ACADEMIC AND ADMINISTRATIVE AUDIT REPORT

Cotton University, Guwahati, Assam

April 2023

1. Background

Cotton University invited a three-member committee comprising of (i) Prof. Debendra Chandra Baruah, Professor, Department of Energy and Director, Center for Multidisciplinary Research, Tezpur University, Tezpur, Assam, (ii) Prof Utpal Sarma, Professor, Department of Electronics and Instrumentation, Gauhati University and (iii) Prof Sarat Kakaty, Department of Statistics, Dibrugarh University for Academic and Administrative Audit (AAA) of the University vide letter No. No. CU/REGOFF/2017/012/3224-30 Dated 23 March, 2023.

The members of the AAA committee visited the University during 18-19 April 2023 and conducted the detail audit through visits to the administrative sections, academic Departments, Library, Canteen, Hostels, Sports facilities, including places having notable activities and various infrastructure facilities of the University. The team also held series of meetings with relevant stakeholders of the University including members of Governing body, teaching staff, non-teaching staff, students, hostel wardens, and Alumni.

2. Methodology of the Academic and Administrative Audit

The programme schedule along with the highlight of the audit procedure of the AAA is provided below.

Time	Programme/Methods
Day#1: 18-04-2023	
09:00 am	Meeting of AAA team
09:30 am	Introductory meeting with the Vice Chancellor of the University
09:45 am	**Presentation of Report by the Vice Chancellor of the University** *(The report covers the introduction of the University including its vision - mission and future plan. The presentation broadly highlighted the (i) curricular; (ii) teaching- learning and evaluation; (iii) research, innovations and extension; (iv) infrastructure including learning resources; (v) student support and progression; (vi) governance, leadership and management; (vii) institutional values and best practices and implementation of NEP2020).*
10:45 am -1 pm & 2:00 pm to 3:30 pm	Visit to the Academic Departments *(The AAA team has thoroughly assessed the role, involvement and contributions of the Departments in maintaining the quality standards in several aspects viz., design and implementation of curricular, teaching-learning-evaluation, feedback, students mentoring, research-innovations-extension and support for students' progression. Infrastructure and learning resources of the academic Departments are also thoroughly assessed).*
3:30 pm - 4:00 pm	Visit to library and Computer Centre (CC) and interaction with the Librarian and Head of CC and technical staffs to understand the strength and limitations regarding the relevant infrastructure and learning resources.
4:00- 4:30 pm	Visit to the Academic Section and interactions with the Controller of Examinations and other Officers/Staffs to understand its functioning including procedure of examinations, results, status of ICT integration and reforms undertaken.

Time	Programme/Methods
4:30-5:30 pm	Interactions with the Registrar, the Finance Officer, the Dean R&D, IPR section along with relevant Officers through visits to the Offices to assess about ecosystems concerning the management- governance as well as research-innovation.
5:30 – 6:00 pm	Wrap up meeting of the AAA committee for the day
Day#2: 19-04-2023	
9:00-10:00 am	Visit to canteen, sports facilities and hostels and other facilities of the University available to impart quality education. Team also visited NSS and NCC offices and interacted with students/office bearers to understand their activities.
10:00-10:30 am	Visit to the office of the IQAC and interaction with Director and other members to assess its plan, functions and contributions to the incremental improvement of Quality.
10:30 – 11:30 am	Interactions with DSW and Dean SW as well as committee Heads of IC, UBA, Training & Placement, Career Counselling to understand their functioning for the welfare (support, progression, employment) of the students as well as for motivation to serve underserved communities through engagement.
11:30 am-1:30 pm	Interaction with members of EC, Faculty, non- teaching staffs, students, and alumni on different developmental matters of the University including the future vision.
2:00 pm	Meeting of AAA team and Preparation of AAA report
3:30 pm	Submission of AAA report and Exit meeting. (*Members of the AAA team expressed the high points in presence of Vice Chancellor, Teachers, IQAC Coordinator and other staff members of the University*)

3. General Profile of Cotton University

The renowned Cotton College, Guwahati was upgraded as Cotton University on 1st June 2017, vide notification No. LGL.101/2011/Pt/20 dated the 11 April, 2017. The University is recognized under 2(f) and 12(B) of the UGC Act (**Table 1**). Cotton University offers **86** programmes at UG (**26**), PG (**30**), PG Diploma (**3**) and Ph.D. (**27**) through **33** academic Departments/ Centres. (Table 2).

