Academic and Administrative Audit
Bodoland University

Kokrajhar(BTAD), Assam

February, 2023

- Date of notification of the AAA Committee: **15Feb., 2023**
- Department profiles made available to the AAA Team: **19Feb., 2023**
- Date of visit by the AAA Team Members: **20-21Feb., 2023**

The team members of the AAA

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Content

Introduction

The Bodoland University (BU) is a state public university established in 2009 through upgradation of the erstwhile Kokrajhar campus of Gauhati University, by an Act of Assam Govt. This university represents the aspiration of a vast populace from economically weaker section in northern Assam. More particularly, it is perceived as the harbinger of quality higher education to the people of Bodoland Territorrial Region (BTR) catering to a largely tribal dominated rural catchment.

Presently, Bodoland University has 58 affiliated colleges including 7 B.Ed colleges under its jurisdiction with 2,180 students in its main campus and more than 45,000 students spread over in its affiliated colleges. The University has also accorded permission to start PG departments in few affiliated colleges of the university. As the enrolment in the academic session 2022-23 shows, more than 60% students are from ethnic tribal community. Encouraging gender parity with more than 50% enrolment of girl students at PG level is notable.

In its main campus there are 17 Departments which run PG and Ph. D. programmes. The affiliated Degree Colleges primarily offer undergraduate programmes. Since 2015 Bodoland University has been implementing the Academic Curriculum following the Choice- Based Credit System (CBCS) of UGC. Along with core subjects, the University also provides Diploma in Bamboo Technology, Post-Graduate Diploma in Human Rights & Education (PGDHRE) and several other certificate courses. The Padmashri Modaram Brahma Central Library provides a vast collection of 27,500 plus books and journals for the benefit of the teachers, researchers and students. Besides, the University has also Health Centre, Technology Incubation Centre, Intellectual Property Right Cell, Bus Service and Hostel Facilities for studentsand research scholars.

The university was accorded 12 (B) status by the UGC in the year 2019 under UGC Act. 1956

List of different Academic Departments and Centres

Faculty of Science and Technology
1. Biotechnology
2. Botany
3. Chemistry
4. Computer Science & Technology
5. Geography
6. Mathematical Sciences
7. Physics
8. Zoology

Faculty of Social Sciences
1. Economics
2. Education
3. History
4. Political Science

Faculty of Commerce and Management
1. Commerce
2. Management Studies

Faculty of Languages
1. Assamese
2. Bodo
3. English

Centres
1. Technology Incubation Centre
2. Bodo Study Centre
3. Bamboo Study Centre
4. South and South East Asia Study Centre
5. Centre for Peace and Conflict Studies
6. Biotech Hub
7. Bioinformatics Infrastructure Facility

Methodology

Information for seventeen academic departments and some of the Centres were provided to the AAA Team in a prescribed format adopted by IQAC, Bodoland University, for the purpose of Academic and Administrative Audit for the duration 2017-2022. An overview of infrastructures, manpower and functioning of the university was given by the Registrar while a consolidated report on academic matters including NEP preparedness was presented by the Director, IQAC at the inception meeting on the 20th Feb. The team visited all the seventeen academic departments, the centers namely, Centre for Studies in Bodo and Technology Incubation Centre, besides the IQAC office, administrative and finance section. The team also interacted with the Vice Chancellor, Registrar and the IQAC Director of the university to have a holistic picture on functioning of various segments of the university. Each of the academic departments highlighted their academic and research activities for the period 2017-2022 along with supporting evidences which was followed by interaction between the AAA team and teachers. Supporting materials on information presented by the departments were also available for physical verification.

The report was prepared based primarily on the information made available by the IQAC, Bodoland University and information gathered during the AAA team visit on 20 and 21Feb., 2023.

