

Sri Aurobindo College of Commerce and Management

FACULTY DEVELOPMENT POLICY

Faculty development has as its goal continued renewal and growth of the teachers in all facets of their professional lives. Faculty fulfil a variety of roles: as teachers whose commitment is to provide their students with expert instruction and guidance, as researchers to make scholarly contributions that help in the advancement of existing knowledge within their discipline; and as members of society to contribute studies that serve the local community in improving their functioning.

It is the purpose of the Faculty Development Policy to provide resources, which will help faculty to develop as scholars, to publish, to share insights both within the community and at professional conferences, and to improve their work in the classroom.

Faculty Development Policy Objectives

- (1) To provide opportunities for the faculty to develop teaching and research skills
- (2) To enhance faculty effectiveness and help faculty fulfil academic responsibilities
- (3) To develop application orientation and data analysis skills
- (4) To ensure satisfactory adjustments to changing environments in instruction and within disciplines



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The effects of the policy will be seen, ultimately, in the quality of the instruction students receive and in the quality of scholarly contributions made by the faculty in the form of research papers, project reports and books. The aim of this policy is to enrich the intellectual capital of the college.

To achieve the above mentioned objectives the teachers will be encouraged to participate in eight types of programs which have been grouped under three broad headings:

(A) To help improve teaching skills of the faculty:


- (1) Teachers to undertake the mandatory training programs conducted by Human Resource Development Centres (formerly known as Academic Staff College) of Indian Universities
- (2) Teachers to participate in the in-house Professional Development and Discipline Related Extension Lectures

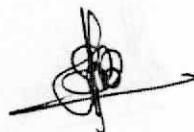
(B) To serve the local community better

- (3) Faculty to undertake Research Projects of local relevance
- (4) Hosting a National Conference/ Seminar

(C) To provide opportunities for improvement of research skills

- (5) Teachers to participate in the in- house Faculty Development Program on Basic Research Methodology
- (6) Teachers to attend workshops and advanced training programs on Research Methodology, Case Study Writing and short duration Professional Development Programs organized by other institutions


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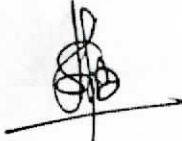
- (7) Participation in National/ International Conferences/ Seminars/ Symposiums/ Summits and Colloquiums hosted by Universities/ Academic Bodies/ Management Institutions/ Colleges/ Professional Associations and Government Bodies in India
- (8) To undertake Doctoral Researches

The eligibility criteria, number of courses that can be attended in an academic year and details of funds to be disbursed for these programs are mentioned as follows:

(1) Mandatory Training Programs


About the Program: The Human Resource Development Centres of state and central Indian Universities conduct several types of training programs, namely, the General Orientation Course, the Refresher Course, short term courses for Assistant Professors in Grade 3, Summer School, Winter School, programs for research scholars and administrators. These courses primarily sensitise participants to social, political, economic and scientific developments of our time. They also impart training to improve necessary professional skills in teaching, research and administration. Participants get an opportunity to upgrade their knowledge and keep abreast with the latest developments in their discipline. Teachers are made aware of new methods and innovations in higher education leading them to develop their own strategies and methods of instruction. Platforms are created for faculty to exchange their experiences and experiments with peers and to mutually learn from each other. The programs create a culture of learning and self-improvement among the teachers. Attending these training

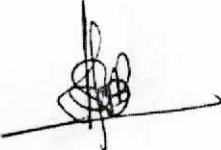

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programs is mandatory for becoming eligible for promotions. All Assistant Professors in Grade 1 are required to attend one General Orientation Course and one Refresher Course with a gap of at least one year between the two programs. The General Orientation Course is of four weeks duration and the Refresher Course is of three weeks duration. Assistant Professors in Grade 2 are required to attend one Refresher Course whereas Assistant Professors in Grade 3 are required to attend one teaching/ research methodology/ faculty development program of at least one week duration.