Table 1. Brief Profile of Cotton University (data as per the current status)

Name and Address of the University	Cotton University, Guwahati
Name & Designation of the Head of the institution	Prof R C Deka, Vice Chancellor
Year of Establishment	**2017** (Erstwhile Cotton College established in 1901)
Programme Offered	UG, PG, PGD and PhD
Total Faculty Members	243 (*including 3 Adjunct Professors & 1 INSPIRE faculty*)
Non-Teaching Staff	266 (including 54 employed on contract)
Students + Research Scholar	4493 + 200
Location	Urban
Area of the campus, ha (acre)	Panbazar, Guwahati campus is spread over 12.04 Acre of land (University is also have two newly acquired campuses at Rupnagar (4.59 Acre) and Bongora (47.62 Acre)

NAAC Accreditation Cycle	First Cycle (as a college, the institute is graded with A++ in 3rd Cycle).
Type of University	Co-education, State University
Whether institutional data submitted to AISHE	Yes
Whether institution participated in NIRF	Yes
Whether institution has IIC	Yes
Period Covered under Academic Audit	2019-20 to 2021-22 (Three Years)

4. **Academic profile of Cotton University**

There are 31 academic Departments and 2 Centres offering UG, PG, PGD and PhD programme. Total intake in PG, UG and PGD in every academic year are 1021, 1061 and 44 respectively. The intake in the PhD programme is varying based on the vacancies in the academic departments.

Table 2   Department wise academic profile of Cotton University

Sl no	Name of the Department (year of establishment)	Number of Faculty	Name of programmes	Intake capacity for each programme	Total students in the Department (current)	Number of students graduated (2018 to 2022) from the Department
1	Anthropology (Estd. 1947)	8	UG, PG, Ph.D.	UG- 25 PG- 26	UG- 68 PG- 55 Ph.D.- 29	UG- 117 PG- 84
2	Arabic, Persian & Urdu (Estd. 1901)	6	UG, PG, Ph.D.	UG- 20 PG- 60	UG- 19 PG- 24 Ph.D.- 27	UG- 11 PG- 102
3	Archaeology (Estd. 2015)	3	PG, Ph.D.	PG- 10	PG- 40 Ph.D.- 4	PG- 53
4	Assamese (Estd. 1943)	12	UG, PG Ph.D.	UG- 50 PG- 56	UG- 131 PG- 117 Ph.D.- 38	UG- 117 PG- 258
5	Bengali (Estd. 1907)	5	PG Ph.D.	PG- 20	UG- 1 PG- 36 Ph.D.- 24	UG- 8 PG- 50
6	Bodo (Estd. 2018)	4	UG, PG Ph.D.	UG- 16 PG- 20	UG- 3 PG- 40 Ph.D.- 3	UG- 0 PG- 60
7	Botany (Estd. 2017)	14	UG, PG, Ph.D.	UG- 50 PG- 24	UG- 134 PG- 56 Ph.D.- 27	UG- 121 PG- 105
8	Center for Women's Studies (Estd. 2020)	1	PG Diploma	PGD - 24	PGD- 9	PGD - 17
9	Center for Language, Arts & Culture (Estd. 2021)	1	PG Diploma	PGD - 20	PGD (Nepali Language)- 19	-
10	Commerce (Estd. 2021)	1	UG (BA Liberal Arts, BA Sportsperson)	-	-	-