2. Academic profile: Consolidated summary (2017-2022)*

(*based on data made available by the IQAC, BU)

Table 1: Student enrolment and pass percentage

	Student Enrollment					Pass percentage		
Session	First Semester	Third Semester	Total	Demand ratio	Enrolled in VAC	Appeared in Final Exam	passed*	Pass %
2017-18	900	734	1634	3.85	20	2902	2556	88.0
2018-19	938	673	1611	3.92	27	3200	2855	89.2
2019-20	829	775	1604	3.76	10	3328	3193	95.9
2020-21	926	654	1580	5.18	22	3681	3402	92.4
2021-22	950	636	1586	4.52	4	4860	4143	85.2

Table 2. Enrolment of students in different categories

Year	SC	ST	OBC	Gen	Total	% of ST students
2017-2018	49	133	133	165	480	27.7
2018-2019	39	142	142	172	495	28.7
2019-2020	37	128	128	156	449	28.5
2020-2021	55	128	128	190	501	25.5
2021-2022	49	142	142	154	487	29.2

Table 3. Student Enrolment for the session 2022-23: detail break up of categories

Program	Total	Male	%	Female	%	ST	%	SC	%	OBC	%	Gen	%
PG Ist Year	918	369	40.1	549	59.9	594	64.7	48	5.2	165	17.9	111	12
PG IInd Year	903	385	42.6	518	57.3	567	62.7	39	4.3	176	19.4	121	13.3
PhD	71	32	45	39	54.9	41	57.7	4	5.6	13	18.3	13	18.3
Total	1892	786	41.5	1106	58.4	1157	61.1	91	4.8	354	18.7	245	12.9

Table 4. Ph. D. students admitted and Ph. D. awarded during last five years

Year	Admitted (total of all departments)	Awarded
2017-18	18	9
2018-19	67	14
2019-20	32	22
2020-21	-	18
2021-22	102	15
	219	78

Table 5. Number of fulltime teachers and teachers with Ph. D.; Year wise publications and research grants

Year	Number of Full time Teacher	Number of Teacher with Ph. D	Percentage %	Number of books (Including edited books)	Number of research papers	Research grants (Lakh)
2017-18	87	53	60.9	14	29	₹14.78
2018-19	85	57	67.05	15	23	₹75.11
2019-20	90	62	68.8	20	44	₹87.38
2020-21	88	60	68.1	19	50	₹04.00
2021-22	93	68	73.11	25	95	₹363.00

Table 6. Academic profile of individual departments

Faculty	Department	Year	Permanent	With Ph. D.	Intake capacity	Student Enrolled	Additional courses	Ongoing Funded projects	Patent	No. PhD Student	NET/JRF/ SLET
Science and Tech.	Biotechnology	2017-18	6	5	23	26				3	-
		2018-19	6	5	29	30				6	4
		2019-20	6	5	25	24				5	-
		2020-21	6	5	25	25				-	2
		2021-22	7	6	33	27		₹ 3,94,01490		-	1
	Botany	2017-18	3	2	22	28				2	-
		2018-19	3	2	22	35				2	-
		2019-20	3	2		32				2	-
		2020-21	3	2	25	30				-	-
		2021-22	4	4	27	43			1	2	-
	Chemistry	2017-18	3	3	24	29				3	-
		2018-19	3	3	24	27				4	1
		2019-20	3	3	20	24				-	1
		2020-21	3	3	27	27				-	1
		2021-22	3	3	33	39				8	1
	Computer Science & Technology	2017-18	1	1	90	24				-	-
		2018-19	1	1	90	16				-	1
		2019-20	1	1	60	27				-	-
		2020-21	1	1	60	35				-	-
		2021-22	1	1	63	67				3	-
	Geography	2017-18	3	1	40	45				-	-
		2018-19	3	1	42	44				2	1
		2019-20	5	3	40	39				-	1
		2020-21	5	3	40	40				-	1
		2021-22	5	3	47	55				7	1
	Mathematical Sciences	2017-18	7	7	60	58				4	-
		2018-19	7	7	70	53				10	2
		2019-20	7	7	60	58				-	1
		2020-21	6	6	60	62				-	1
		2021-22	6	6	68	74				8	-