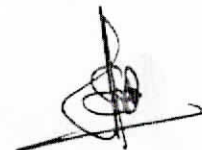
Eligibility for SACCM teachers: Teachers must ideally attend the General Orientation Course within the first two years of their appointment on permanent basis. The first Refresher Course must be attended after at least a year's gap of having attended the General Orientation Course. Assistant Professors with PhD can be sent for this training in the third or fourth year of the job, whereas others not possessing PhD can be sent by the fifth or sixth year of the job. The Summer or Winter School are equivalent of the Refresher Course and teachers may opt to attend any one of these three programs. Assistant Professors in Grade 2 shall be eligible to attend the second Refresher Course. They can attend this program within five years of entering Grade 2. Assistant Professors in Grade 3 will be required to attend one training program among the categories of methodology workshop, teaching- learning- evaluation workshops, technology programs, soft skills programs and faculty development programs of minimum one week duration within three years of entering Grade 3. The following terms and conditions shall apply for the mandatory programs:


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- a) Participation will be approved on the recommendations of the Principal and Director.
- b) Teachers can attend these courses in any Indian University recognized by UGC.
- c) Duty leave shall be sanctioned for attending these programs. Since UGC has stopped funding teachers from self- financed colleges, reimbursement of application fee, travel and daily allowances can be claimed from the college as per prevailing rules. However, not more than Rs 10,000 (inclusive of all expenses) shall be paid per teacher. Teachers must produce all necessary bills, travel tickets and copy of draft of application fee as proof of amount expended.
- d) A maximum of two teachers will be sent for these programs per semester i.e. not more than four teachers can be sent in an academic year. Only under exceptional circumstances five teachers may be considered for which prior approval of the Chairman will be required.
- e) In case of multiple applicants, priority will be given to those who have lesser time left for becoming eligible for next stage of promotion.
- f) Participants will put up request for duty leave at least one month in advance.
- g) Teachers must preferably apply for these training programs during lean period i.e. from 1st week of May to 30th June and 1st week of December to the commencement of next semester. If due to unavoidable reasons, a teacher must attend these programs during peak period of teaching, they must arrange to get their classes adjusted in a manner that minimal disturbance has to be borne by the students. This clause shall not apply in


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case of General Orientation Course since it is a longer program and must only be attended during lean period.

- h) Teachers shall be sent for these programs on becoming permanent employees. Some teachers who had undertaken these programs while being whole temporary employee may not attend these programs again provided they had cleared the UGC- NET examination before participating in these trainings.
- i) If due to any compelling reasons the teacher has not been able to proceed for professional training, his/ her case may be considered for promotion by the Chairman on the recommendation of Director Education and Principal
- j) All teachers who attend these training programs must report for duty on the next working day in the college and must submit a copy of their relieving orders and certificate in the college office for record purposes.

(2) Professional Development and Discipline Related Extension Lectures

The college shall organize professional development and discipline related extension lectures with the aim of enriching the knowledge of the faculty. The special focus of these lectures will be on familiarizing faculty members with recent developments in their respective disciplines. These extension lectures will be useful for upgrading the teaching and training skills of commerce, management and economics teachers. These shall be structured lectures delivered by eminent academicians from prestigious management institutions, universities or premier colleges of the country. Apart from academicians leading industrialist and practicing managers with rich experience may also be called to deliver lectures. The subjects covered in these lectures may include the following:



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- a) Topical issues in General Management (Introductory and Integrative)
- b) Lectures on topics from functional areas of management (e.g., Accounting and Finance, Human Resources, Marketing, and Operations)
- c) Management discipline-related subjects (e.g., Understanding Organizational Behaviour, State of India's Economy, Developments in Banking, Panel discussions on budget, and Information Technology for Commerce and Management)
- d) Academic skill-related lectures (e.g., Communication for Commerce, Economics and Management Teachers, Introduction to writing content plans, and training on Case Writing)

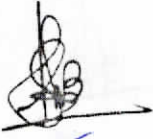
The Research and Faculty Development Committee of the college shall propose names of experts who can be called for such lectures. They shall also administer necessary arrangements for organising these lectures. They shall schedule lectures in a manner that varied disciplines are covered in an academic year. The visiting professor/ practitioner shall be paid an honorarium and travel expenses (upto first class AC chair car or sleeper whichever is applicable). All faculty members will be encouraged to participate in these lectures.

(3) Research Projects of Local Relevance

Teachers will be encouraged to undertake small, locally relevant research projects to

- Help the local community/ business units in better functioning
- Generate study material for use in classrooms and publications in Research Journals


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The following facilities may be availed by the teachers for undertaking these projects:

- (a) Financial Support for two projects per year up to Rs 25,000 each or the actual expenses incurred whichever is less may be allowed. This grant can be availed to purchase study material or any book, undertake field work, secretarial assistance, stationery, acquisition of software and internet expenditure.
- (b) The material so purchased will be the property of the college after the completion of the research project.
- (c) The payment will be made with the approval of the Director and Principal upon submission of bills.
- (d) The proposed research project will be approved by the Chairman on the recommendations of the Principal and an external expert.
- (e) The teacher will have to submit the synopsis of the proposed research project beforehand and submit the original copy of the research outcome after completion of the research project.
- (f) Teachers of the College, (irrespective of the nature of appointment i.e. ad-hoc or permanent) with a minimum experience of two years with the college will be entitled to avail the Research Grant from the college.