Sl no	Name of the Department (year of establishment)	Number of Faculty	Name of programmes	Intake capacity for each programme	Total students in the Department (current)	Number of students graduated (2018 to 2022) from the Department
11	Chemistry (Estd. 1901)	17	UG, PG, Ph.D.	UG- 65 PG- 34	UG- 190 PG- 80 Ph.D.- 41	UG- 229 PG- 126
12	Computer Science & Information Technology (Estd. 2007)	9	UG, PG, Ph.D.	UG- 20 BCA- 15 (Self-Financing) MCA- 40 PG (A.I.M.L.)- 15	UG- 56 BCA- 52 PG (A.I.M.L.)- 21 MCA- 123 Ph.D.- 14	UG- 200 PG-166 PG Dip-14
13	Economics (Estd. 1901)	9	UG, PG, Ph.D.	UG- 60 PG- 54	UG- 217 PG- 124 Ph.D.- 19	UG- 329 PG- 245
14	Education (Estd. 1959)	6	UG, PG, Ph.D.	UG- 25 PG- 40	UG- 85 PG- 83 Ph.D.- 16	UG- 111 PG- 184
15	English (Estd. 1901)	15	UG, PG, Ph.D.	UG- 60 PG- 56	UG- 194 PG- 129 Ph.D.- 21	UG- 283 PG- 263
16	Environmental Biology and Wildlife Science (Estd. 2015)	4	PG, Ph.D.	PG- 20	PG- 42 Ph.D.- 12	PG- 65
17	Geography (Estd. 1959)	11	UG, PG, Ph.D.	UG- 30 PG- 34	UG- 95 PG- 82 Ph.D.- 39	UG- 156 PG- 136
18	Geology (Estd. 1959)	10	UG, PG	UG- 40 PG- 20	UG- 107 PG- 39 Ph.D.- 20	UG- 133 PG- 87
19	Hindi (Estd. 1963)	5	UG, PG, Ph.D.	UG- 20 PG- 36	UG- 42 PG- 80 Ph.D.- 19	UG- 46 PG- 130
20	History (Estd. 1901)	9	UG, PG, Ph.D.	UG- 40 PG- 44	UG- 142 PG- 97 Ph.D.- 16	UG- 167 PG- 147
21	Law (Estd. 2019)	1	PG	PG- 20	PG-41	PG- 15
22	Library & Information Science (Estd. 2019)	2	PG, Ph.D.	PG- 20	PG- 40	PG- 19
23	Mathematics (Estd. 1901)	13	UG, PG, Ph.D.	UG- 80 PG- 44	UG- 213 PG- 102 Ph.D.- 26	UG- 223 PG- 115
24	Mass Communication, Journalism & Media Studies, (Estd. 2004)	3	UG, PG, PG Diploma	UG- 20 PG- 40	UG- 63 PG- 77	UG- 14 PG- 53 PG Dip- 50
25	Molecular Biology and Biotechnology (Estd. 2008)	6	UG, PG, Ph.D.	UG- 45 PG- 20	UG- 108 PG- 41 Ph.D.- 28	UG- 145 PG- 65
26	Philosophy (Estd. 1901)	8	UG, PG, Ph.D.	UG- 40 PG- 50	UG- 92 PG- 103 Ph.D.- 16	UG- 68 PG- 206

Sl no	Name of the Department (year of establishment)	Number of Faculty	Name of programmes	Intake capacity for each programme	Total students in the Department (current)	Number of students graduated (2018 to 2022) from the Department
27	Physics (Estd. 1901)	17	UG, PG, Ph.D.	UG- 65 PG- 34	UG- 189 PG- 75 Ph.D.- 38	UG- 178 PG- 106
28	Political Science (Estd. 1962)	8	UG, PG, Ph.D.	UG- 60 PG- 60	UG- 231 PG- 134 Ph.D.- 18	UG- 263 PG- 205
29	Psychology (Estd. 2015)	3	UG, PG, Ph.D.	UG- 30 PG- 26	UG- 100 PG- 56 Ph.D.- 4	UG- 0 PG- 113
30	Sanskrit (Estd. 1901)	4	UG, PG, Ph.D.	UG- 15 PG- 20	UG- 26 PG- 34 Ph.D.- 3	UG- 45 PG- 65
31	Sociology (Estd. 2015)	5	UG, PG, Ph.D.	UG- 30 PG- 26	UG- 105 PG- 58 Ph.D.- 8	UG- 0 PG- 94
32	Statistics (Estd. 1954)	10	UG, PG, Ph.D.	UG- 30 PG- 24	UG- 83 PG- 49 Ph.D.- 12	UG- 68 PG- 84
33	Zoology (Estd. 1942)	8	UG, PG, Ph.D.	UG- 60 PG- 28	UG- 199 PG- 64 Ph.D.- 13	UG- 168 PG- 117