Faculty	Department	Year									
	Physics	2017-18	3	3	22	32				2	-
		2018-19	3	3	20	29				-	-
		2019-20	4	4	20	25				-	-
		2020-21	4	4	25	29				-	-
		2021-22	5	5	30	35				5	-
	Zoology	2017-18	4	3	20	26				-	-
		2018-19	4	3	26	40				6	-
		2019-20	5	4	20	37				-	-
		2020-21	5	4	25	36				-	-
		2021-22	6	5	29	44				4	1
Social Sciences	Economics	2017-18	7	3	62	83				2	3
		2018-19	7	4	60	73				-	1
		2019-20	7	4	62	71				2	1
		2020-21	6	4	60	60				-	1
		2021-22	6	5	73	73				13	2
	Education	2017-18	3	1	60	83				-	1
		2018-19	3	1	63	80				3	4
		2019-20	3	1	60	60				-	1
		2020-21	3	1	60	60				-	1
		2021-22	3	2	60	65				-	1
	History	2017-18	5	3	60	62				-	-
		2018-19	5	4	67	88		1 (₹ 25.00 Lakhs)	1	7	1
		2019-20	6	4	60	62				-	-
		2020-21	6	4	65	77				-	-
		2021-22	5	4	69	75				4	1
	Political Science	2017-18	7	3	63	101	Post Graduate Diploma in Human Rights			-	-
		2018-19	7	4	70	115				6	-
		2019-20	7	4	60	76				-	-
		2020-21	7	4	60	97				-	-
		2021-22	8	5	67	94				7	-
Commerce and Management	Commerce	2017-18	4	1	45	43				-	-
		2018-19	4	1	49	53				4	2
		2019-20	5	1	45	42				-	2
		2020-21	5	1	50	50				-	5
		2021-22	6	2	55	60				5	3
		2017-18	5	0	30	25				-	-

Languages	Management Studies	2018-19	5	1	30	21				-	1
		2019-20	5	1	30	21				-	-
		2020-21	5	1	35	27				-	1
		2021-22	5	2	33	31				3	-
	Assamese	2017-18	6	4	69	73				2	-
		2018-19	6	4	67	74				-	-
		2019-20	6	4	75	77				8	1
		2020-21	5	3	65	71				-	-
		2021-22	5	3	68	67				3	-
	Bodo	2017-18	8	7	80	74				-	13
		2018-19	6	5	83	123				6	15
		2019-20	6	5	86	104				9	5
		2020-21	6	5	75	100				-	2
		2021-22	6	5	87	114				12	10
	English	2017-18	7	6	55	74				-	1
		2018-19	7	7	69	95				11	2
		2019-20	7	7	61	72				6	2
		2020-21	7	7	55	70				-	1
		2021-22	7	7	65	82		1 (₹ 188.00 Lakhs)		10	1

3. General Observations

Curricular aspects

The university has a well-developed curriculum as per CBCS pattern which is being followed since 2015. Curriculum revision is carried out periodically through its internal mechanism. Inter departmental student mobility is achieved through Open Elective papers since adoption of the CBCS. Two value added courses are also run in the university namely Diploma in Bamboo Technology and PG Diploma in Human Rights Education with variable number of enrolment

Teaching-learning

A well laid out academic calendar with more than 200 working days is followed in the university. There are 93 full time teachers against total sanctioned strength of 122 out of which about 73% are with Ph. D. Thus at present the number of teachers are not at desired level, which is primarily due to vacancy at Professor and Associate Prof. position. As informed by the university authority, this happens due to non-availability of applicants in these categories forcing repeated advertisements. To address the shortfall, services of Ph. D. students are availed besides need based requisition of services from college teachers with relevant domain expertise.