(4) National Conference hosted by the college

The college shall organise a seminar every alternate year in the college campus. The basic objective of the seminar will be to bring together academicians and experts from different parts of the country to exchange knowledge and ideas. The

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seminar will be based on a theme which is relevant for the local industries based in Ludhiana or on a theme which is a topical national issue. The seminar will be organised in manner to provide an in-depth analysis of subject and its connected issues. Participants from academic/ research institutes as well as industrialists and practising managers will get an opportunity to update their knowledge and the outcomes of the discussions can be placed before different government bodies/ industry groups/ professional associations for necessary action.

- (a) The seminar will be collaboratively organised by the college and the Centre for Trade Facilitation and Research in Textiles
- (b) An organizing committee shall be formed for hosting the seminar. The committee shall be responsible for making all arrangements for the seminar, namely, inviting papers, editing papers, registration of participants, hospitality arrangements, travel and accommodation of resource persons as well as participants, preparation of conference proceedings, media management etc.
- (c) A proposed theme for the seminar along with its sub- themes will be approved by the Chairman on the recommendations of the Director- CTFRT, Principal, Organizing Committee and the Research and Faculty Development Committee. The target audience/ participants with expected number, details of technical sessions and expected outcomes of the program shall also be approved by the Chairman.
- (d) Financial assistance upto a maximum of Rs 1.5 lakh may be granted for organizing the national level seminar. The financial grant shall be approved by the Chairman on the recommendations of the Director- CFTRT, Director- Education and Principal. These funds will be used for printing the seminar



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brochure, honorarium and TA/DA of resource persons, hospitality arrangements, venue arrangements etc. Participants from outside the college may also be charged for meeting expenses such as conference kits, publication of conference proceedings, boarding, lodging, etc.

- (e) Every endeavour must be made for timely planning and execution of the seminar. Ideally, the brochure of the seminar must be released at least four months prior to the actual date of the seminar for qualitatively good research contributions to come forth.
- (f) Conference proceedings in the form of a book bearing an ISBN number shall be released within three months of the seminar.
- (g) All college teachers will be encouraged to participate in the seminar. Charges for college faculty will be subsidized to encourage participation in greater numbers.

(5) Faculty Development Program on Basic Research Methodology

The college shall organize an in-house Faculty Development Program on Basic Research Methodology primarily with the aim of developing data analysis and research skills of teachers particularly those who have not had an opportunity to acquaint themselves with recent developments in research methods. This program shall be hosted by the college every alternate year and shall not be organised in the year in which the National Seminar is being held.

These workshops will be designed to offer practical guidelines for research in commerce, management and economics. Participants will be trained on all the stages of research—from identifying a research problem till writing a report. The

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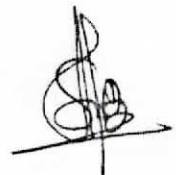


workshops will focus on a variety of quantitative and qualitative research methods with particular emphasis on the implementation of these methods using software packages.

- a) The Research and Faculty Development Committee shall make necessary arrangements to organize these workshops
- b) A proposed outline of the workshop along with a budget shall be approved by Chairman on the recommendations of the Director and Principal
- c) The workshop will be of one week duration and can be held during semester breaks in the month of June or December
- d) Financial assistance up to a maximum of Rs 1,25,000 may be granted for organizing the week long workshop. These funds will be used for honorarium and TA/DA of resource persons, hospitality arrangements, venue arrangements etc.
- e) Since these are basic research methodology workshops, teachers with less than six years work experience and ad-hoc staff will be encouraged to participate in these workshops. Teacher possessing PhD degree or those who already have advance level knowledge of research techniques may attend these workshops but must reserve their queries for a separate session to facilitate seamless learning of beginners.
- f) Limited participations of the faculty from outside colleges may be allowed.
- g) The outcome of the research methodology workshop must reflect in higher number of empirical researches and publications from the faculty.