Table- 2.1 Interdisciplinary programme offered by Departments/ Centres

Sl no	Name of programmes Offered	Intake capacity for each programme	Name of the programme Offering Department	Total students in the Department (current)	Number of students graduated (2018 to 2022) from the Department
1	B.A. (Liberal Arts)	UG- 50 (Interdisciplinary)	1. Economics 2. Education 3. English 4. Environmental Biology & Wildlife Sciences 5. Geography 6. History 7. Philosophy 8. Political Science 9. Psychology 10. Sociology 11. Statistics	159	-
2	B.A. (Sports Person)	UG (Interdisciplinary)	1. Anthropology 2. Assamese 3. Commerce 4. CSIT 5. EBWS 6. Economics 7. Education	15	-

Sl no	Name of programmes Offered	Intake capacity for each programme	Name of the programme Offering Department	Total students in the Department (current)	Number of students graduated (2018 to 2022) from the Department
			8. English 9. Gender Studies 10. Geography 11. History 12. Law 13. Library and Information Sciences 14. Political Science 15. Sociology		

5. General observations

Cotton University with its century old legacy as Cotton College is one of the reputed institutes of higher education in Assam. The University is in the heart of the state capital and have been engaged in development of human resources through 33 academic Departments/centres (**Table 2 & Table 2.1**). The University is resourceful by infrastructure and by galaxy of glorious Alumni. Supported by well-structured bodies of administration cum management and benefitted by the presence of intellectually resourceful human resources, Cotton University is potential to achieve its set vision and hence committed to fulfil the aspirations of the society at large. University is gearing up to implement NEP2020. Beyond the campus activities of its students and Faculty members demonstrate the sensible social responsibilities. The support to sports personalities to fulfil their aspiration for higher education in Cotton University through appropriate policy intervention is one notable distinctive feature. The outcomes of the University both in terms of the human resources and intellectual properties also deserve appreciation.

University is keen to address all rationale issues concerning the welfare of its students and other teaching and non-teaching members. University is desirous to implement robust ICT based systems e-governance (i) to take care the modern-day requirements for admission-examination-evaluation system, (ii) to deal time bound career advancement of its employees and (iii) to enhance efficacy while dealing students' welfare-mentoring-feedback and (iv) to ensure round-the-hour maintenance of the facilities including the basic amenities. Overall, augmentation of the existing e-governance through modern tools is priority of the University.

The visionary leadership with its decentralized wings operated through transparent rules/procedures, dedicated teaching, and non-teaching staff, disciplined and responsible students, alert alumni body reflect academic vibrancy of the University almost in all fronts. Governance of

the University is also sensitive to the shortcomings and challenges including paucity of resources and infrastructure, college to university transition factors etc and have proper plan to prioritise these.

Overview of the learning resources and associated infrastructure of Cotton University is presented in **Table 3**.

Table 3. Learning resources and physical infrastructure of Cotton University

Sl No	Physical infrastructure	Number or description
1.	Academic/administrative Buildings	13 (Administrative-1 Academic-12)
2.	Books	1,90,456 nos.
3.	Journals	27 (Print Journals- 26 E- Journal- 2000 (JSTOR))
4.	Computers	Approx. 500+
5.	Internet facilities	LAN & WIFI enabled
6.	Sports facilities including Yoga centre	Yes
7.	Hostels	10 (Boys hostel-6 (including 2 under construction) & Girls Hostel- 4 (including 1 under construction)
8.	Canteen	2
9.	Waste disposal system	Present
10.	Evidence of uses of Green practices	Green Audit has been done till 2023

6. Specific Observations

6.1 Curricula

- The University has a well-structured curriculum for all the academic programmes designed to address the needs of regional, national and global requirements. University has introduced LOCF and keen to operationalize every aspect of LOCF.