In spite of the challenges, a conducive ecosystem of teaching learning is visible in the university. Teaching is imparted primarily through conventional in-person mode. Students are also exposed to experiential learning through outdoor field activities. However, during the Covid 19 disruptive period the teachers adopted various on-line methods. ICT enabled systems are available at every department. Two classrooms in each of the departments have the facility of Smartboards/ICT enabled facilities. Good amount of books are available at the department libraries apart from the well-stocked central library.

Some departments have also developed YouTube videos and some other LMS platform as digital teaching aid.

Research and Innovation

Many of the departments are found to be engaged in quality research with good amount of publications both in the form of research articles (244 during last five years) in indexed journals and as many as 93 books and book chapters. Patents are however, few. Two of the departments have consistently brought out departmental research journals.

Increase in Ph. D. students from just 18 in 2017-18 to 102 in 2020-21 session shows a healthy growth in the research domain. Presently a total of 219 students are pursuing Doctoral research in the university while 78 have been already awarded Ph. D. Degree during last five years. This is despite the fact that many of the departments have started Ph. D. programme only recently. During 2017-18 to 2019-2020, 48 students were enrolled in the M. Phil. Programme. This programme is however, discontinued w.e.f. 2019-20

The Technology Incubation Centre has conducted significant R & D in the field of Mushroom cultivation, tissue culture, bamboo etc. and an active community engagement ecosystem is created through them. Self-sustaining model of the mushroom research unit was found to be effective. Research problems with societal relevance and of local problem solving nature have been taken up by some of the departments

The University has a DBT-GOI sponsored Biotech-Hub, DBT-Bioinformatics Infrastructure Facility, DST-FIST sponsored laboratory in the Department of Biotechnology, Biotech-Kisan Hub, High tech Green House, Animal House, Orchidarium, Bambusetum, Tissue Culture Laboratory and departmental Language Laboratories for facilitating researchers.

Currently there are 8 (Eight) ongoing projects funded by Science and Engineering Board(SERB), Govt. of India, Indian Council of Medical Research (ICMR), Department of Biotechnology (DBT), Govt. of India, DST-SERB etc. One major inter-departmental collaborative project is presently being carried out with North Eastern Council (NEC) funding from the current year. Cummulative external funding to the tune of 363 lakhs have been received as in 2020-21 from the research projects.

The university authority is also facilitating academic and research activities in the departments by providing occasional grants.

Bodoland University has five functional MoUs for research and academic collaboration namely, MoUs with Gauhati University, National Institute of Electronics and Information Technology (NIELIT), UN-NER, Wildlife Trust of India, Queen´s University Belfast.

Industry linkage/vocationalisation and skill development

The Start-Up Cell of the University was constituted in 2019. And Start-up Programme od Bodoland University (BUSUP) was initiated in 2022. The MoU executed in 2022 with National Institute of Electronics and Information Technology (NIELIT) is expected to pave the way for skill trainingin the university. However, the university is yet to set up a Research and Development Cell (RDC) as per UGC guidelines.

Extension activities

The University has conducted a good number of extension and outreach programmes under the banner of the NSS Cell, different academic Departments and the BU Medical Unit, among students as well as the neighbouring communities on diverse social issues like disease prevention, sanitation, drug abuse, gender sensitisation, domestic violence, human rights etc. There have been awareness programmes on Swachhta, the Digital India Programme, intensive cleaning programmes of neighbouring villages, slums and selected places, and training programmes on Yoga, mushroom cultivation, and entrepreneurship development organised by the University over the last five years. Many departments are engaged in meaningful outreach activities like teaching school children in nearby areas, providing training on mushroom cultivation, bamboo technology etc.

As part of its extension activities the university serves two adopted villages - New Laoripara and Moudubi within and one school, the Pachim Saralpara Bapuji Lower Primary School in BTAD region

Physical Infrastructure

Overall physical infrastructure of the university is found to be optimum considering current student strength and the ongoing projects of infrastructure developments. Facelift of the civil structures is however required for most of the departments. Some of the departments being in need of classroom and lab facility are expected to benefit, once the on-going projects are completed. Uninterrupted power supply is ensured in all the departments through back up services. Energy demand is partially fulfilled by solar power and also with efficient energy management practices. Basic minimum facilities like dispensary, canteen etc. are available in the campus.

