. The college shall facilitate the process for securing UGC and State-level scholarships applicable to its students.
- b. At the college level, separate amount is earmarked for providing scholarship, free-ships and endowment awards every year.
- c. Endowment awards are given according to the merit or merit cum means.
- d. Scholarships and free-ships are offered to students with potential and who are financially weak as per the recommendations from the department and approval of the management committee.
- e. Scholarships are expected to cover part of tuition or part of expenses for field work.
- f. The college shall continue to generate the scholarship fund from various sources gradually so that it can meet the growing requests for assistance.
- g. The donors request for instituting awards and scholarships shall be scrutinized by the management and decision on the same is to be made in tune with the policies of the management.
- h. Awards are also instituted for Kalaprabhitha and Kalathilakam of arts festival, Sargaprabhitha in literary competitions, and individual athletic championship trophies for male and female winners.

- i. Awards are usually presented during the college day every year.
- j. A list of all awards, scholarships offered by the college shall be published in the calendar.
- k. Efforts shall be made to enhance the Scholarship and Endowment Funds from alumni and other stakeholders.
- l. Awards are determined based on academic or extra-curricular performance, certified by teachers of a department or teachers-in-charge of arts and sports respectively.
- m. Assessment for eligibility for scholarships and free-ships shall be made by the Departments by studying the background of students.
- n. The amount received and distributed as scholarships shall be audited.

#### 5.4.6 'Poor Students 'Fund'

- a. The college generates and maintains a fund for assisting the financially weak students.
- b. Contributors include all the permanent staff of the college.
- c. The amount to be contributed is determined by the teachers and the contribution is made at the beginning of the month.

#### 5.4.7 Other fees

- a. **Research Fee:** A centre-charge is to be collected from each research scholar every year. This fee shall be utilized for the development of research facilities
- b. **Library and Computer Fee:** A contribution is collected from the students for library and computer. This fund shall be utilized for the development and maintenance of the respective centers.
- a. **Hostel Fee:** Fee is collected for boarding and lodge in the hostel. The revenue is to be utilized for the maintenance and development of the hostel facilities.

#### 5.4.8 Alumni Contributions

- a. On special occasions institution can seek contributions from the Alumni. Certain such occasions identified include: Jubilee Celebrations, Building and developmental works, Organization of seminars/workshops, Infrastructural up-gradation, Endowment awards and scholarships.
- b. Alumni membership fee is to be collected and maintained by the alumni executive committee.
- c. Transcript charge is to be collected from the applicants

#### **5.4.9 Institutional Contribution/overhead charges of the projects/fellowships received by the staff**

- a. 10 percent of the sanctioned amount for the project has to be remitted to the institution as overhead charges. It shall be deducted at the disbursal of each installment.
- b. Books, journals and equipment bought for the projects shall be the property of the institution at the completion of the project.
- c. 50 percentage of the fund accrued from the projects shall be allocated for the respective departments whereas 25 percentage will be apportioned for the maintenance fund and the other 25 percentage will be earmarked as seed-money for research.
- d. A project committee consisting of the Principal. Vice principal, Bursar. Staff representative, HA and research coordinator shall monitor this

#### **5.4.10 Consultancy contribution by the staff**

- a. All the consultancy programmes of the staff are considered as the consultancy service of the college.
- b. 40 percentage of consultancy income shall be shared with the institution.
- c. 50 percentage of this fund shall be allocated for the respective departments, 25 percentages for the maintenance fund and the other 25 percentage shall be earmarked as seed-money for research.

#### **5.4.11 PD account**

- a. The college needs to utilize PD account for purchasing stationery, sports items, audio-visual items, periodicals and newspapers.

#### **5.4.12 UGC Fund**

- a. At the beginning of the five-year plan when the applications are called for, the college shall apply for financial assistance under various schemes such as merged schemes. Departmental development fund, general development fund, jubilee fund, minor and major research projects, seminars/ conferences, workshops.
- b. Once it is sanctioned, the major and minor projects will be carried out by the concerned faculty and its bills and audited statements are handed over to the office and maintained there.
- c. Seminars and workshops shall be the responsibility of the respective departments.

- d. Accounts of UGC sponsored seminars have to be audited and sent to the UGC within 2 weeks of the completion of seminars.
- e. Purchasing committee consisting of the Principal, HODs. Vice-principal, HA and Bursar shall shortlist the equipment/materials to be purchased. The purchase has to be done in accordance with the stock purchase manual as per the required tender/ quotations.
- f. Audit statements, utilization certificates and reports have to be submitted periodically as per UGC requirements so that further installments can be obtained.

#### **5.4.13 Grant from the University**

- a. We have to apply for research centre grant and journal grant at the invitation of applications by the university NSS grant shall be requested from the university
- b. After utilizing the same for the specified purposes, the utilization certificates have to be submitted to the university annually.

#### **5.4.14 Budgeting and Auditing**

- a. Budget is to be prepared in advance for every financial year and has to get sanctioned by the management committee and approved by the finance committee of the governing body of the college.
- b. Management account is to be audited at the end of every financial year
- c. UGC and Government accounts are audited by the DDCE'S auditors and AG's office.

## **6 STUDENT SUPPORT AND PROGRESSION**

### **6.1 STUDENT SUPPORT PROGRAMMES**

- a. Student support programmes in the college shall provide platforms for student engagement and empowerment.
- b. The College shall provide support to maintain physical and mental health of the students which would be essential to achieve academic and career goals.
- c. Student support programmes include:
  - The 4 student clubs: Loyola Academy for Career Enhancement (LACE), Loyola Initiative for Language Advancement (LILA), Loyola Ethnographic Theatre (LET) and Loyola in the company of friends (LITCOF).
  - Career Guidance: The “Job-Seeker’s programme” shall be offered every year as part of career guidance and placement orientation.
  - Career Counselling shall be an integral part of mentoring.

- ICT Skills Training: Students shall be given input on different ICT tools and techniques.
  - Student Association Activities: All departments shall have a student association to develop specific skills and further co-curricular activities with respect to their programme of study. Such associations shall have office bearers, maintain a Minutes book and publish separate reports of the activities of the year.
- d. Faculty shall be appointed as in-charges of student support programmes.
  - e. Faculty-in charge shall ensure that the registers for clubs are maintained, with names and signatures of students participating and brief report of club activities.
  - f. Faculty-in-charges of clubs shall be committed to providing high-quality input and enhancing participation of students in the club activities. They shall ensure that evaluations are conducted periodically and take-action on feedback received.
  - g. The college shall encourage and in some instances mandate attendance of students in certain student support programmes.

