

RESEARCH ARTICLE



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ORGANIZATIONAL STRUCTURE OF INDIAN UNIVERSITIES, WITH SPECIAL REFERENCE TO BIDHAN CHANDRA KRISHI VISHWAVIDYALAYA

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ABSTRACT

India has a very effective agricultural education system consisting of one Central Agricultural University, 45 State Agricultural Universities (SAUs) and 10 Veterinary and Animal Science Universities and 4 National Institutes having the status of deemed to be university under the umbrella of Indian Council of Agricultural Research (ICAR). Among the national institutes, IARI (Indian Agricultural Research Institute) at New Delhi was established a century ago. The other National Institutes of ICAR, namely, Indian veterinary Research Institute (IVRI), Uttar Pradesh; National Dairy Research Institute (NDRI) Haryana, and Central Institute of Fisheries Education (CIFE) Maharashtra were developed later. The State Agricultural Universities (SAUs) are spread over the entire country to cater to the demand of Human Resource Development (HRD) in agriculture and allied fields in different agro climatic regions. In West Bengal there are 4 State Agricultural universities (SAUs), established by the State Government: Bidhan Chandra Krishi Vishwavidyalaya (BCKV), Uttar Banga Krishi Vishwavidyalaya (UBKV), West Bengal University of University of Animal & Fishery Sciences (WBUA & FS), Visva-Bharati University, Santiniketan. Among these 4 universities, BCKV is the first technical university came into being in West Bengal in 1974- the huge sprawled green campus, having its teaching, administrative extension and research units now at Mohanpur, Nadia, West Bengal got the distinct mandates for offering agricultural education, both at Under Graduate (UG) and Post Graduate (PG) levels, conducting agricultural research as well as organizing extension activities. My objective in this paper is to analyze the functioning of overall Human Resource Management system in the university as well as to study the details of various administrative aspects and procedures of the university.

Keywords: Indian universities, Agricultural universities, BCKV

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I. INTRODUCTION

The Department of Agricultural Research and Education (DARE), Government of India has accorded the highest priority to Agricultural Research; budgetary allocation for Agricultural Research and Education has been raised over the years. Setting up the agricultural and allied

universities is considered very important as agriculture plays a very pivotal role in the Indian Economy. While the Royal Commission, set up in 1926, emphasized the importance of a strong research base for agricultural development in India, the second National Education Commission (1964-66) headed by the then UGC chairman Dr Kothari

recommended the establishment of at least one Agricultural University in each state to develop dynamic human resources for the rural community.

The importance of Agricultural Universities have increased tremendously in the recent years as the growth of the agricultural sector for food securities and to generate employment as more than 60% of workforce is engaged in agriculture. The contribution of agriculture to the Gross Domestic Product (GDP) of the country's economy has been below 30% in recent years. In this juncture, human resources associated with agricultural universities and allied research organizations will have to rise on the occasion with innovative ideas to face the current challenges.

The Agricultural universities in India have excellent infrastructure like laboratories, libraries, computer centers, modern farms, plant and machinery etc. Generally all universities have residential requirements and students are required to stay in hostels. The foreign students are also provided accommodation inside the campus and furnished hostel rooms are also provided for international students.

Bidhan Chandra Krishi Viswavidyalaya (BCKV) is no exception; with a backdrop of various agro- climatic zones of West Bengal, serving mainly of small farmers and farm entrepreneurs, it has already accomplished a glorious acumen through a relentless up gradation and diversification to emerge as a centre of excellence at the national level.

II. University System in India

India has central and state universities, unitary, federal and affiliating universities, institutions of national importance, institutions deemed to be universities and open universities. The typical pattern, however, is of a state university with major financial support from a state government and support for its developmental programs from the central government via the University Grants Commission (UGC) or other regulatory bodies like All India Council for Technical Education (AICTE), Medical Council of India (MCI), Indian Council for Agricultural Research (ICAR), Veterinary Council of India etc.

