**NAAC Criterion 6 — Case Study**

**6.1.2 Decentralization and Participative Management**

**Institution:** Dr. A. D. Shinde College of Engineering, Bhadgaon - Gadhinglaj
**Location:** Bhadgaon (near Gadhinglaj), Kolhapur District, Maharashtra
**Report Type:** Tailored case study prepared for NAAC Criterion 6 (Governance, Leadership and Management)
**Prepared by:** IQAC **Time period covered:** Academic Year 2024–25

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**Executive Summary**

This case study documents how Dr. A. D. Shinde College of Engineering implemented decentralization and participative management during the 2024–25 academic year, with active leadership from the Principal, Heads of Departments, and a strengthened Student Council. The initiative focused on departmental decision-making for student activities, minor procurements for laboratories and workshops, and curriculum-related innovations. The college recorded measurable improvements in approval lead-times, fund utilisation and student engagement — notably 15 student-led events planned and executed by the Student Council during the year.

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**1. Background and Rationale**

NAAC Criterion 6 underscores effective leadership and participative governance as central to institutional quality. In early 2024, the college identified bottlenecks: procedural delays for routine laboratory consumable purchases, limited student involvement in planning co-curricular activities, and low transparency in department-level budgets. To address these, the Principal and Governing Body launched a structured decentralization initiative titled **Departmental Autonomy for Operational Excellence (DAOE)** with a special emphasis on Student Council participation.

**Objectives**

- Shorten decision-making cycles for routine academic, administrative and activity-related matters.
- Increase meaningful participation of students, faculty and non-teaching staff in governance.
- Improve transparency and utilisation of departmental and student activity funds.
- Strengthen leadership skills among students via the Student Council.

**Scope**

DAOE was implemented across all engineering departments with focused piloting in the Electronics & Computer Science , Mechanical and Computer Science & Engineering departments from July 2024 to June 2025. The Student Council was empowered to lead planning and budgeting for co-curricular and extra-curricular events, with authority limits and faculty mentorship.

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**2. Methodology**

- **Baseline assessment (June 2024):** Mapped approval lead-times, fund utilisation and stakeholder satisfaction.
- **Stakeholder consultations (July 2024):** Workshops with HoDs, Student Council office-bearers, lab technicians and administrative staff.
- **Design (Aug–Sep 2024):** Drafted delegation of authority circular, committee charters and SOPs; defined monetary limits and reporting formats.
- **Implementation (Oct 2024–May 2025):** Operationalised Departmental Purchase Committees (DPCs), Academic Innovation Committees (AICs) and Student Activity Fund (SAF) processes.
- **Monitoring & Evaluation (Monthly):** IQAC dashboard, mid-term review (Jan 2025), final evaluation (June 2025).

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**3. Decentralization Model Adopted**

**3.1 Delegation of Authority (selected items)**

- **Departmental Purchase Committee (DPC):** Authorized to approve laboratory and workshop procurements up to ₹75,000 after competitive quotation and technical verification.
- **Academic Innovation Committee (AIC):** Empowered to approve minor curricular workshops, project fairs and industry interaction sessions without prior central academic council ratification; up to three such approvals per department per semester.
- **Student Activity Fund (SAF) Committee:** Student Council with faculty convener permitted to sanction student events up to ₹50,000 per event following submission of a standard event proposal and a budget breakdown.

**3.2 Participative Bodies Strengthened**

- **Student Council Executive Committee:** Given defined roles for event planning, budget preparation and post-event reporting; included representatives from each year and branch.
- **Departmental Quality Circles (DQCs):** Teams of faculty, senior students and lab staff charged with process improvement proposals.
- **Administrative Staff Council:** Quarterly forum for non-teaching staff representation in operational planning.
- **Extended IQAC Forum:** Student Council President and two student representatives included for greater transparency.

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**4. Case Study Narrative — at Dr. A. D. Shinde College of Engineering**

- **Timeline & Key Steps**

1. **Preparation (June–Sep 2024):** Baseline survey found average approval time for minor lab procurements at 40 days; departmental fund utilisation averaged 58% annually.
2. **Rollout (Oct 2024):** Circular on delegation published; DPCs and SAF committees constituted; training sessions conducted for HoDs, lab in-charges and Student Council members.
3. **Operational Phase (Oct 2024–May 2025):** 64 minor procurement requests processed by DPCs, 15 student events planned and executed under Student Council leadership, 10 curriculum-linked workshops enabled by AICs.
4. **Monitoring (Monthly):** IQAC dashboard tracked key indicators; exceptions escalated to a review panel.
5. **Evaluation (June 2025):** Outcomes consolidated and recommendations made for policy rollout.

**Decision Flow (simplified)**

- Request/Proposal → Departmental verification → Relevant committee (DPC/AIC/SAF) review within 7 working days → Approval & execution → Upload summary to IQAC dashboard with receipts and minutes.