## **6.2 ALUMNI ASSOCIATION**

- a. Loyola recognizes its Alumni as one of its greatest strengths.
- b. The Alumni Association shall be a separately registered body.
- c. The Alumni Secretary is the point person of all Alumni related activities. The Alumni Secretary is usually a nominated faculty member.
- d. Accounts of the Alumni Association shall be kept separately and audited separately. The Alumni Treasurer is also a nominated staff member.
- e. Every effort shall be made to mobilize our Alumni, share with them our achievements and our path forward. Facebook pages, Website portals and WhatsApp groups of Alumni members may be created for this purpose by the Alumni Secretary.
- f. An Alumni newsletter shall be published every year and circulated among alumni, highlighting college achievements and alumni engagements during the year.
- g. The Alumni Day shall be celebrated every year on January 26. This day may be changed, if a considerable number of Alumni opt for a change, well in advance of the next Alumni Day.
- h. Every Alumni Day, the batches that complete their Silver Jubilee and Golden Jubilee shall be honored.
- i. The Annual Report and Annual accounts of the Alumni Association shall be read out on the Alumni Day.

- j. An annual general body meeting shall be conducted every year along with the Alumni Day, during which Alumni President and Alumni Managing committee members are elected. The election process involves the alumni suggesting names, and other alumni seconding the names.
- k. If there is a tie in the election process, all members of the general body present at that time shall cast votes for the competing candidates.
- l. The first new Alumni Managing Committee meeting shall preferably be held soon after the general body meeting.
- m. Subsequent meetings of the Managing Committee shall be conducted to plan and implement activities of the Alumni Association. All such meetings shall be documented in the Alumni Minutes book.

## 7 GOVERNANCE, LEADERSHIP AND MANAGEMENT

### 7.1 HUMAN RESOURCES POLICY

#### 7.1.1 Service Rules

- a. All the teaching, administrative and management staff of the college are bound by KERALA GOVERNMENT SERVANTS' CONDUCT RULES, 1960 (Incorporating Amendments Up To 7-8-2014) issued by Personnel and Administrative Reforms Department, Government of Kerala ([http://pard.kerala.gov.in/pard\\_webservice/act\\_rules/Government%20Servants%20Conduct%20Rules,%201960.pdf](http://pard.kerala.gov.in/pard_webservice/act_rules/Government%20Servants%20Conduct%20Rules,%201960.pdf) ).
- b. Orders issues from time to time by the University in this regard shall also be complied with.

#### 7.1.2 Staff Development

- a. The college shall plan and offer staff development programmes, for both teaching and non-teaching staff, after considering their preferences, to enhance their competencies. At least one programme shall be offered at the institutional level for each category of staff in a year. Departments shall be encouraged at least one faculty development programme in a year.
- b. The college shall encourage teachers to attend faculty development programmes, seminars, conferences and other training programmes, as well as pursue higher education.
- c. The college shall encourage teachers to make high-quality research publications, take up the MOOC courses, and contribute to other platforms of knowledge development.

- d. Teachers shall be encouraged to acquire a Ph.D. degree.
- e. Teachers shall be encouraged to become registered research guides.
- f. Teachers shall be motivated to submit themselves to Performance Appraisal as per intervals prescribed by the University rules.

### **7.1.3 Financial and other Assistance to staff for faculty development**

- a. Where the college or department deputed a teacher to attend seminars, conferences or other training programmes that adds direct value to the institution, the college shall undertake to reimburse all expenditure incurred by the staff. The staff shall safekeep all receipts/bills for the purpose.
- b. The college shall conduct at least one faculty development programmes for the staff meeting all expenses of resource persons, lunch and refreshments.

### **7.1.4 Staff Welfare Programmes**

- a. Staff Welfare programmes in Loyola shall be aimed at building the bond between the staff and fostering a family atmosphere of warmth, support and concern.
- b. A staff welfare fund shall be instituted for honoring and supporting staff in the achievements of personal milestones like marriage, house constructions, house warming, retirements and so on.
- c. Medical support shall also offered by management to staff who are in need.
- d. A picnic shall be organized for all staff once in a year.
- e. Facilities for fitness, sports and recreation can be used freely by all staff.
- f. Recreational, sports and arts activities may be arranged for staff.
- g. Family members of staff shall be part and parcel of all celebrations of the college, especially Christmas, Onam and College Day celebrations.

### **7.1.5 Staff Code of Conduct**

- a. Staff shall stand as one before students and be united in conveying the policies of the college to students.
- b. Staff shall set examples for students with respect to all matters of the college campus.
- c. Staff shall report on time for duty and sign the attendance register as soon as they reach the college.
- d. Any casual leave shall be applied for using the casual leave slip. If casual leaves cannot be notified in advance, they shall be reported to the principal by phone, and the casual leave slip shall be written on the first working day after leave.

- e. Staffs are to be present in the college campus during working hours, except the lunch break. If for any purpose, staff has to leave college premises such absence shall be reported to the Principal and entered in the Outgoing register.
- f. If faculty takes up academic assignments/consultancies outside teaching, during working hours, they shall apply for duty leave in advance, submitting proof of such assignment in the form of solicitation letters.

## **7.2 E-GOVERNANCE POLICY**

- a. The college commits to implementing e-governance in major areas of its functioning so as to ensure transparency, efficiency, accountability and easy access to information.
- b. While Salary administration, Library, Admissions, Journal processes, Moodle, Activity Reporting and Recording has gone online, we realize that there are more areas where digitalization is essential, like student and teacher data base, fee payment, accounts, alumni interactions and assessment in outcome-based education.
- c. Our website is conceived to be dynamic and interactive; however, further efforts shall be made to implement e-governance through the website.

## **7.3 INTERNAL QUALITY ASSURANCE CELL**

### **7.3.1 Quality Parameters**

- a. The Internal Quality Assurance Cell (IQAC), headed by the IQAC Steering Committee shall be responsible for quality improvement and sustenance activities of the college.
- b. We commit ourselves to achieving the highest standards of quality in education.
- c. We affirm our faith in the 7 criteria of NAAC and shall adopt them as the various dimensions under which attempts shall be made to improve and maintain quality.
- d. The seven NAAC quality criteria are: (1) Curricular Aspects, (2) Teaching-Learning and Evaluation, (3) Research, Innovations and Extension, (4) Infrastructure and Learning Resources, (5) Student Support and Progression, (6) Governance, Leadership and Management, and (7) Institutional Values and Best Practices.