Student Support and student progression

U N Brahma scholarship is awarded every year to the highest performers at the departments. Consistent performance of students in many of the departments in NET/SLET and JRF exams is a reflection of positive support towards student progression. Employability however, remains a big challenge.

Professional development

Total eight number of professional development programmes were organized at Bodoland University for both teaching and non-teaching staff during last five years. About 40.9% of teachers also participated in Faculty development programmes during this period.

3.9.   NEP preparedness

Two Task Forces- "PG Task Force" and "UG Task Force" have been formed by the university in March 2022 headed by Prof. Laishram Ladu Singh, Vice chancellor, BU for implementation of NEP. It is work in progress at present and the university plans to introduce it from the next academic session.

The BU has already been implementing Choice Based Credit System (CBCS) since 2015 for its various programmes thereby providing greater flexibility to the students through open elective courses. There are also some skill/vocational courses available in various departments which will be required to be developed into structured 2/3 credit courses as per NEP. The Technology Incubation Center of BU is well equipped to conduct various short-term training programmes on internship/apprenticeship. Besides, Centre for Bodo studies, offers short-term certificate courses in performing art, music, and DTP whereas Centre for Bamboo Studies, BU provides one-year diploma in bamboo technology. These can be seamlessly integrated with the NEP curriculum with required credit adjustment

Towards implementation of NEP, the university has already registered itself with DigiLocker-NAD which will be followed by ABC on boarding in next few months.

4.   SWOC analysis

Strength
- A young university with spirited and committed faculty, >70% having Ph. D. degree
- Vibrant research culture even with limited facilities
- Inter-departmental, collaborative major research projects already being executed
- High quality publications from many departments
- Strong research scholar community
- A well functional and effective Incubation Centre with strong stakeholder participation
- Strong community engagement by most of the departments
- Satisfactory gender parity with girl students >50%
- Availability of adequate space for future expansion
- Meritorious student support through scholarship
- A well-stocked library
- Centre for Bodo Studies initiating academic programmes and activities in traditional knowledge systems e.g., Traditional Bodo Dance, and Music and DTP writing in Devanagari Scripts, seminars and webinars on Language literature and folklore, History and typology, ethnobotany and resource management of the Bodos, research manuscript writing etc. to preserve and promote the tribal culture of NE India

Weakness
- Logistic difficulties, Geographic remoteness, located at a largely rural area dominated by economically weaker section
- Suboptimal faculty and supporting staff strength
- Difficulty in attracting the best faculty and students
- Lack of visibility about the university's many good works
- Lack of enough hostel facility for both boys and girls
- Less student strength despite high demand ratio
- Limited resource and dependence on state govt. for development grants
- Lack of NAAC accreditation is a hindrance to access fund under various schemes
- Slow progress in preparedness for NEP 2020 implementation

Opportunity
- In spite of geographic remoteness, its location adjacent to the countries like Bhutan, Nepal and Bangladesh provide scope for internationalization and to bring in student diversity
- There is scope for interdisciplinary add on courses and research work in the academic departments
- It can contribute and be a catalyst for socio economic development of a vast swath of BTR inhabited by the rural poor
- High demand ration, scope for ncreasing student strength to 4000 and more
- Challenges
- Generating fund for major upliftment of its infrastructure and setting up of sophisticated labs

- Expansion through innovative planning and as a long term goal, opportunity for opening courses in technology, medicine, law, sports and skill

Challenges

- Resource mobilization for capacity building. The last development grant was received by the university only in 2017
- Attracting the best talents and retaining them in both teaching positions and as students
- Implementation of NEP 2020 in its main campus and affiliated colleges from the coming academic session