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(6) Research Methodology, Case Study Writing and short duration Faculty Development Programs organized by other institutions

While the Faculty Development Program organised by SACCM is essentially meant for beginners and relatively inexperienced researchers, those who seek professional training on advance level research techniques may be sent for workshops hosted by other institutions. Teachers pursuing PhD and in need of clarifications related to data analysis of their dissertation work may also avail this opportunity.

- a) Participation will be approved on the recommendations of the Principal and Director.
- b) Teachers can attend these courses in any Indian University/ College/ Management institute.
- c) Duty leave shall be sanctioned for attending these programs. A maximum of two teachers will be sent for these programs per semester i.e. not more than four teachers can be sent in an academic year. A sponsorship fee of a maximum R: 10,000 (inclusive of all expenses) shall be paid per teacher by the college. Teachers must produce all necessary bills, travel tickets and copy of draft of application fee as proof of amount spent.
- d) In case of multiple applicants, priority will be given to those who have not gone on training in the previous academic session.
- e) Teachers may avail their earned leaves for attending these training programs.
- f) During peak teaching period, training lasting for more than two days shall be discouraged except when it becomes absolutely necessary.



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- g) Participants will put up request for duty leave at least one week in advance.
- h) All teachers who attend these training programs are required to share their learning with other staff members in the Faculty Seminar within a month.

(7) Participation in National/ International Conferences/ Seminars/ Symposiums/ Summits and Colloquiums hosted by Universities/ Academic Bodies/ Management Institutions/ Colleges/ Professional Associations and Government Bodies in India

Teachers will be encouraged to take part in Seminars/ Conferences etc organised by Universities/ Academic Bodies/ Management Institutions/ Colleges/ Professional Associations and Government Bodies in India. They will be subjected to the following conditions:

- a) Duty Leave, Sponsorship Fees and Re-imbusement of travel expenses (up to III tier sleeper/ AC Chair Car) will be granted by the college only in case of teachers whose research paper has been selected by conferences hosted by any of the IIMs/ IITs or premier business school/ management institutions.
- b) For all other conferences and seminars organised by central/ state universities of India/ Colleges/ other Management Institutes (not covered above) duty leave may be granted but all other expenses on travel and registration will be borne by the participating teacher himself/ herself. However, no teacher will ordinarily be permitted to attend more than two conferences/ seminars per academic year.


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- c) Participation will be approved by the Director – Education on the recommendation of the Principal.
- d) In the light of constraining factors of API capping system introduced in June 2013 by UGC, no restrictions are imposed on number of conferences/ seminars that are permissible per teacher under her/his own arrangements, expenses and leave during the lean period. During peak teaching period, seminars/ conferences lasting for more than two days shall be discouraged.
- e) Faculty members shall put up request for leave at least 10 days in advance.
- f) Faculty members shall themselves be responsible for their respective eligibility and its calculation with regard to API Score parameters.
- g) All training/ participation in national seminars/ workshops etc. shall be subject to the exigencies of service and the interest of the institution

(8) Doctoral Research


Teachers of the college are encouraged to undertake their PhD from recognized Universities/ Institutes of India. The conditions for pursuing PhD are mentioned below:


- a) Paid study leave for PhD will be granted on seniority cum merit basis for pursuing the mandatory course work. The duration of the course work varies from University to University, however the minimum duration is six months.


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- b) A teacher should have a minimum teaching experience of three sessions with the college as permanent or temporary teacher.
- c) Paid study leave for a period of six months (mandatory course in the University/ Institution campus) may be granted @ of 75% of the salary last drawn by the teacher.
- d) Before proceeding on study leave, under conditions as laid down at para 8 (b), the teacher must fill up a bond undertaking that she will serve the college for a minimum period of 4 years after completion of the Ph.D. The teacher failing to serve the college for afore said 4 years shall be bound to return / reimburse the amount of salary received during the period of study leave along with the prevailing lending rate of interest.
- e) In case of unpaid study leave for a period of six months, the teacher will sign a bond undertaking to serve the college for a minimum period of one year after the completion of Ph.D. In case the teacher concerned decides to leave the college before completion of one year, he/she will forfeit the salary of one month in addition to meeting the requirement of notice period for resignation as applicable.
- f) The request for study leave will be approved by the Chairman on the recommendations of the Director education and Principal and leave will be granted on seniority basis subject to teacher having qualified the PhD Entrance Test as applicable.
- g) In addition to the above mentioned leave, unpaid study leave for a specified period may be granted by the Chairman on recommendation of Principal and Director Education for dissertation work in exceptional case.