### **7.3.2 IQAC Administrative Committees**

- a. IQAC shall function at 4 levels- (1) Steering Committee, (2) Executive Committee, (3) Core Committee, and (4) IQAC Team. The need for 4 levels is to facilitate collaboration, decentralization and smooth decision making and implementation of quality enhancement initiatives.

- b. **IQAC Steering Committee:** The composition of the IQAC steering committee is as per NAAC guidelines. The responsibilities of the steering committee include the following: (1) Ensuring that there is consistent improvement of quality in the college by meeting twice in a year; (2) Providing suggestions for quality enhancement of the college; and (3) Reviewing the activities of IQAC in the college.
- c. **IQAC Executive Committee:** The IQAC Executive Committee consists of the Principal, Vice-Principal, IQAC Coordinator and IQAC Assistant Coordinator. The Responsibilities of IQAC Executive Committee are: (1) Reviewing Plans of IQAC Team, (2) Sanctioning activities and plans at the IQAC and college level; (3) Presenting plans before Core Committee to ensure the cooperation of Departments and (4) Summoning meetings of Staff Council to implement IQAC initiatives.
- d. **IQAC Core Committee:** The IQAC Core Committee consists of the Principal, Vice Principal, IQAC Coordinator, IQAC Assistant Coordinator and HoDs of Departments. The responsibility of the Core Committee is to review and contribute to the plans of IQAC Executive Committees and to ensure that the Departments comply with the IQAC decisions and activities.
- e. **IQAC Team:** The IQAC team consists of IQAC Coordinator, Assistant Coordinator, IQAC Assistants and IQAC Support Staff. The responsibilities of IQAC Team are: (1) Planning for Quality enhancement, (2) Implementation of Quality enhancement initiatives in consultation with executive committee, (3) Documentation of Activities and Submission of Reports to external bodies.

### 7.3.3 IQAC Duties and Activities

The IQAC shall undertake the following duties to ensure quality:

- a. **Deployment of Perspective Plan:** Spearhead the formulation and deployment of perspective plan based on the 7 criteria. Envisage an action plan to bridge the gap between where we are at the present and where we want to be in the future.
- b. **Institutionalizing Quality Mechanisms:** Form multi-stakeholder committees and student charters and enlist their participation in the quality enhancement process. Conducting meetings of these groups and facilitate ongoing discussions on quality enhancement.
- c. **Conducting Quality Programmes:** Conduct awareness programmes and workshops on quality enhancement in various areas and for different stakeholders.

- d. **Monitoring Quality Processes:** Ensure that the various systems instituted in the college under the seven quality dimensions are functioning regularly and meeting goals set in perspective plan.
- e. **Auditing Quality Achievements:** Conduct different kinds of Audits, or encourage different departments to participate in external audits, to evaluate quality achievements.
- f. **Feedback for Quality Enhancement:** Collect, analyze and facilitate action-taking on the feedback from various stakeholders- students, parents, teachers, non-teaching staff, alumni, employers and community.
- g. **Facilitating Action on Feedback:** All feedback received from feedback surveys, audits, meetings of stakeholders and other sources shall be documented and placed before a high-level committee, to ensure that action is taken on these in a timely manner.
- h. **Reporting Quality Information:** Generate data about the activities of the college and present such data as required before external bodies that conduct quality assessments. Install information systems that facilitate data generation.
- i. **Collaborate in Quality initiatives:** Study best practices and quality systems of different institutions and collaborate with them to mutually benefit both parties. Conduct programmes to share best practices in quality enhancement.

#### 7.3.4 IQAC Systems and Processes

- a. To ensure that all activities are proceeding according to Perspective plan, Annual plans and quality parameters, IQAC shall prepare a calendar of such activities at the beginning of the year.
- b. IQAC shall follow its calendar, ensuring all activities are being conducted and that reports of such activities are being submitted.
- c. IQAC shall have its own Email ID and all official communications with regard to IQAC shall be made via the IQAC email id.
- d. Periodic meetings shall be convened and conducted with stakeholders, to solicit feedback and ensure that the college is on track with regard to quality improvements and sustenance. Such meetings shall be documented in the IQAC minutes book.
- e. IQAC shall install its own filing system and create a file retrieval system.
- f. An Information Management System shall be maintained to facilitate easy retrieval of information.
- g. The IQAC coordinator shall be the default coordinator of NIRF, RUSA and other ranking/assessment frameworks.

## **7.4 STUDENT CODE OF CONDUCT POLICY**

### **7.4.1 Students Code of Conduct**

- a.** Students of Loyola are expected to deeply imbibe the goals of Jesuit education and shall manifest the same in their behavior. They must show responsibility, hard work and discipline.
- b.** We insist on daily attendance and punctuality in classes, library hours, special talks and seminars, association meetings, and any other curricular and extra-curricular programme notified by the HoD or Principal.
- c.** Students are not allowed to hold any public demonstration in the college premises except with permission from the Principal.
- d.** Indiscipline, irregularity and unbecoming manner of behavior will be sufficient reasons for temporary or permanent deletion of a student from the College rolls.
- e.** Value Education, Social Analysis, street theatre, rural live-in camps, study tours and such other development-oriented programmes will be compulsory and students are expected to actively participate in them.
- f.** Students not staying with their parents or near relatives must reside in the College hostels, or in hostels approved by the Principal.
- g.** All should take care of the College furniture, books and premises and any damage caused must be made good where the cost must be borne by the students concerned.
- h.** Students are forbidden to collect money for any purpose without the written permission of the Principal.
- i.** The interpersonal relation among the students must be characterized by mutual respect and maturity.
- j.** All students should earnestly seek to live the ideals of Jesuit education and promote a genuine family spirit among the staff, students and College authorities.

### **7.4.2 Student Leave and Attendance Rules**

- a.** The certificate of attendance required for promotion and for admission to the University Examination will not be granted unless: the student has the attendance prescribed by the University for the Course and the student has completed the course of instruction as per University guidelines.
- b.** Every absence from College or during college time must be with the permission of Principal or the Vice - Principal and informed to the HOD and Teachers concerned.

- c. Absence for more than three continuous working days must be informed to the HOD, Vice Principal and principal. On return from absence, the students shall submit a leave letter countersigned by the parent/guardian/warden.

#### **7.4.3 Rules for the Collection of Fees**

- a. At the time of admission, the fees for the first year has to be remitted and for the second year at the beginning of the second year.
- b. Caution deposits remaining unclaimed after six months of the due date will stand forfeited and credited to the government revenue.