- There exist systematic structures well represented by key stakeholders viz., students, alumni, employer, external experts to monitor the implementation of the Curriculum.

- In general, the academic Departments are keen to incorporate feedback while revising the syllabus and while introducing the new courses.

- University is keen to ensure effective delivery of curriculum through a well-planned and documented process.

- Classroom teaching is supplemented with seminars, workshops, project preparation, and hands-on training.

- CBCS is in practice in all academic programmes of the University. The University has been working towards NEP 2020 implementation by taking series of initiatives.

- The University's academic plan contains vocational subjects to take care skill development.

- The University is also keen to augment the existing feedback (on curriculum) mechanism through robust, online feedback system for collection of feedback from the students, alumni, parents and employers and subsequent analysis, follow up action and reporting.

6.2   Teaching, learning evaluation

- A transparent and well-established practice of student enrolment is followed in the University. Diversity in enrolment is ensured by following Government Reservation Policy.

- University has academic calendar where in the beginning of academic session, the University organizes several events as induction programme for the freshers to make them familiar with the academic environment of the University.

- In general, the average pass percentage of different programmes of the University is impressive. University has plan to take care of the requirements of slow and advanced learners across the programmes.

- There are resources and ICT tools for effective teaching-learning in the University. Besides, University has also keen to augment such resources for holistic development of the academics.

- The Examination section is headed by Controller of Examinations (CoE) and follows well planned Examination schedule.

- The University follows continuous evaluation system and well-coordinated by CoE with the help of its staff and Faculty members.

- University recognizes the importance of regular reforms in several key aspects of examination and evaluation process. University is also keen to extend the existing provision of e-governance in Examination and evaluation process.

- There is provision of Grievances Redressal to bring out logical conclusions to the concerns raised by the students. University is also attempting to make the grievance redressal mechanism robust and transparent.

6.3 Research, innovations and extension

- Almost all the teachers at the University engage in research and extension activities. There are several on-going research projects funded by prestigious Funding Agencies.

- Publications, in the last five years as reported are: 646 Journal publications and 254 Books and book chapters (2.24 papers per teacher and 0.88 books and book chapters per teacher)

- University organizes workshops, conferences or webinars throughout the years covering the contemporary issues.

- University has an impressive research publication profile both in terms of quantity (number) and quality. Besides journal publications, University is also resourceful through the authorship by Faculty members.

- The University has dedicated and active Research and Development, Innovation and Incubation Cell and IPR Cell. These units have well defined plans to create the employment opportunities, fund generation for research through industrially and socially relevant research.

- Initiatives are taken to enhance the linkages with institutes/organizations for collaborative work are emphasised by the University governance.

- UBA, NCC and NSS Units of the University have been engage actively in various extension activities. The community engagement activities of students and Faculty members led by CU-UBA team with socially relevant theme are visible and impact bearing. Thus, sense of social responsibility has been promoted among the students and the society of surrounding areas.

- There are several MoUs signed during last three years, where University is making all effort to keep active for the benefit of both the parties.

- University is keen to promote students' innovations further as a part of students' project and demonstrate in the campus as well as in the adopted village.

- The ethical practice in research is attempted to institutionalise through relevant statutory committees.

6.4 Infrastructure and learning resources

- The classrooms, laboratory classrooms, computer laboratories are nicely organized to cater the needs of teaching learning of all the academic programmes of the University.

- There are ICT enable teaching-learning facilities with internet connectivity in the campus.

- Common rooms with amenities are available.

- Library of the University is resourceful and equipped with Integrated Library Management System. University has a plan to extend the library with additional space to cater the increased demand.

- Available library facilities include screen reading software, digital voice recorder, text magnifier design orbit reader for braille display, with facility for Dibyangjan students.

- The University has plan to upgrade the existing computer facilities to take care the requirements of the cutting-edge areas of tools and technologies including AI, IoT etc besides skill education.

- The University has robust procedure and committees for construction, purchase and monitoring of the learning resources and infrastructure.