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- h) The teacher must complete the PhD Degree within five years period after completion Ph. D course work.
- i) In the event of a teacher leaving before the mandatory service of four years in case of paid study leave or not having completed the degree within five years, he/ she will have to reimburse the salary claimed during the paid study leave period.


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Tentative Budget for Faculty Development Program (inclusive of all eight types of programs)

Sr. No	Type of FDP	Maximum number of SACCM teachers to be sponsored per year	Tentative Amount (in Rs)	Remarks
1.	Mandatory Trainings- General Orientation, Refresher Course, etc	4	40,000	
2.	Professional Development and Discipline Related Extension Lectures	4	40,000	Tentative. Depends on distance travelled by resource person
3.	Research Projects of Local Relevance	2	50,000	✓
4.	National Conference Hosted by the College	Open to all	1,50,000	Only one of these to be incurred per year
5.	FDP on Basic Research Methodology	Open to all	1,25,000	


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6.	Research Methodology, Case Study Writing and Short Duration FDPs organized by other institutions	4	40,000 ✓	
7.	Participation in Conferences, Seminars etc	Open to all	80,000	Tentative. Depends on number selected
8.	Doctoral Research	1	2,50,000	
	TOTAL		6,75,000	Maximum

Some additional points for reference:

1. The above mentioned table shows a tentative budget for Faculty Development Programs. They are subject to price level adjustments per year. The Research and Faculty Development Committee must put up a budget for approval every year before the start of the financial year.
2. Principal will ensure that no more than 10% faculty is on duty leave (connected with faculty development) on any working day during the peak period of the year.
3. In case two or more faculty members have worked on any project or paper jointly, sponsorship fee (wherever applicable) along with other benefits shall be granted to only one teacher. Faculty members in such cases must share the grants. In case of joint participation in conference/ seminar, only one person shall be permitted leave.




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4. A teacher can be allowed to undertake only one of the FDPs covered in point number (1) and (6) with college sponsorship in a single academic year.
5. The college office should maintain a record of all projects, publications, training programs attended by each teacher in their personal files. The teacher must submit the required documents immediately after rejoining the College in his/her own interest.
6. Attending the mandatory training programs and contributions in research will be a necessary condition for promotion of teachers. A teacher may offer their cases for assessment for scale up- gradation, if they fulfill the minimum Academic Performance Indicators (API) scores indicated in the table below, by submitting an application and the required Performa.

**Minimum Point Norms in the Academic Performance Indicators (APIs)
required
for scale up- gradation**

	Requirements	Assistant Professor Stage 1 to Stage 2	Assistant Professor Stage 2 to Stage 3	Assistant Professor Stage 3 to Associate Professor
I	Teaching- Learning and Evaluation Related Activities	100/180	100/180	100/180


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	(Category- I of Performance Appraisal)			
II	Co-curricular, Extension and Profession Related Activities (Category- II of Performance Appraisal)	20/70	20/70	20/70
III	Minimum total average annual score under Categories I and II	150/250	150/250	150/250
IV	Research and Academic Contributions (Category III)	20/ assessment period (4 years for PhD teachers 6 years for others)	50/ assessment period (5 years)	45/ assessment period (3 years)
V	Training, Self Improvement, and other requirements	One General Orientation and One Refresher	One Course/ programme from among the categories of	(1) One Course/ programme from among

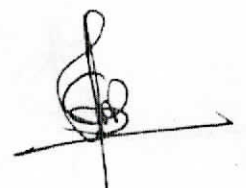


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		Course of minimum 2 to 3 weeks duration	refresher course, methodology workshops, Teaching-Learning-Evaluation Technology Programmes, Soft Skills Development Programmes of 2 to 3 weeks duration	the categories of refresher course, methodology workshops, Teaching-Learning-Evaluation Technology Programmes, Soft Skills Development Programmes of minimum one week duration. (2) At least three publications.
	Expert Assessment System	Screening Committee	Screening Committee	Selection Committee
VI	Percentage Distribution of Weightage Points in the Expert Assessment (Total	No separate points. Screening committee to verify API	No separate points. Screening committee to verify API	60% - Assessment of domain knowledge and teaching


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weightage = 100. Minimum required for promotion is 50)	scores	scores	practices.
			20% - Contribution to Research
			20% - Interview Performance

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