#### **7.4.4 Rules regarding excursion, picnics, camps & study tour**

- a. Students are not permitted to organize or conduct Excursion, Picnics or Study tours without the knowledge and consent of both HOD and Principal.
- b. Heads of the department concerned shall be contacted for necessary arrangements and a detailed programme of travel, stay, places of visit etc. should be submitted to the Principal.
- c. There should be at least two teachers (a male and a female) to accompany each team.

#### **7.4.5 Rules on how to conduct one-self during field work and programmes attended by students outside the college**

- a. Every department shall have a faculty coordinating the field work.
- b. The field work coordinator of the department shall provide orientation to students on how to conduct themselves during fieldwork, before the staff and beneficiaries of other institutions as well members of the community.
- c. The field work coordinator shall also instruct the students on how to submit reports, provide students with formats and expectations in advance and publish schedules for different events and duties with regard to field work.
- d. All field visits as a group shall be noted in a field work outgoing register.
- e. Every student shall be assigned to a field work supervisor.
- f. Students shall also be assigned to an agency supervisor, who is part of the community or staff of the institution in which the student is involved in field work.
- g. The field work supervisor shall visit the field/agency periodically and maintain contact with the agency supervisors to enquire about the students.
- h. All students shall take utmost care to carry themselves in culturally appropriate and professional manner before third parties and bring good will to the institution.

- i. All activities undertaken in the field and all events happening as part of field work shall be reported to the field supervisor in writing in field work reports.
- j. Field work reports shall be submitted in a complete and punctual manner according to the schedule set by the department.
- k. Students shall ensure that they have met the competent authorities in the field, collected their contact details and secured all information with regard to the institution/community in which they are going to do field work.
- l. Any untoward incident that threatens the security of the student shall be reported to the field work supervisor as well as local supervisor

#### **7.4.6 National Service Scheme (NSS)**

- a. All the students of the college shall be members of NSS.
- b. All first-year students must take part in the seven-day residential camp during the course. Attendance is compulsory for the camp.

#### **7.4.7 Timing of the College**

- a. The college will be following the timings specified by the University of Kerala. However, the college may reserve its right to adjust timings to meet contingent situations, like sudden scheduling of university exams, NAAC preparations and so on.
- b. Students shall cooperate in the conduction of extra classes, in the event of non-completion of portions.
- c. Field work timings decided by the department are to be followed by the students to meet requirements.

#### **7.4.8 Guild lines for Student Feedback and Grievance**

- a. Loyola recognizes that collecting and addressing student feedback is crucial for the development of the college and its stakeholders.
- b. Students shall be welcome to respectfully provide open feedback on curricular, co-curricular and extra-curricular matters during evaluation sessions, open houses and using feedback forms circulated from time-to-time.
- c. Students shall also be mandated to provide open and just feedback about teaching using the STEF Performa.
- d. Any complaint or grievances may be addressed to the mentor, or if it is regarding the mentor, to a teacher of the students' choice. The mentor/teacher shall assist the student in resolving the complaint or grievance, as per the grievance policy of the college.

#### **7.4.9 Awareness about Code of Conduct**

- a.** All students shall attend the Induction programme and accept it as a platform for imbibing conduct expected of them.
- b.** A separate slot shall be allotted during the Induction programme to consolidate matters related to the Code of Conduct.
- c.** The Code of Conduct and Student Charter shall be published in the Loyola Handbook and handed over to freshers. Students shall carefully read the Code of Conduct and abide by them.
- d.** The HoD Council shall be the designated monitoring body for code of conduct and awareness related to conduct.

#### **7.5 ANTI-RAGGING POLICY**

- a.** With regard to Ragging the college shall adhere to “UGC Regulation on Curbing the Menace of Ragging in Higher Educational Institutions, 2009”, as well as the “The Kerala Prohibition of Ragging Act 1998”.
- b.** “Ragging“ is defined to include the following: Any conduct whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness any other student, indulging in rowdy or undisciplined activities which causes or is likely to cause annoyance, hardship or psychological harm or to raise fear or apprehension thereof in a fresher or a junior student or asking the students to do any act or perform something which such student will not in the ordinary course and which has the effect of causing or generating a sense of shame or embarrassment so as to adversely affect the physique or psyche of a fresher or a junior student. Other punishable ingredients of ragging include: Abetment to Ragging; Criminal conspiracy to ragging; Unlawful assembly and rioting while ragging; Public nuisance created during ragging, Violation of decency and morals through ragging; Injury to body, Causing hurt or grievous hurt; Wrongful restraint; Wrongful confinement; Use of criminal force; Assault as well as sexual offences or unnatural offences; Extortion; Criminal trespass; Offences against property; Criminal intimidation; Attempts to commit any or all of the above mentioned offences against the victim(s); Physical or psychological humiliation; All other offences following from the definition of “Ragging”.
- c.** The college shall constitute an Anti-Ragging Committee which is empowered to take action in instances of ragging.
- d.** The college shall strictly follow the circular issued by the UGC and from the University from time to time with regard to "Curbing the menace of ragging in Higher Educational Institutions.

- e. At the time of new admissions and during the entry of freshers, an Anti-ragging notification shall be put up in a place visible to all students and their parents.
- f. Punishments: Depending upon the nature and gravity of the offence as established by the Anti-Ragging Committee of the institute, punishments as per UGC guidelines shall be given to those found guilty.

## **7.6 GRIEVANCE REDRESSAL**

### **7.6.1 Scope**

This Policy provides staff and students, guidance regarding their *responsibilities* to ensure that harmony and a caring, nurturing environment prevails on campus by way of an effective mechanism for redressal of students' grievances related to academic and non-academic matters; this may include:

- Attendance
- Assessment
- Charging of fees
- Food
- Sanitation
- Infrastructure
- Discipline (late coming, insubordination, disproportionate responses, misbehavior, non-attendance in common programs, etc.)
- Perceived victimization
- Perceived harassment (or bullying) by colleagues, other students or teachers, etc.
- Any other matter

### **7.6.2 Guiding Principles**

- a. Loyola recognizes that grievances are part and parcel of group existence and interaction.
- b. Loyola shall constitute a Grievance Redressal Cell to deal with grievances of students and staff.
- c. Loyola believes that preventive mechanisms go a long way in creating peaceful work places.

- d. Loyola believes that the existence of effective procedures and processes to redress grievances, the successful resolution of grievances and all efforts made to resolve an unsettled grievance are evidences of a mature institution.