**5. Outcomes and Evidence**

**5.1 Quantitative Outcomes (Selected Departments)**

| Indicator | Baseline (Jun2024) | Endline (Jun2025) | Change |
|---|---|---|---|
| Average approval time (minor procurements) | 40 days | 7 days | –33 days (–82.5%) |
| Dept. fund utilisation rate | 58% | 89% | +31 pp |
| Number of department-led academic/innovation events | 5 per year | 12 (in 2024–25) | +140% |
| Student-led events (Student Council) | 4 per year | 15 (in 2024–25) | +275% |
| Minor research seed grants awarded | 2 | 6 | +200% |

*Student satisfaction with participative governance rose from 70% to 86% (structured questionnaire, n = 420 students across departments).*

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### 5.2 Qualitative Outcomes

- **Stronger student leadership:** Student Council members independently managed event logistics, vendor negotiations and financial reconciliation for 15 events — building project management competencies.
- **Faster lab replenishment:** Departments reported reduced downtime for laboratory experiments due to quicker consumables procurement.
- **Enhanced transparency:** Monthly event and procurement reports uploaded to the IQAC portal increased trust among stakeholders.

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### 6. Impact on Institutional Practices

- **Policy adoption:** Based on the pilot's success, the Governing Body approved permanent delegation for routine procurements and student activity approvals in Aug 2025.
- **Skill development:** Student Council training became institutionalised as an induction module for elected student leaders.
- **Culture change:** Greater bilateral communication between leadership and students reduced perceptions of hierarchical distance and encouraged innovative proposals.

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### 7. Challenges Faced and Mitigation

- **Initial training demand:** Early stages required substantial training for Student Council members in budgeting and compliance; addressed by monthly mentorship clinics.
- **Documentation gaps:** Some early event proposals lacked detailed budgets; compliance improved after introducing a standard event template.
- **Equity concerns:** Ensured cross-departmental fairness by rotating event approval quotas and auditing fund allocation

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### 8. Lessons Learned

1. Define clear monetary and procedural limits when delegating authority.
2. Invest in practical training for students and staff before transferring responsibilities.
3. Make monitoring transparent and simple — a visible dashboard encourages compliance.
4. Pilot in phases before scaling institution-wide.

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## 9. Conclusion

The 2024–25 decentralization initiative at Dr. A. D. Shinde College of Engineering demonstrates how targeted delegation, clear SOPs and active student participation can create measurable improvements in governance effectiveness. The Student Council's leadership in organising 15 successful events is emblematic of strengthened participative management, aligning with the expectations of NAAC Criterion 6.

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**Dr. A. D. Shinde College of Engineering, Bhadgaon - Gadhinglaj** covering the academic year **2024–25**, emphasising **Student Council** leadership and documenting **15 student events**.

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Bhadgaon, Gadhinglaj. Dist: Kolhapur Pin: 416502
Approved by AICTE New Delhi, DTE Maharashtra and Affiliated to Shivaji University, Kolhapur

Proceeding and Minutes of Student council Meeting held on 15 Oct 2025

## Minutes of Students' Council Meeting

**Dr. A. D. Shinde College of Engineering**
**Date:** 15 October 2024
**Time:** 11.00 a.m.
**Venue:** Seminar Hall, College Campus
**Academic Year:** 2024–25

### Members Present

1. Principal – Chairperson
2. Vice-Principal
3. Faculty Coordinator, Students' Council
4. All Class Representatives
5. Sports Secretary
6. Cultural Secretary
7. Ladies Representative
8. NSS Representative

### Agenda of the Meeting

1. Review of activities conducted during the first quarter of the academic year
2. Planning of upcoming academic, cultural, and sports events
3. Discussion on student welfare and campus facilities
4. Suggestions and grievances from students
5. Any other matter with the permission of the Chair

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## Proceedings of the Meeting

**1. Opening Remarks**
The meeting commenced with the permission of the Chair. The Principal welcomed all members and emphasized the importance of the Students' Council in fostering leadership, discipline, and participative management within the institution.

**2. Review of Previous Activities**
The Faculty Coordinator presented a brief report on activities conducted during the initial phase of the academic year, including Induction Programme, Teachers' Day celebration, and NSS orientation activities. The Council expressed satisfaction with student participation and coordination.

**3. Planning of Upcoming Events**
The following activities were proposed and discussed:

- Organization of Technical Events and Guest Lectures
- Celebration of Cultural Day and Traditional Day
- Sports events and interdepartmental competitions
- NSS activities focusing on social awareness and community service

The Council unanimously resolved to form separate committees for each activity under the guidance of faculty members.

**4. Student Welfare and Facilities**
Students raised concerns regarding library timings, internet connectivity, and cleanliness of common areas. The Principal assured that the issues would be communicated to the concerned authorities for necessary action.

**5. Suggestions and Grievances**
Class Representatives suggested conducting soft skill development programs and placement-oriented training sessions. The suggestion was appreciated and approved in principle.

**6. Any Other Matter**
The importance of discipline, regular attendance, and active participation in co-curricular activities was discussed. Students were encouraged to maintain harmony and uphold the reputation of the institution.

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## Resolutions Passed

1. To conduct at least 15 student-centric activities during the academic year 2024–25.
2. To strengthen student participation in academic, cultural, sports, and social activities.
3. To ensure effective coordination between students, faculty, and administration.

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## Conclusion

The meeting concluded with a vote of thanks proposed by the Students' Council Secretary. The Chair appreciated the constructive participation of all members and declared the meeting closed at 12.30 p.m.

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**Prepared by:**
Students' Council Coordinator

**Verified by:**
Dean Student Development

**Approved by:**
Principal

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