- For proper maintenance & updating of physical assets, the University has plan to get the benefits of AMC through engagement of reputed vendors.

6.5   Student support and progression

- University has well defined and organized structures for administration and management of student's welfare viz., support and progression through dedicated services of the Dean and Director of Students Welfare.

- Majority of students avail Fee Waiver Scheme of Govt of Assam. The University also provides necessary support for Ishan Uday Scholarship & Post Matric Scholarship for the SC/OBC, minority students.

- There are dedicated cells (training and placement, counselling and career counselling cell) coordinated by Faculty members which organize programmes regularly to enhance employment scenario of the University. University also guides students for different competitive examinations.

- A well-functioning Grievance Redressal Cell takes care of grievances raised by the stakeholders of the University from time to time.

- Students won awards/medals for different co-curricular activities. University encourages students to participate in such activities.

- The University has a registered Alumni Association, and their involvement is visible. The alumni have enormously contributed towards holistic development of the University

including guiding current students regarding carrier options as well as in academic activities.

- Hostels, sports facilities, auditorium, canteen and hospital are available for students and initiatives for upgradation/augmentation wherever needed are also in the pipeline.

- Percentage of students qualifying NET/SLET/UPSC/APSC/SSC Exam is satisfactory and potential to enhance further.

6.6 Governance, leadership and management

- Participatory and decentralized mode of well-structured governance integrated with Statute/Act, Rules and Regulations exists for Cotton University to function smoothly.

- For smooth conduct of important works, different committees and cells have also been constituted.

- The University has an Annual Activity Calendar keeping in mind the vision & mission of the institute.

- E-governance is practiced in important areas of work of the University and University has plan to introduce E-governance Policy Document to extend the benefits further.

- Faculty members of the University are encouraged to participate in different capacity building training programmes including FDP and other professional development programmes which help in enriching knowledge and skill of teaching including IT applications. The University also desire to organize more training programmes for the teaching and non-teaching staff.

- The University follows UGC PBAS for the performance appraisal of teaching staff and desire to streamline the career advancement for non-teaching staff.

- University adheres financial discipline through internal and external audit regularly and has policy for mobilization of resources.

- IQAC takes consistent initiatives for maintaining quality and improvement of academic ambience of the University. IQAC understands its proactive role in improving overall academic standard of the University, especially in the matters of students' feedback, mentoring, data keeping, ranking and accreditation.

- University keeps different stakeholders to represent different Committees of governance.

6.7 Institutional values and best practices

- The University is keen to promote nationalism among the students and employees through the provision of curricular and extracurricular activities.

- Centre for Women studies is active to conduct various activities for the promotion of gender equity.

- University is keen to ensure safety and security inside the campus through measures like CC TV in University campus

- Sanitary napkin vending machines and provision of gender representation in all committees are some of the proposed initiatives.

- Environmental conscious and sustainability initiatives like use of LED bulbs on the campus and installation of Solar PV Panels have been taken up.

- Initiatives have also been taken for disposing of biodegradable & non-biodegradable wastes of the University. Green initiatives like use of bicycle, pedestrian friendly footpath, ban on the use of plastic, landscaping with trees/plants, conducting energy audit etc have been introduced.

- The University plans to make awareness on its policy on waste management including e-waste and chemical waste.

- The University has differently able friendly facilities including ramp, toilet etc.

- The University is keen to prepare policy document for using alternate sources of energy.

- Different festivals, important days/events are celebrated in the campus to promote an inclusive environment, secular values and to sensitize students & staff of the University about constitutional obligations, patriotism, ethical values & duties of responsible citizenship.

- Promotion of sports through special provision of admission into its academic programme is one of the unique features of the University.

- The functioning of the Unnat Bharat Abhiyan cell, capacity building centre, Internal committee, Career Counseling cell, Placement and career counseling cell are up to scratch.