### **7.6.3 Composition of Grievance Redressal Cell (GRC)**

A senior teacher may be designated as the Chairperson of the GRC. The constitution of the GRC is as follows:

- Chairperson of the GRC
- The Principal/Vice Principal
- Heads of Departments (5)
- Office Administrator
- Student Union Chairman/Vice Chairperson (preferably a lady)

### **7.6.4 Prevention of Grievances**

- a. The establishment and running of individual, departmental and institutional feedback and action taking mechanism is the first step to prevent grievances.
- b. Every student and staff who is aggrieved shall first present the matter and seek action directly from the source of grievance. If the grievance is not redressed, a written representation shall be made to the person concerned. If action is still not taken the formal grievance redressal process can be initiated.
- c. Every student and staff are encouraged to use the feedback mechanisms instituted by the college to redress grievances.
- d. Loyola shall make every effort to use its robust feedback mechanism and act on such feedback, so as to ensure that discontent and complaints do not escalate to the level of grievances. Feedback shall be collected periodically from students and staff.
- e. Departments shall take-action on feedback received from Open houses, document the same and send it to IQAC. Open-houses are conducted at the end of the semester. Departments shall be encouraged to take mid-semester feedbacks.
- f. To ensure that action is taken on feedback received at the institutional level, a high-level committee shall be created at the institutional level. All departmental and college-level feedback reports received by IQAC, with suggestions for action to be taken, shall be forwarded to the said committee. This committee shall make action plans for acting on various suggestions made by students and staff, and it shall meet periodically to review the implementation of plans.

### 7.6.5 Grievance Initiation

- a. An aggrieved student shall first submit his complaint *in writing* to her/his **Mentor**, or if the mentor is party to the grievance, a teacher of his/her preference, who shall address and resolve the grievance within two days.
- b. In case the mentor/teacher is not able to resolve the grievance satisfactorily, the mentor/teacher, shall forward the matter to the Head of the Department (preferably in writing from the student). The same will be discussed in the presence of the aggrieved, her/his mentor with the **Head of the Department** (or if necessary in the Department Council, if the grievance is of departmental implications and subject to the comfort of the student).
- c. If the Head of the Department is unable to resolve the grievance to the satisfaction of the student, the mentor/teacher shall approach the Principal. If the Principal is not able to resolve the grievance to the satisfaction of the student, the student submits his grievance to the Chairperson of the GRC.
- d. Notwithstanding any of the above intermediate processes, instituted as a measure to prevent escalation of a grievance, the student is permitted to submit a grievance directly to the Chairperson of the GRC. The Chairperson shall take up such complaint, if he/she is convinced that the student had made reasonable efforts to resolve the problem with the help of mentor/teacher, or the mentor/teacher/HoD/Principal has refused to take up the matter, or the nature of the problem is such that it requires direct intervention of the GRC.

### 7.6.6 Grievance Redressal Cell Procedures

- a. Once the matter is submitted to the GRC, the Chairperson shall make a preliminary assessment, noting measures taken to prevent escalation of grievance. If the grievance has not been taken up previously for resolution at any level, the Chairperson shall assist the student/staff to take such efforts. However, if the Chairperson is convinced that reasonable efforts have been made, he/she shall act on the complaint received.
- b. If the grievance involves matters related to disabled, workplace harassment or SC/ST, if the Chairperson deems fit, it is to be forwarded to the statutory committee set up for the purpose. The statutory committee concerned shall then address the matter, in accordance with the rules prescribed for that committee.
- c. The Chairperson shall convene a meeting of the GRC within a week's time of receiving the grievance letter.

- d. As part of Grievance resolution, the matter may be presented before the Staff Council if the grievance has institutional ramification and subject to the comfort of the student.
- e. If not resolved, to the satisfaction of the student, the GRC may convene a final meeting inviting the Manager.
- f. If the grievance is regarding the Head of the Department/ Office Superintendent/Principal/Chairperson of GRC the concerned mentor/teacher/student can directly lodge the formal complaint in writing with the Principal or Manager, as the case may apply.
- g. The same process mentioned above will be adopted for teaching and administrative staff, along with the same structure and time-frame. The Head of the Department/ Office Superintendent will attend to the aggrieved, on receipt of the grievance in writing. If not addressed within a week, the complaint shall be submitted to the Chairperson of the GRC. If the grievance is about the Head of the Department/ Office Superintendent/Principal/Chairperson the concerned staff member can directly lodge the formal complaint in writing with the Principal or Manager, as the case may apply.
- h. The law of natural justice shall be observed and a fair hearing to the complainant (aggrieved) and concerned persons shall be given at all levels. Where ever appropriate the GRC will be mandated to admonish, issue suspensions or higher order punitive measures, and rule (in writing) in favor or against any order, accommodating dissent within the committee.
- i. All complaints received before the GRC shall be filed and the process shall be documented in the minutes book of the committee.

## 8 INSTITUTIONAL VALUES AND BEST PRACTICES

### 8.1 VALUE POLICY: HUMAN VALUES AND PROFESSIONAL ETHICS

- a. Loyola has believed in value-oriented education. As part of its commitment to values we have held value education programmes regularly. This tradition shall be upheld.
- b. The faculty shall attempt to incorporate value components into internal assessment, co-curricular and extra-curricular processes as far as possible.
- c. Teachers shall be encouraged to provide feedback to students on the core values expected to be achieved by them.
- d. There shall be at least 2 value education sessions a month, exempting months when exams are scheduled.

- e. A syllabus for value education is existent. The themes of the syllabus shall be followed in offering sessions to students.
- f. The college shall endeavour to convert the value education programme into a certificate course in the future.
- g. Attendances to these sessions are mandatory for all students.
- h. Every department shall conduct sessions on Professional Code of Ethics. The Code of Ethics documents of the respective disciplines shall be circulated among students during such sessions. Students shall adhere by the Professional Code of Ethics during their internships and field work.
- i. Awareness about plagiarism shall be circulated to students during the first semester, to ensure that students do not plagiarize for their assignments and Seminars. Research ethics shall be emphasized during the Research Methodology Class and by research supervisors during the last semester when students begin to pursue their dissertations.
- j. Research guides shall mandate their research scholars to take a course on Intellectual Property Rights (IPR) so as to ensure a zero-plagiarism policy.

## **8.2 ENVIRONMENT POLICY**

The Loyola Environment Protection (Green) Policy aims to achieve the following:

- a. To aid the college in achieving UNDP Sustainable development goals 3, 4, 6, 7, 11, 12, 13, 15 and 16 by 2030.
- b. To engage in environmentally sustainable activities that ensure reduction in waste produced in the college.
- c. To develop sense of responsibility towards own waste and culture of segregation of waste at source.
- d. To encourage initiatives towards protection and promotion of environment.
- e. To promote healthy waste management and sanitary practices among all stakeholders of the College.
- f. To promote individual level actions for proper waste management in the institution.