On a functional basis, institutions of higher education consist of multi-faculty universities , single faculty universities (agricultural, technological, medical and Medical Sciences Universities and institutions of national importance such as, Indian Institutes of Technology (IITs), Indian Institutes of Management (IIMs), All India Institute of Medical Sciences (AIIMS) etc. Further, there are institutions deemed to be universities like Birla Institute of Technology and Science (BITS), Indian Institute of Science (IISc) and specialized universities like women's universities, language universities, Ayurveda Universities etc.

The institutions of higher learning existing at present in India fall into the following broad categories:

Universities established under Acts of Parliament and State legislatures are generally known as Central Universities and State Universities respectively (there are 44 central Universities in India as on 17-09-2013). Almost all these universities are either affiliating-cum-teaching or only teaching universities. They are also called federal or unitary universities. Besides general universities which are engaged in teaching and research in all the traditional disciplines, there are universities devoted to clusters of specialized disciplines like agriculture, veterinary & Animal Sciences, medicines, technology, languages and law. The pattern and structure of governance of most of these universities are similar- the management responsibility vesting with an Executive Council and the academic responsibility vesting with the Academic Council.

We now move from the structural pattern to the functional types among the universities in India:

a) Agricultural Universities- soon after independence, Indian policy makers felt the need to create an infrastructure for the preparation of trained professional in the field and for generating new and vital technologies related to agriculture through research and development and for making this know how accessible to farmers. At present there are 54

universities which are mostly funded by The Indian Council of Agricultural Research (ICAR).

- b) Technological Universities- These again are universities specializing in a single faculty area of engineering and technology. The first of its kind was established in 1949 when the prestigious Thomson College of Engineering was raised to the status of a full-fledged university called the University of Roorkee in Uttar Pradesh, which later upgraded to the status of IIT (Indian Institute of Technology). In recent times, some State Governments have taken the initiative to set up exclusive technical universities by bringing together several engineering colleges functioning as affiliated institutions of different universities within their states. The states like, Andhrapradesh, Tamil Nadu, West Bengal pioneered with this movement and many others have followed them.
- c) Medical Health Universities- As in the case of technological universities, the establishment of medical universities also followed the similar pattern. Such universities were also established first in Tamil Nadu and then in Andhra Pradesh and West Bengal.
- d) Deemed Universities- Section 3 of the University Grants Commission (UGC Act) provides that an institution of higher education other than a university which is doing work of very high standard can be declared as institution deemed to be a university. Some examples are, Indian Institute of Science (IISc); Birla Institute of Technology and Science (BITS), Pilani; tata Institute of Social Science (TISS); All India Institute of Medical Sciences (AIIMS). There are as many as 130 such universities in 2012.
- e) Open Universities- With the purpose of democratizing higher education and making it widely accessible especially to those which had no opportunities for higher education or who has missed the higher education to enter the work early in life, a few open universities have been established since eighties. Andhrapradesh Open University was the first of its kind and Netaji Subhas Open University (NSOU) is in the

same line. At the national level Indira Gandhi National Open University was established in 1985. There are as many as 15 open universities in India in 2012.

- f) Institutions of National Importance- Though the primary responsibility of education is vested on different states and as such, central has no power to establish universities, still it is the explicit responsibility for centre to establish and to maintain institutions and facilities which are of national importance. The central Government established under the act of parliament, the various IITs (Indian Institute of Technology), AIIMS (All India Institute of Medical Science) in New Delhi, JIPMER (Jawaharlal Institute of Post Graduate Medical Education & Research) in Chandigarh, ISI (Indian Statistical Institute), Kolkata; the total number of such institutions in the country is 13. They are funded by the central government and admit students on the basis of all India selection.

2.1. Administration and Functioning of universities

The experience of universities in the country varies depending upon the type of the university, the period for which it has been in existence and whether it has been under the control of the union government or a state government.

One thing, however, is common to all Indian universities and that is, that they have all been established under legislation, central or state, and they are all intended to function as autonomous institutions. In addition to the state established universities, there is another category, namely, those which are 'deemed to be universities'. There are quite a number of them. They do not belong to a uniform pattern and their governance structure also varies from institution to institution.