5. Recommendations

i. Considering high demand ratio and considering that most of the departments have to enroll additional students, even upto 50%, an overall 20-30% increase in intake capacity may be considered across departments and formalized through relevant statutory procedures. This should be reflected in the university web portal. In medium term, i.e. in next five years with adequate capacity building the university should strive to increase student strength to at least 4000.

ii. Supernumery seats may be created for international students in each of the departments.

iii. Digital resources of the library should be strengthened and relevant software platforms for library management should be developed.

iv. There may be a separate section in the library with the publications of the academic departments

v. The university should on priority basis, publish text books both in English and local language. A university press may be set up in due course of time

vi. Teacher recruitment process should be expedited for vacant positions and new faculty positions should be created at Asstt. Prof. level to enhance capacity building and expansion of education

vii. Visiting professor/Adjunct Professors may be appointed to ensure presence of senior faculty at each of the department

viii. To address the shortfall of teachers, services of Ph. D. students as teaching assistants may be institutionalized making provision for suitable remuneration to those without fellowship.

ix. A Digital Learning Cell may be set up and encourage teachers to develop MOOC courses which may be uploaded in SWAYYAM platform

x. Ensure mapping and integration of SWAYAM/online courses with the curriculum as per UGC guidelines

xi. In medium term, the university may plan for its own ODL

xii. A Learning Management System (LMS) eventually integrated into a university management system may be deployed as soon as possible for efficient overall management of resources and service delivery.

xiii. The language lab may be strengthened with installation of relevant softwares

xiv. Considering the large number of affiliated colleges, the university may take up with UGC to set up a HRD Centre

xv. A museum showcasing local traditional cultural heritage may be set up. Proper upkeep of the collections available at the Assamese department should be ensured

xvi.   Industry partnership needs to be developed through MoU, both with the local MSME and large industries to facilitate industry participation in overall capacity building and also for student internship/skill training

xvii.   CSR fund available with industries may be looked into for capacity building

xviii.   Department of Biotechnology is already implementing DST-FIST programme. Other eligible departments should also apply for such grants. An internal evaluation may be made for the prospective departments.

xix.   Student feedbacks may be analyzed regularly and action taken to address the issues raised by the students

xx.   Students may be encouraged to apply for summer internship under structured programmes. Science Olympiads and summer training in science and mathematics may be organized for in-house students and also for other students as outreach activities

xxi.   Student support system need to be further strengthened

xxii.   The university may facilitate patent filing through legal and other logistic aid to the deserving teachers

xxiii.   The university website may be updated regularly with all the relevant information

xxiv.   A cell for international students may be opened with a nodal officer as the single point contact and information about admission procedure etc. may be made available through the university website.

xxv.   As part of NEP 2020 implementation preparedness:

     A.   a series of sensitization workshops/brainstorming sessions may be organized for both teachers and students on various provisions of NEP

     B.   Working groups for various aspects of the NEP 2020 may be constituted to expedite preparation

     C.   Curriculum and Credit framework may be worked out expeditiously and Board of Studies/CCS for Four Year Undergraduate Programme (FYUGP) notified

     D.   Syllabi formulation may be initiated without further delay

     E.   ABC onboarding need to be completed allowing student registration expeditiously

     F.   A robust and enabling research policy should be developed and a Research and Development Cell (RDC) should be constituted as per UGC guidelines to create an enabling environment for research and development as well as to facilitate industry linkages, internship and skill course management

     G.   A number of soft skill courses may be developed through existing pool of resources

     H.   Department of Computer Science and Technology may devise courses in Data Science etc. which may be offered as VAC/SEC under NEP structure

     I.   Courses on traditional knowledge may be developed

xxvi.   The peace and conflict studies and women studies centre, Bodo Studies Centre should be revitalised

xxvii.   Many departments have best practices which are underreported. These may be suitably structured and institutionalized

xxviii.   The university departments already have various community engagement programmes which may be developed into a structured institutionalized programme as a "best practice" of the university.

xxix.   The Technology incubation Centre may be further strengthened with industry partnership, integrating R&D, product development and commercialization.

xxx.   The Botany and Biotechnology department may develop an inventory of the local medicinal plants and flora and fauna within and around the university campus.

xxxi.   A botanical garden may be set up housing all the locally available plant species including the medicinal plants

xxxii.	A product exhibition and sale counter may be opened within the university campus which will ensure benefits of R &D from the university reaching the local community.
xxxiii.	An entrepreneurship development cell may be developed with multidisciplinary approach
xxxiv.	The evaluation process may be critically assessed to identify gaps if any, and revamped to ensure timely, error free declaration of results.