### **8.2.1 Scope**

This Policy applies to any LCSS staff member, located in, on or offshore (including those attached to other organisations), contractors, sub-contractors, board members, program participants (i.e. volunteers, scholarship holders, distance education students, trainees, trainers, group leaders and facilitators) LCSS teachers, research scholars and students.

The policy shall also apply to all hostel residents who may not be members of Loyola College fraternity, like students from CET, CTCRI etc.

### 8.2.2 Definitions

- a. **Environment** means the surroundings or conditions in which a person, animal, or plant lives or operates.
- b. **Sustainable Development Goals (SDGs)**, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs work in the spirit of partnership and pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. SDG 11.6 aims to reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- c. **Environmental degradation** comes about due to erosion and decline of the quality of the natural environment. On this regard, degradation means damage or reduction in quality of environmental features, primarily influenced by human activities.
- d. **Environmental protection** refers to any activity to maintain or restore the quality of environment through preventing the emission of pollutants or reducing the presence of polluting substances in the environment. It may consist of: changes in characteristics of goods and services, changes in consumption patterns, changes in production techniques, treatment or disposal of residuals in separate environmental protection facilities, recycling, and Prevention of degradation of the landscape and ecosystems.
- e. **Green protocol** is essentially a set of measures which when implemented results in significant reduction of waste with primary focus on prevention of use of disposables and using reusable alternatives.
- f. **Waste management** is the collection, transportation, and disposal of garbage, sewage and other waste products. It is the process of treating solid wastes and recycling items that don't belong to trash. Waste management disposes of the products and substances that one has used in a safe and efficient manner. It has four components called the Six R's:
  - **Rethink** means design in a way that considers people and their environments.
  - **Reduce** means reducing consumption or buying less.
  - **Reuse** means finding a new way to use trash instead of throwing it out, to avoid creating waste rather than trying to recycle it once it's already there.

- **Recycling** is the process of collecting and processing materials that would otherwise be thrown away as trash and turning them into new products.
- **Refuse** is to refuse the usage and purchase of products which are harmful for the environment protection practices and create wastage of resources.
- **Repair** means when a product breaks down or doesn't work properly, try to fix it.

### 8.2.3 Guiding Principles of the Environment Protection Policy

This Policy is based upon the following guiding principles:

- a. **Zero tolerance** for environmental degradation;
- b. Sharing **responsibility** for waste management;
- c. **Individual level** approach to prevent environmental degradation; and
- d. Recognition and promotion of **sustainable waste management**.

### 8.2.4 The Environment Protection Code of Conduct

**Acceptable Behaviours-** Students and staff shall:

- a. Abide by the environment protection policy of Loyola College of Social Sciences.
- b. Be responsible for keeping the campus clean and aiding the cleaning staff in the said duty.
- c. Follow a green protocol at college programs to create as less waste as possible.
- d. Keep aside one hour every week for environment management (helping cleaning staff, helping in the garden, or conducting environment protection activities in the nearby communities).
- e. Protect and build the bio-diversity of the college with student-participation.
- f. Ensure that the correct type of waste is put in the designated dustbin and reference shall be taken from the posters put up in the college.
- g. Ensure that Recyclable waste that has been soiled in any form shall be washed and dried to the maximum extent possible before being put in the recyclable dustbins.
- h. Make certain with the Purchasing Department that products bought from markets are reusable and have been or can be recycled. This shall ensure a reduction in the waste generated in the college.
- i. Partake in efforts to convert the college into plastic free campus. Existing plastic materials shall be reused and up-cycled, or given to be recycled.

- j. Take steps towards reducing paper waste as much as possible. Prints shall be taken only when absolutely necessary, and when done should be on both sides of the paper. Students and staff shall try to use the digital medium like Moodle, in case of subject notes, assignments, etc.
- k. Prefer the usage of Ink pens to reduce plastic waste; they may use the ink filling corner to refill the pens.
- l. Try to move away from plastic containers and water bottles, and switch to sustainable material like steel.

**Unacceptable Behaviours- Students and Staff shall not:**

- m. Hinder the achievement of clauses under the Environment Protection Policy of Loyola College of Social Sciences.
- n. Discourage any person from following the rules regulations for maintaining a clean campus.
- o. Create any waste that can be avoided through conscious efforts. Rules that are put up in college premises have to be abided by, strictly.
- p. Promote any practices that are harmful to the environment and shall only promote practices that conform to the six R's (Rethink, Reduce, Reuse, Recycle, Refuse and Repair).
- q. Throw any waste material (recyclable or otherwise) negligently in college premises.
- r. Dispose used sanitary napkins in dustbins; the incinerator placed in the Ladies toilet on the ground floor must be used for this purpose.
- s. Use flowers draped in plastic covers and flex items during public functions in campus and shall welcome dignitaries with other viable sustainable options.

**Code of conduct at College events:**

- t. Paper prints shall be avoided as much as possible and the digital medium shall be made the primary medium of communication. Two side prints shall be made the preferential type of printing.
- u. Pamphlets, notices, schedule shall be printed on both sides of the paper. If possible hand-made Pamphlets, notices, schedules can be made on reused paper utilised in creative way.

- v. The decorations used at college events shall be compulsorily bio-degradable materials like paper, naturally available materials like fallen leaves, and up-cycled or reused materials.
- w. Flex and/or other display materials are strictly prohibited; printing or painting shall be done on cloth or jute materials.
- x. Ensure the use of utensils like steel, glass, and ceramics, and if necessary use bio-degradable disposables only. These include: leaf plates (banana leaf/areca nut leaf), clay cups or any other environmentally viable alternatives.
- y. There shall be waste segregation volunteers at all college events, who guide the disposal and segregation of waste.
- z. Staff and students shall ensure that post- event management is done efficiently and all waste is segregated by the dedicated student organisers. Post- event management includes washing the utensils used, removing decorations and segregating them according to type if not further required, cleaning the area, and collecting and segregating the waste.

#### **8.2.5 Energy and Water Conservation Code**

- a. Proper care must be taken to ensure that taps are turn off after use and leakages are informed to the concerned authorities, especially in college canteen and Hostel.
- b. Lights and fans must be switched off after use especially in classrooms and the college canteen.
- c. Saving water must be a priority in all activities, and it must be ensured that taps are turned off while not in direct use.
- d. While washing dishes the tap can be closed while applying soap on the vessel.
- e. While brushing teeth, taps can be turned off when brushing. Water could be collected in cup and used for brushing and shaving.
- f. While washing face and hands tap can be closed while applying soap.
- g. Using shower must be avoided as much as possible, and using bucket and mug must become a priority.
- h. Though the main college building uses solar energy, steps must be taken by students to ensure that the resource is not wasted.
- i. Students must make sure that empty classes do not have any running electrical appliances, like fans, lights, and projectors.
- j. When not in use for longer period, the projector must always be switched off and disconnected.