When we talk about the functioning of a university, obviously a university exists primarily for its students and scholars and it provides them learning opportunities in a variety of ways through teachers in classroom, books in libraries, experimental facilities in the laboratory, opportunities for interaction with other students in seminar, tutorials, group projects or in numerous

other forums and activities in hostels, clubs and associations. The universities should have facilities, structures, management, and above all programs available in sufficient variety so that each student can learn according to higher inclination, aptitude and need. It is only thus that the student can get the best out of the university and the nation gets sustenance from its human resource developed through the university system.

2.2. Management of universities

Management of universities consists of two categories of functions: Functions and processes associated with the administrations of the institutions and teaching-learning functions and their processes.

Every university has two important decision making bodies: Executive Council and Academic Council.

Executive Council: this body exercises all administrative and financial powers. Generally, the Executive Council consists of Vice Chancellor as its Chairman, three or four representatives of teachers, two or three representatives of department, three or four nominees of the government and two or three members of the senate who are external members.

The important functions of Executive Council are as follows:

- Making statutes and ordinances which govern the conduct of all the subsystems of the university.
- Control of the finances and properties.
- Supervision and management of personnel.

Academic Council: The Academic Council is the principal of academic authority of the university. It is chaired by the VC, all Deans, all Heads of Departments, representatives of affiliated institutions, representatives of teachers and in some cases some representatives of students. The important functions of the Academic Council are as follows:

- Laying down the academic policies of the university
- Supervision of the academic policies and giving directions on methods of

instructions, evaluation of research and improvement in academic standards.

- Inter- faculty coordination for joint projects, programs etc.

Faculties/Schools: As a measure of decentralization of academic decision-making process most universities have constituted faculties or schools to take care of their own departmental problems leaving the academic council only to exercise a broad supervisory function.

The Court (Senate): The structure of the governance described above is the pattern that has emerged in India in the last four decades. Prior to that most universities in the country had a Court (for Central Universities) and Senate (for State Universities). Traditionally, the Court or Senate consists of a cross section of academic community (e.g. teachers, administrators, students) and representatives of different sections of the general community outside the university (legislators, civil servants, business persons etc). All decisions taken by the university were subject to ratification by this body.

Finance Committee: All universities have Finance committee, which prepare the budget, set the ceilings of expenditure, and manage the university fund. The VC chairs the Finance Committee, but its most important members are the nominees of the government, which provide the finances. There are in addition, one or two members of the Executive Council and one or two external members of Finance Committee.

2.3. People Managing the Universities: *The Visitor/Chancellor:* The supervisory function of the university is vested with the President of India in the case of Central Universities and Governors of States in the case of State Universities. The Visitor/Chancellor performs the following functions:

- Appointment of the Vice-Chancellor
- Nomination of the specified number of members on the Executive Council/Syndicate, approval/disapproval of statutes and ordinances or amendments to them.

- Institution of enquiries into mismanagement, if any adjudication of appeals against the decision of the university which are perceived to be in violation of the university law.

The Chancellor: The Vice-Chancellor is the administrative and academic head (Chief Executive Officer) of the university. He/she is actually a scholar administrator. He /she is the keeper of the university's conscience, as mentioned in the University Education Commission Report (1948-49) and as stated by the Kothari Commission (1964-68), he/she should be committed to the university's pursuit of scholarship and of truth. The main functions of a Vice-Chancellor are the following:

- The Vice-Chancellor is the ex-officio Chairman of the Executive Council and the Academic Council as well as the Finance Committee and other statutory bodies like Planning Board and Selection Committees.
- As the Chief Executive he/she is responsible for ensuring that the university functions in accordance with the provisions of the Act, statutes, ordinances and regulations.
- He/she is responsible for ensuring discipline among the teachers, staff and students.
- In an emergency, he/she is responsible for ensuring discipline among the teachers, staff and students.
- In an emergency, he/she can exercise any power of any authority and report the matter to the authority concerned for ratification of the decision.
- He/she can delegate his/her powers to other officers.

