



Inflow And Utilization Of Funds Under Rashtriya Uchchar Shiksha Abhiyan 1.0: A Study In The Provincialised Colleges Affiliated To Dibrugarh University Of Assam

Mrs. Noni Rajkhowa
 Research Scholar
 Department of Education
 Dibrugarh University
 Prof. Probin Kr. Gogoi
 Department of Education
 Dibrugarh University

1.0 Introduction:

Education is considered as an integral component for individual and social development in the present era of knowledge driven society. At the same time, quality in education, more especially in higher education, is highly essential for ensuring sustainable economic and social development at the regional and national level. However, quality education is possible only when facilities, resources and technologies are sufficiently available and upgraded. For maintaining quality in higher education, the author, Agrawal (2005)¹ has suggested to study the current trends in higher education, to ensure the equal distribution of education facilities, use of technologies, mass media and computers, use of diversified structures to meet the needs and changing needs of skills, international cooperation, liaison with industry and new educational model. Regarding the quality status of higher education in India, University Grant Commission (2007)² reveals that all the indicators such as faculty strength, library facilities, computer availabilities, student- teacher ratio in Indian higher education are below standard and are in need of up gradation.

For qualitative and quantitative improvement of education at the higher level, the Government of India launched a revolutionary scheme, named as Rashtriya Uchchar Shiksha Abhiyan (RUSA) in 2013. RUSA is a comprehensive and integrated flagship programme of Government of India for overall development of higher education sector. Through providing strategic funding to higher educational institutions throughout the country, this scheme aims at provision of adequate opportunity of higher education to socially and educationally backward classes, inclusion of women and differently able persons, and thereby improve equity in higher education³.

A higher education institution in India, whether it is recognized under the sections 12 band2(f) of UGC Act or not, can avail the financial assistance from RUSA. Prior to RUSA, the financial assistances from UGC are confined only to the centrally funded universities and colleges covered under sections 12B and 2(f) of UGC Act. RUSA provides the financial assistances to the institutions from its Resource Centre, Ministry of Human Resource Development (MHRD), presently known as Education Ministry through the state government to the State Higher Education Council (SHEC). For the northeastern states, the central and the

¹ Agarwal. A.K. (2005): *Development of education system in India*, Anmol publications, India.

² UGC (2007): *Quality Mandate for Higher Education Institutes in India*, UGC, New Delhi.

³ Ministry of Education (2020): *Rashtriya Uchchar Shiksha Abhiyan*, Department of Higher Education, Ministry of Education, Government of India.

state share in the total grants has been fixed at a ratio of 90:10. So, in this academic work, an attempt has been made to understand the inflow and utilization of funds from RUSA 1.0 to the provincialised colleges affiliated to Dibrugarh University under its three components.

2.0 Rational of the Present Study:

Implemented in 2014, the revolutionary scheme, RUSA 1.0(phase-I) has come across about 10 years in the state of Assam. So, a performance study is highly required for assessment of the inflow and utilization of funds in the higher education institutions under RUSA 1.0. For infrastructural and quality development of the higher education institutions, inflow of sufficient funds is definitely highly required need. However, proper utilization of the in-flowed funds, which is the national resource, is equally important for attaining this goal.

3.0 Research Question:

Whether the fund received by the provincialised colleges affiliated to Dibrugarh University under RUSA in three components has been properly utilized?

4.0 Objectives of the study:

To Study the inflow and utilization of funds in the component of Infrastructure Grants to Colleges, Up-gradation of Existing Degree Colleges to Model Degree College (MDCs) and Equity Initiatives under RUSA in the provincialised colleges affiliated to Dibrugarh University.

4.0 Review of Relevant Literature:

Reddy, S.G. (1995) has identified several issues of higher education in India such as the problem of obsolescence, low standards of educational institutions, lack of quality, low expenditure on education in general and higher education in particular. (Reddy, 1995).

Kumar (2004), examining the major sources of funding in higher education, has found that the government acceptor for government own institutions, and donation fees and income from endowment for private institutions are the main sources of income (Kumar, 2004).