- k. Whenever possible the students must try to resort to natural sources of light like sunlight and for air they can keep the windows open.
- l. College shall run fully on solar energy.
- m. The campus should have rain water harvesting and water recycling.

#### **8.2.6 Rules of Waste Segregation**

- a. All students and staff shall partake in efforts to segregate waste generated in the college into: (a) Recyclable waste; (b) Non- Recyclable waste c. Organic Waste. No soiled waste materials shall be put into the recyclable waste bin and food packets shall be rinsed and then placed in the waste bins. This shall be strictly practiced as otherwise the product ceases to be recyclable, in accordance to the rules of the recycling unit which maintains the dignity of its cleaning personnel who handle waste.
- b. Every bit of recyclable waste, from bits of paper to plastic bottles shall be segregated and sent to the recycling unit or up-cycled by the students.
- c. If any of the bins are found to be filled, the staff and students shall inform the cleaning personnel at the earliest.
- d. All students and staff must use the dustbins according to the specified type: Green – Organic waste, Blue – non- recyclable & plastic waste, Red – Glass pieces.
- e. College should have a system of waste segregation at the source and waste management. The college shall have bio-gas plants at different locations.

#### **8.2.7 Education and Training**

- a. All staff and students will receive an orientation workshop about the types of waste, segregation of waste.
- b. Staff and students shall be made aware about how environment consciousness can be applied to daily life and how individuals can help in environment sustainability.
- c. Posters and notices shall be put up in college premises regarding waste management which shall be used as reference by all students and staff.
- d. The workshops regarding the practices of waste management shall be compulsorily attended by all students and staff of the college.

#### **8.2.8 Ensuring Sustainability**

- a. Loyola College shall conduct environment management and biodiversity activities on every Wednesday.
- b. The college should conduct green audit, biodiversity audit, water audit and energy audit periodically.

- c. The college should encourage the protection and rejuvenation of flora and fauna in the campus.
- d. The college shall encourage planting of saplings at different locations. The eminent personalities who come to the campus for official functions shall be encouraged to plant trees. There will be a system of gifting plants and trees instead of giving any material gifts.
- e. The college should encourage the use of bicycles in the campus and make freely available bicycles for use.
- f. The college shall encourage everyone in the campus not to burn dry leaves, paper and plastic materials.
- g. To ensure sustainability of the policy and its efficient implementation Environment Management Committees shall be formed.
- h. There shall be a staff head and student secretary in the committee who spearhead decisions.
- i. The committees shall be formed through proper selection procedure of selecting volunteers and members with commitment towards protection of environment.
- j. The committee's sustainability shall be ensured through yearly selection of new members and volunteers, conducting induction for future batches of students about the policy.
- k. Hobby centre can be undertaken by the committee to bring forward innovative means of up-cycling, which will be open to all students and staff of the college, workshops can also be conducted to promote the six R's.

#### **8.2.9 Implementation strategies**

- a. The policy shall be introduced to all stakeholders of the college and they shall compulsorily follow the guidelines.
- b. Proper orientation must be given to all stakeholders regarding segregation of waste followed by sessions by resource persons regarding need for waste management.
- c. Formation of Environment Management Committees through democratic means, and an introduction of the committee to all stakeholders.
- d. An efficient waste segregation system must be setup in the college, by reusing the existing systems.
- e. Putting up posters and information mechanisms on available public display systems about types of waste, and waste segregation system.
- f. Notices regarding sanitation rules must be put up in all toilet cabins and outside toilets.

- g. Environment management committee shall get in touch with other institutions (example, College of Engineering Trivandrum, Energy Management Centre etc.) that practice innovative means of waste recycling and share and implement them with college staff and students.
- h. Establishing an award, like Green Warrior, for students that show exceptional skill in forwarding green causes, in campus and out of campus.
- i. Conducting a Green Audit in the College, and evaluating the implementation of Environment Protection Policy and activities of Environment Management Committee. This shall be done involving the all stakeholders of the college, like Office staff, Canteen staff, teaching and Non-Teaching staff, all students and Research scholars.
- j. The college shall encourage organic farming and the products of the organic farming shall be used in the college canteen.
- k. The college shall appreciate and recognise the performance of different departments for their contribution towards the implementation of green initiatives and Green awards may be announced to recognise laudable performance.
- l. The college shall conduct green awareness programmes for the students and staff on a periodic basis.
- m. The college should ensure the ban of tobacco and related substances and their use.
- n. There shall be two day workshop on environment protection policy to the new batch of students, a week after the induction. They should be led into the practice of collection of waste, segregation and disposal in the designated locations.
- o. The college shall ensure pollution free campus.

#### **8.2.10 Future direction**

- a. Incorporation of Municipal Corporation in waste segregation at site (college) and collection of waste to be recycled.
- b. Use of Bio-degradable sanitary napkins in college napkin vending machine.
- c. Grey water recycling at Ladies' and Men's Hostel as large quantity of waste water is generated here.
- d. Once the plastic dustbins become unusable, they shall be replaced with steel alternatives for long term use.
- e. The construction of new wings in college shall be using low cost energy efficient methods and can be planned in consultation with Energy Management Centre.
- f. Any individual found indulging in any unacceptable behaviour shall be proactively penalised, by creating/buying an up-cycled product and gifting it to an individual in the

college itself and/or buying a plant, planting it in college premises and ensuring its survival.

## **8.3 INCLUSIVENESS POLICY**

### **8.3.1 Scope**

The 2030 Agenda for Sustainable Development put forward by the United Nations has defined in its 4th goal the need to ensure Inclusive and equitable quality education and promote lifelong learning opportunities for all. Based on the above Loyola ensures Inclusiveness with respect to:

- Marginalized communities.
- Inclusion of multilingual and multi-cultural students, teachers and nonteaching staff.
- Religion and caste
- All gender, including the LGBTQI+ community (a separate policy has been dedicated to Gender).
- Disability (a separate policy has been dedicated to Disability).

### **8.3.2 Guiding Principles**

- a. No discrimination shall be made on the basis of religion, caste, class, gender and disability, subject to government provisions for SC/ST/Minorities/Disabled and other marginalized communities.
- b. All students shall have equal opportunity to participate in programmes- curricular, co-curricular and extra-curricular activities, subject to rules with regard to selection of specializations and the maximum participation in student support programmes.
- c. All students and staff shall have equal opportunity to make use of the resources and facilities of the college, subject to the rules and procedures established for the upkeep of such resources/facilities.