Part B: Administrative Audit

3. General Observations

- The Institution has a clearly stated Vision and Mission. It practices decentralized and participative management. Although the university has stated that the Strategic plan is effectively deployed, but no Strategic/perspective plan in written form is available. However, the Institutional Development Plan is being prepared by the NEP Task Force.

- There are various institutional bodies in place, like, University Court, Executive Council, Academic Council, etc and the functioning of the institutional bodies is effective.

- The institution claimed to be implementing e-governance in administration, finance and accounts, student admission and support, examination. It has been found that file movement, leave account and management are maintained offline. Leave register for casual leave and earn leave are in place. For efficient administrative operation, online system may be adopted. The day-to-day transaction is maintained through CMP (Cash Management Product). Tally is used for account maintenance.

- The Performance Appraisal system is based on UGC-API for teaching staff and for non-teaching staff ACR is maintained. CAS of UGC is followed for promotion of teaching staff while Assam Service Rule is followed for non-teaching staff.

- There are various welfare measures in place like, Free health care from medical unit, medical allowance for all employee, loan on urgent need, provision for maternity, child care and paternity leave.

- The university received 226.46 lakhs and 2.97 lakhs respectively from Govt. and non-Govt. sources for infrastructure development in last five years. It has been informed by the finance department that there is fixed deposit of about 15 crores, but the relevant supporting document couldnot be found at the finance section.

- Internal audit is carried out by chartered accountant while the external audit is carried out by the office of the Accountant General. Audit reports are placed in finance committee, executive committee and university court. The CA audit has been done upto financial year 2020-2021. However, the audit reports are not available in the finance department. The external audit has been carried out upto the financial year 2019-2020. The reports are yet to be submitted by the concerned department.

- There is no AMC for maintenance of various facilities in the university. Maintenance is carried out as per requirement on the basis of application received from the concerned authority. University may maintain a maintenance register and formulate a maintenance policy. For procurement, Annual Rate Contract (ARC) is maintained with the vendors and order is placed on the basis of ARC.

- The IQAC took various initiatives, like AAA, ISO certification, organization of conference, seminar, workshop, collaboration, orientation programme. The minutes of the IQAC meeting may be uploaded in the university website as per norms of NAAC and the university may participate in NIRF ranking in near future.
- After Covid pandemic, the university struggled to maintain the academic calendar with respect to end semester examination and declaration of result. But during covid, live online examination was conducted through online portal and university could declare results in time.

4. Recommendations

i. The documentation process need to be strengthened. In-house domain expertise in the Departments of Computer Science, Commerce and Management may be leveraged to for developing an asset management plan and digitisation as well as office automation

ii. e-governance may be effectively deployed, particularly with respect to administration.

iii. Audit documents may be made available in the finance department.

iv. Copies of fixed deposit documents may be kept in the finance department.

v. Proper Maintenance policy may be worked out and AMC should be in place for maintenance of various academic and physical facilities.

vi. The minutes of the IQAC meetings may be uploaded in the university website regularly.

vii. The university may take initiative to participate in NIRF ranking.

Prof. L. Ladu Singh
Vice Chancellor, Bodoland University

Vice-Chancellor
Bodoland University
Kokrajhar

1. **Prof. Ashok Kumar Bora**
   Chairperson, External Audit Team

2. **Prof. Parag Phukon**
   Members, External Audit Team

3. **Dr. Dhruba Chakraborty**
   Members, External Audit Team