The Pro Vice-Chancellor/Rector: The Pro Vice-Chancellor /Rector is the second level executive officer in a university, who is appointed by the Executive Council on the recommendations of the Vice-Chancellor and in most cases he/she is selected from among the senior professors of the university, though appointments from outside the university are also possible. She/he exercises the powers and performs the duties that are prescribed by the university or delegated by the Vice-Chancellor.

The Deans: Dean of Faculty is the Head of the faculty and is responsible to the Vice-Chancellor for the organization of the teaching and research programs as well as maintenance of the standards of teaching, research and extension functions in the faculty. A dean is normally appointed from among the professors in the departments that comprise the faculty for a period of 2-3 years through a system of rotation according to seniority.

The Registrar: The position of Registrar who is the head of the administrative wing of a university is a key position. He leads the university's civil service, is the custodian of all university records and represents the university in all its dealings with the outside world. He is ex-officio, the secretary of all the statutory bodies of the university, issues notices for their meetings, prepares the agenda and also the minutes of the meetings. These key functions of the Registrar enable him/her to occupy a position of pre-eminence in the university management.

The Finance Officer: The Finance Officer is the manager of the university's fund and properties. He/she needs to participate in proper preparation of the budget, setting the ceilings for every item of expenditure and ensuring that the expenditure did not exceed the ceiling. The pre-occupation of university Finance Department was thus more on accounting and monitoring the observance of procedures than mobilizing resources and managing the finance.

III. Brief Profile of Bidhan Chandra Krishi Viswavidyalaya (BCKV)

The Bidhan Chandra Krishi Viswavidyalaya (BCKV) was established in 1974 has celebrated its 40th Birthday on September 1, 2014. The faculties of the university, namely Agriculture, Horticulture and Agricultural Engineering which are continuously providing modern and high-tech education to develop technologists and capable scientists at national and international levels. The Viswavidyalaya works towards advancement of research in the respective areas vis-a vis transfer of technologies among the farmers of the state.

At present, operational jurisdiction of the BCKV are the southern districts of West Bengal. The university thus has its Main campus at Mohanpur

with six Regional Research Stations. Regional Research Stations and farmers' training centres are under the directorate of extension education at Mohonpur and Kalyani.

Chancellor of the university is His Excellency, the Governor of West Bengal. Vice Chancellor as the Chief Executive of the University is supported by the Registrar in administration, Controller in financial management, Deans in respect of academic activities of the Faculties and Directors for activities in research, extension and farms. The Vice-Chancellor, The Registrar, Deputy Registrar and the Comptroller (Finance officer), Law, Security & Estate officer, the Dean of post-graduate studies, students' welfare-all have different fully fledged Secretariat with supportive staff.

3.1. Administrative Set Up in BCKV: The administrative set up of Bidhan Chandra Krishi Viswavidyalaya (BCKV) is illustrated below.

- a) Chancellor: The ex-officio Chancellor of the University is His Excellency. The Governor of West Bengal.
- b) Vice-Chancellor: The Vice-Chancellor is the Chief Executive of the University. He is supported by the Registrar in administration, Controller in financial management, Deans in respect of academic activities of the Faculties and Directors for management of research and extension activities in the field of Agriculture, Horticulture and Agricultural Engineering.
- c) Administrative Branch: The Administrative Branch of the University deals with matters pertaining to administration. It is headed by a Registrar who is being assisted by a Deputy Registrar and three Assistant Registrars.

There are seven sections in the administrative branch in addition to a Legal Cell, Care taking unit, and Registrar/Deputy Registrar's Secretariat. The functioning of these sections is as follows:

1. Establishment Section: Staff position-33 nos. It deals with promotion, transfer, fixation of pay, leave, service book,

retirement/terminal benefits and welfare of both teaching and non-teaching employees.