### **8.3.3 Implementation**

Statutory committees stipulated by the government will be set up and working. Any complaints with respect to inclusiveness shall be directed to the HoD or Principal, as per usual grievance redressal procedures. However, if the complaint involves SC/ST or Disabled students, or is of a gendered nature, such complaints shall be routed to the statutory committee appointed to handle specific issues.

#### **8.3.4 Related policies**

Gender Policy, Disability Policy, Policy on Scholarships and Free-ships.

### **8.4 GENDER POLICY**

#### **8.4.1 Scope**

The Loyola Gender Policy Framework envisions a college where all gender flourishes together with dignity, safety, mutual respect, harmony and social justice and an enabling environment in which all are able to achieve their full potential, in full enjoyment of their human rights. The college shall abide by the constitutional mandate of equality and equal opportunities. It shall also follow the provisions of the Sexual Harassment at Workplace Act.

#### **8.4.2 Guiding Principles**

- a. Respect for gender equality and rights.
- b. Gender-responsive teaching, dissemination of gender responsive-research.
- c. Implementation of affirmative action in admission and participation of all gender.
- d. Equal opportunity for all gender.
- e. Freedom for all gender to express free and fair opinion.
- f. An accessible, active, unbiased and confidential grievance redressal cell.
- g. Effective measures for the safety and security of all gender.
- h. Enforcement of policies against sexual harassment and gender-based violence.
- i. Gender neutral hiring and selection procedures.

#### **8.4.3 Women's Cell**

- a. An active women's cell where gender awareness and gender related programmes are frequently discussed (documentaries and open forums).
- b. Sensitization programmes are organized by women cell for creating awareness regarding sexual harassment and gender related violence.

#### **8.4.4 Gender-friendly procedures, infrastructure and facilities**

- a. There shall be separate hostels for women and men.
- b. There shall be separate toilets for women and men.
- c. Third genders shall access gender neutral toilets.
- d. A ladies' room shall be arranged for women.
- e. Provisions shall be made for the availability and disposing of sanitary napkins.
- f. Pregnant staff shall be relieved of duty to avail of maternity leave with pay.

- g. Targetted interventions shall be made for women staff with breast-feeding infants and toddlers.

#### **8.4.5 Implementation**

- a. The Women's Cell shall coordinate all programmes aimed at creating a gender-sensitive campus.
- b. The Anti-Sexual Harassment Committee/Internal Complaints Committee shall be constituted to handle all complaints in relation to work place harassment.

#### **8.4.6 Future Directions**

Loyola has a women's cell which has been contributing actively to the welfare and development of women in the college. Women's Day is celebrated with pomp every year. A number of courses in the college, include gender, gender analysis and gender mainstreaming topics. Programmes involving the third gender has been frequent and Loyola has declared itself and trans-gender friendly campus. Loyola Extension Services (LES) has a number of girl-child and women-empowerment programmes

However, we have realized that gender-sensitivity and women empowerment entail much more than development activities for women or a discriminated gender category. There is a tendency to be blind to men and their contribution to gender discrimination and gender-violence, when planning gender-interventions. Gender programmes that envision attitude changes among men are necessary to contribute to a more gender-equal nation. Henceforth men have either been silent participants or inactive in gender-programmes of women's cell. Loyola shall include interventions targeting the male gender too in future.

### **8.5 DISABILITY POLICY**

#### **8.5.1 Scope**

The college commits to the objective of providing a supportive and equal opportunity environment for all, especially differentially abled persons. In this respect, we recognize and accept the provisions of the Rights of Persons with Disabilities (PWD) Act, 2016. Disabled persons include all persons defined as possessing a disability under the Act.

#### **8.5.2 Definitions**

For the purpose of this policy, all definitions and provisions of the PWD Act shall be used as reference.

### **8.5.3 Guiding Principles**

The College shall endeavor to ensure that disability does not provide a barrier to existing and prospective staff and students. Our goal is to:

- a. ensure the accessibility of our physical and virtual environment for all
- b. ensure our admission criteria for courses of study do not create unnecessary barriers
- c. ensure our recruitment criteria do not create unnecessary barriers
- d. Provide support to disabled staff and students.
- e. encourage disability disclosure among our staff and students, while maintaining confidentiality
- f. work with disabled staff and students to determine support needs
- g. ensure the support to disabled students and staff remains relevant
- h. ensure our processes for career development take cognisance of the needs of disabled staff
- i. support managers in responding to the needs of disabled staff

### **8.5.4 Equal opportunity provisions**

- a. As per the stipulation of the PWD Act, 5% reservation in seats in Government and Government aided higher educational institutions for persons with benchmark disabilities. The college shall abide by this provision.
- b. Every effort shall be made, within the budget of the college, to incorporate disability-friendly plans, in construction of new buildings.
- c. The existing college building, library and auditorium has ramps, which facilitates access for disabled persons with locomotor problems. Teachers and peers shall be encouraged to facilitate participation of such persons, by proactive and creative use of the facilities on the ground floor.
- d. The library shall network and collaborate with other libraries and organizations, to connect visually challenged persons to appropriate learning resources.
- e. Teachers and peers shall be encouraged to assist PWD and make every effort to maximize their learning experience. A student-mentor shall be assigned to a PWD. The teacher-mentor of the PWD shall be responsible for conveying the learning and development needs of the PWD to the management.
- f. Persons with disabilities shall be assisted to acquire disability certificates and make use of benefits due to them from government, non-government and private bodies.

- g. Counselling and social support shall be offered to persons with disabilities and their families if deemed necessary.
- h. Educational programmes shall be organized for the PWD in the college, if the management feels the number is sufficient. Alternatively, they shall be encouraged to participate in programmes that can lead to their development.

#### **8.5.5 Implementation**

A committee called Internal Committee for Students with Disabilities shall be constituted at the college level. The committee shall ensure that if applications of PWD are received they are handled as per the reservation provisions of the PWD Act. Also, all matters relating to disabled students and their needs or problems shall be taken up by this committee.

#### **8.5.6 Future Directions**

Loyola has the history of encouraging the admission of PWDs, even in courses that require intense field work. The number of PWDs has been low, however, which we attribute to the message of abilism conveyed by us unconsciously. As a social sciences college, we realize the need to present ourselves as models in the creating and fostering a disabled-friendly campus. In future, Loyola hopes to make targeted efforts to build its capabilities in this area. This will make us more confident in encouraging and soliciting PWD.