7. Recommendations

- **A road map should be prepared for all-round development of the University taking the benefits of NEP 2020.**

- **More skill-oriented programmes in emerging areas with interdisciplinary be introduced. Collaboration established with the NSDC should be continued to introduce skill development programme.**

- University should endeavour to recruit more faculty members to satisfy the student: faculty ratio as per UGC guidelines, specially to cater the regional needs of GER

- Senior Faculty with experience in research should be encouraged to prepare research proposal for funding. The Dean, R&D may form task force to promote research culture in the University through enhanced external funding (including international fund) and furthering quality publications.

- Initiatives to explore possibilities for resource mobilization, providing more scholarship/assistantship to students/Scholar and more financial assistance to teachers for attending conference/workshop.

- Effective and strategic plan to prepare students for competitive examinations.

- Use ICT for Alumni database to connect/re-connect with the parent Department and hence with the University.

- Augmentation of IT infrastructure aiming healthy computer student ratio and skill-based education.

- Prospect of academia-industry linkage should be explored to provide placement/internship for students and generate fund for research.

- IQAC to prepare and publish its annual agenda/workplan prepared in consultation with stakeholders.

- Possibility to appoint Sports trainer/teacher to increase participation of students in games and sports.

- Academic departments to plan Consultancy on need-based subjects, viz., pedagogy, mental health, hygiene etc. Provision of mentoring for Faculty desiring to increase quality research publication.

- Assamese and English Departments could develop a Collocation Dictionary. Statistics, Mathematics and Centre for Computer Science to develop multi-disciplinary initiative to develop courses on Big Data and Data Analytics etc. Similarly, regionally relevant and Climate change research be encouraged and incentivized. South-East Asian languages and culture could be one such areas to explore.

- Explore possibilities for academic collaborations with NRL, BCPL, OIL, ONGC, Tea industries, and institutes of financial sectors.

- Space constraints of some Departments be redressed through re-allocation.

- Arrangement of training for staff from time to time.

- Strengthen the BoS's by incorporating personnel from Industry and well-placed alumni through appropriate policy intervention.

- Prioritize research aiming generation of revenue through IPR.

- Assess the requirements of ICT and Wi-Fi Facilities and prioritize its provision based on financial resources.

- Departmental SOP be prepared and implemented to effectively and to scale up the prowess of the staff.

- Budget allocation be matched with strategic development goal.

- ICT tracking should be in place, esp., in project and thesis processing. Moreover, reforms in examination process specially augmentation of of *e*-management is desired.

- Web base online admission management system be implemented for registration, admission form fill-up, admit card and attendance sheet generation, mark entry and mark display for admission with a provision to use data further after admission

- Provision of monitoring the progress academic calendar.

- CCTV surveillance for Examination Branch is suggested.

- Management of the high-end equipment through a provision of Central Sophisticated Instrumentation Centre (CSIC) is suggested along with suggestion to explore funding for NMR, SEM, XRD etc

- Strategic activity calendar be prepared by innovation and incubation team with short and long-term goals. Guest House facilities be augmented.

- Plan to enrich the library through digitization of all rare documents, introduction of RFID etc.

- Efficient coordination among the relevant branches (including Engineering) for time bound settlement of matters related to repair and maintenance etc. File tracking mechanism be made mandatory.

- Advanced actions on LOCF through awareness and publicity (CU-Web) for all stakeholders are suggested.

- Explore creation of central computing centre with accomplished programmers as service providers – possibility for revenue generation.

- Prioritize the NEP 2020 Recommendation – Stress Reduction cell (for teaching and non-teaching staff) etc may be initial priority.

- Consultation about annual budget with all relevant stakeholders is suggested.

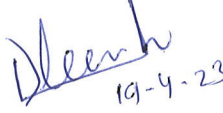# Members of the Academic and Audit Committee

dated 18.04.2023 & 19.04.2023

Academic and Administrative report accepted by

Ramesh Ch. Deka
19/04/2023

Prof. Ramesh Chandra Deka

Vice Chancellor

Cotton University

Name	Institute	Signature
Prof. Debendra Chandra Baruah	Tezpur University	*[signature]* 19-4-23
Prof. Utpal Sarma	Gauhati University	*[signature]* 19/4/23
Prof. Sarat Chandra Kakaty	Dibrugarh University	*[signature]* 19/4/23