Panchamukhi & Devi (2008) have found disparities among different parameters of higher education institutions such as enrollment in higher education, teachers in higher education and expenditure on higher education (Devi. S & Panchamukhi.R, 2008).

Bora (2012), in his study on financing of higher educational institutions with special reference to upper Assam, has pointed out the funding to be one of the most vital criteria for effective functioning and management of an educational institution (Bora, 2012).

Das & Borthakur (2012), in their study on budgetary allocation on education sector by the Government of Assam, have found that though the state government's budgetary allocation for higher education is in an increasing trend over time, it is not sufficient and is also fluctuating in nature (Das & Borthakur, 2012).

Sarma (2012), in his study on the inflow of funds in higher educational institutions of Assam has found that though the government of India has made huge investment in higher education, the rate of investment is not consistent with the increasing demand (Sarma, 2012).

Parvez & Shakir (2017) has pointed out a number of vital challenges confronted by higher education in India presently such as inadequate and diminishing financial support, inadequate infrastructure and facilities, large vacancies in faculty positions, poor faculty, low student enrolment rate, outmoded teaching methods, and declining research standards (Parvez.M & Shakir M., 2017).

6.0 Research Gap:

These earlier studies have avoided the studies on the inflow and utilization of funds in the higher education institutions under RUSA 1.0. Secondly, such type of study has not so far been done in Assam. So, this study would fill up the gap of existing literature. It would be useful guideline for effective implementation of plans and programmes in higher education such as RUSA and also for visualizing the future strategies for further development of higher education.

7.0 Methodology of the study:

7.1 Research Method: Descriptive and analytical research methods have been used in present study.

7.2 Sample of the Study: The sample of the study contains all the thirty-four (34) provincialised colleges affiliated to DU receiving grants from RUSA 1.0. Again, for collection of data and information for the study, all the principals (34) and the coordinators of RUSA (34) of the sample colleges have been selected. In addition to these, the sample of the study includes the state mission director (one) and three RUSA officials (table-1)

Table-1: Sample of the study:

Principals	Coordinators of RUSA	State Mission Director	RUSA Officials
34	34	1	3

8.0 Inflow and Utilization of

Grants to the colleges affiliated to Dibrugarh University from RUSA 1.0:

A higher education institution can avail the financial assistance from RUSA1.0 mainly in the following three ways, which are, in fact, the main components of RUSA1.0.

- i. Infrastructure grants to colleges,
- ii. Up-gradation of existing degree colleges to model degree colleges and
- iii. Equity initiatives.

Table-2: Inflow and Utilization of funds to the provincialised colleges (General degree colleges) affiliated to Dibrugarh University from RUSA 1.0:

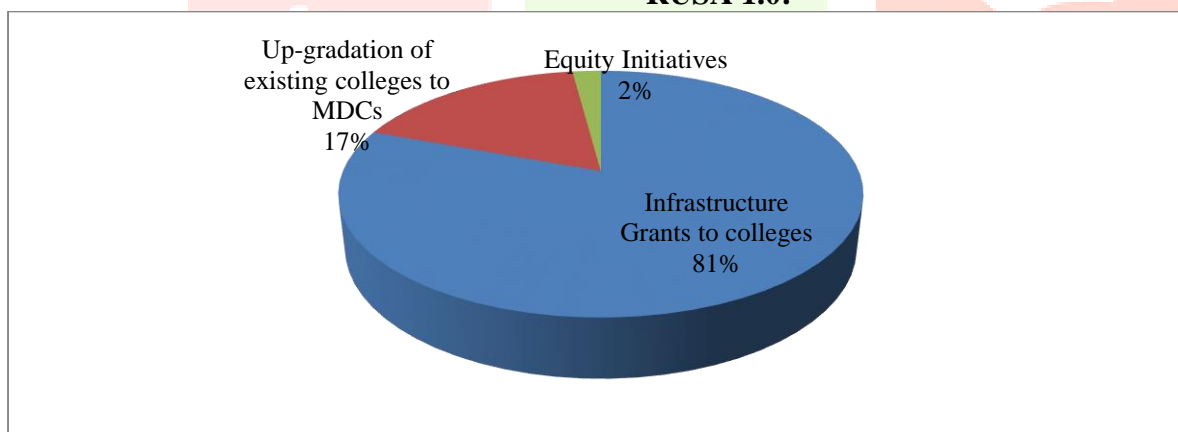
Sl. No	Name of the college	Funds under Components						Total Fund		% of utilization
		Infrastructure Grants to colleges		Up-gradation of existing colleges to MDCs		Equity Initiatives		Approved	Utilized	
		Approved	Utilized	Approved	Utilized	Approved	Utilized			
1	Debraj Roy College	2	2	0	0	0.20	0.20	2.20	2.20	100%
2	DKD College	0	0	4	4	0	0	4	4	100%
3	Furkating College	2	1.9	0	0	0	0	2	1.9	95%
4	Golaghat Commerce college	2	2	0	0	0		2	2	100%
5	HPB Girls' College	2	2	0	0	0	0	2	2	100%
6	Jaya Gogoi College	2	2	0	0	0	0	2	2	100%
7	J.D.S. G. College	2	2	0	0	0	0	2	2	100%
8	Kamargaon College	2	2	0		0		2	2	100%
9	Bahona College	2	2	0	0	0	0	2	2	100%
10	D. C. B. Girls' College	0	0	0	0	0.25	0.25	0.25	0.25	100%
11	Jorhat College	2	1.95	0		0	0	2	1.95	97.7%
12	Nanda Nath Saikia College	2	2	0	0	0	0	2	2	100%
13	CKB College, Teok	2	1.94	0	0	0	0	2	1.94	97%
14	Gargaon College	2	2	0	0	0	0	2	2	100%
15	Sibsagar Commerce College	2	2	0	0	0	0	2	2	100%
16	Sibsagar Girls' College	0	0	4	4	0	0	4	4	100%
17	SPP College, Namti	2	2	0	0	0	0	2	2	100%
18	Moran College	2	2	0	0	0	0	2	2	100%
19	Sonari College	2	2	0	0	0	0	2	2	100%
20	Dhemaji College	0	0	4	4	0	0	4	4	100%
21	Gogamukh College	2	2	0	0	0	0	2	2	100%
22	Moridhal Collge	2	1.97	0	0	0	0	2	1.97	98.5%
23	Silapathar College	2	2	0	0	0.25	0.25	2.25	2.25	100%
24	DHSK College	0	0	0	0	0.15	0.15	0.15	0.15	100%

25	Duliajan College	2	2	0	0	0	0	2	2	100%
26	M.D.K Girls' College	2	2	0	0	0	0	2	2	100%
27	Khowang College	2	2	0	0	0	0	2	2	100%
28	Naharkatia College	2	2	0	0	0	0	2	2	100%
29	Namrup College	2	2	0	0	0.05	0.05	2.05	2.05	100%
30	Tingkhong College	2	2	0	0	0	0	2	2	100%
31	Digboi College	2	1.64	0	0	0.05	0.05	2.05	1.69	82.44%
32	Doom Dooma College	2	2	0	0	0	0	2	2	100%
33	Magherita College	2	2	0	0	0.25	0.25	2.25	2.25	100%
34	Sadiya College	0	0	0	0	0.25	0.25	0.25	0.25	100%
Total		56	53.45	12	12	1.45	1.45	69.45	68.85	
% of utilization		95.45%		100%		100%		99.14%		

Source: Office of the Principals of the sample colleges affiliated to Dibrugarh University

Majority of the sample colleges (28 nos with 82%) have received grants from RUSA 1.0 under the component of infrastructure grants to colleges. Each of such beneficiary college has received the same amount of grants (2 crore) under this component. The number of colleges receiving the financial assistance under the component of up-gradation of existing degree colleges to MDCs is found to be 3nos(8%). Each of such college has received an amount of 4 crore under this component. Only 8 nos of the colleges (23.53%) have received grants under the component of the equity initiatives. For all the sample colleges, RUSA 1.0 has provided a total amount of 69.45crore under its three components (table-2).