2. Recruitment Section: Staff position- 6 nos. It deals with appointment, placement and confirmation of both teaching and non-teaching employees.
3. Admission & Scholarship Section: Staff position- 9 nos. It deals with admission, scholarship and matters relating to students.
4. Examination Section: Staff position: Staff position-12 nos. it deals with conducting examinations of students and publication of results.
5. Common Service Section: Staff position-27 nos. It deals with transport, general purchase and stores.
6. Meeting Section: Staff position- 7 nos. It deals with meetings of executive council and court and other committees.
7. Receipt & Dispatch Section: Staff position-6 nos. It deals with receipt and dispatch of correspondences.
8. Legal Cell: Staff position-5 nos. It deals with all legal matters and estate.
9. Caretaking Maintenance Unit: Staff position- 5 nos. It deals with taking care of minor civil works.
10. Registrar's Secretariat: Staff position-11 nos. It deals with assisting the office of the Registrar and Deputy Registrar.
- d) Planning and Development Branch: The planning and Development Branch is dealing with the planning and overall development of the University.
- e) Finance Branch: This branch deals with proper disbursement of fund and auditing of account.
- f) Works Department: This department deals with infrastructural development and maintenance of the university.
- g) Health Unit: The Health Unit of BCKV caters services to the students, teachers, and non

- teaching employees including their family members residing in university quarters.
- h) Watch & Ward Unit: The Watch and Ward unit is headed by a Security officer, who in turn is being assisted by a Security Superintendent and 61 nos. of watchmen.

3.2. Faculties of BCKV: Bidhan Chandra Krishi Viswavidyalaya (BCKV) is having 3 faculties:

- *Faculty of Agriculture:* The Faculty of agriculture of BCKV consists of 17 departments with specializations in teaching, research and extension for the development of agriculture in the state of West Bengal.
- *Faculty of Horticulture:* The faculty of Horticulture was established in 1996 with 5 departments. The objective of creation of this faculty was to initiate education and training in horticulture, to conduct need based research for the development of horticulture in West Bengal and to disseminate the technology for growing horticultural crops and post harvest management of horticultural produce.
- *Faculty of Agricultural Engineering:* Under this faculty there are 4 departments. The development of civilization is closely related to the improvement in self dependence of nation on its demands of food and other agricultural products which are the minimum requirements of the human society. In the matter of this kind of improvement agricultural engineering plays a great role in respect of further development of food productivity, agro-based industries, post harvesting, food processing, soil and water engineering etc through the utilization of software based latest technology.

3.3. Directorates of BCKV: There are 3 directorates under BCKV

- Directorate of Research: The Directorate of research at Kalyani is the coordinating and monitoring headquarters of the research stations, sub-stations, units, sub-units and

projects spread over the jurisdiction of the Viswavidyalaya.

- *Directorate of Extension Education:* The Directorate of Extension Education in BCKV, was created only in 1994 through up gradation of the 'Field Extension Wing', which took care of mainly the farm advisory services among a few villages, surrounding the headquarter campus of Viswavidyalaya.
- Directorate of Farms: It functions in the realm of Agricultural research, Agricultural education and Agricultural extension. The major activity of Directorate of Farms is providing support to research activities of All India Coordinated Research Projects (AICRPs) and dissertation and research works of students.

3.4. Library of BCKV: The Central Library of BCKV is considered as one of the best libraries of agriculture and allied sciences in the country. The library has a collection of 69460 books. The services are being offered by 9 professionals, 7 semi professionals with the assistance from 14 non-professionals.

3.5. Placement cell of BCKV: A fully equipped and proficient placement cell is being housed in the main campus of BCKV for the convenience of its outgoing students. It's a round the year placement activity which involves students in an interactive counseling session to ensure their gainful placement before they leave this prestigious campus.

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Author's short biography

Mahuya Dutta was born in Kolkata, West Bengal, India in the year 1974. She received the Bachelor

and Master degree in English in the year 1995 and 1999 respectively. After joining in a private management college, she gets interested in HR Management and achieved an MBA Degree from IGNOU. Presently she is opting for PhD and her research interests include, performance appraisal process, organizational culture and Corporate Social Responsibility (CSR).