Figure-1: Component wise inflow of grants to the colleges affiliated to Dibrugarh University from RUSA 1.0:



The amount of infrastructure grants to college is found to be 56 crore, which shares the highest of 80.68 % in the total grants (69.45 crore), followed by the grants under MDCs (12 crore) sharing 17.28% in the total grants and the equity initiatives grants (1.45 crore) with a small share of 2.09 % (table-2&figure-1).

9.0 College-wise inflow and utilization of funds:

Debraj Roy(DR) College in the district of Golaghat has received 2 crore under infrastructure grants to college and 20lakhs under equity initiative component. Hence, DR college has received a total of 2.02 crore from RUSA 1.0. The college has utilized the entire amount in the respective two components indicating 100% of utilization. DKD College has received an amount of grants of Rs 4crore under the component of up-gradation of existing degree colleges to model degree colleges (MDCs). The college has been found to utilize properly the entire approved amount that indicates 100% rate of utilization. Furkating college has received 2 crore under only infrastructure grants to colleges and has utilized 1.9 crore in the component indicating 95% rate of utilization. All the other beneficiary colleges in Golaghat District, namely, Golaghat Commerce college, HPB Girls' College, Jaya Gogoi College, JDSG College and Kamargaon College have received assistances under the component of infrastructure grants to college. For these beneficiary colleges, the percentage rate of utilization has been estimated to be 100 % (table-2).

In the district of Jorhat, Bahona College has received 2 crore under infrastructure grants to college and utilized the entire amount in the component that give 100% rate of utilization. DCB Girls' College has obtained 25 lakhs under equity initiative component and has used properly (100% of utilization) the entire amount in the component. However, Jorhat college has obtained 2 crore as infrastructure grants to colleges and has utilized 1.95 crore indicating 97.5% rate of utilization. Similarly, CKB College has got 2 crore as an infrastructure grants to college and has utilized 1.94 crore indicating 97% rate of utilization. Nanda Nath Saikia College has been found to utilize in hundred percent (100%) the entire amount of infrastructure grants (2 crore) in the component (table-2).

In the district of Sivasagar, three colleges namely, Gargaon College, Sibsagar Commerce College and SPP College have received infrastructure grants to colleges. Each of the three colleges has utilized in hundred percent (100% rate of utilization) the entire approved amount (2 crore) in the component. Sibasagar Girls' College has received 4 crore under the component of up-gradation of existing degree colleges to model degree colleges (MDCs), and has utilized the whole approved amount properly (100% rate of utilization) in the component (table-2).

In the district of Charaideo, two colleges namely Moran College and Sonari College have received infrastructure grants to college. Each college has utilized properly the approved amount (2 crore) in the component (table-2).

In Dhemaji District, Dhemaji College has received 4 crore under up-gradation of existing degree colleges to model degree colleges (MDCs), and has utilized the whole approved amount properly (100% rate of utilization) in the component. Gogamukh College has got 2 crore of infrastructure grants to college and has utilized properly the entire amount of approved funds. Moridhal Collge has received 2 crore under infrastructure grants to college. But the college has not utilized in hundred percent of the approved grants in this component. The college has utilized 1.97 crore in the component. Hence, for Moridhal College, the utilization rate of approved is estimated to be 98.5% (table-2). Silapathar College has received 2 crore under the component of infrastructure grants to college and 25 lakhs under equity initiative component. Hence, Silapathar College has availed a total of 2.25 crore from RUSA 1.0. The college is found to utilize in hundred percent the entire amount of approved funds under the two components (table-2).

In Dibrugarh District, DHSK college has obtained 15 lakhs under equity initiative component and has utilized the entire approved amount of 15 lakhs properly in the component indicating 100% rate of utilization. Five beneficiary colleges in the district, namely Duliajan College, MDK Girls' College, Khowang College, Naharkatia College and Tingkhong College have received grants (by 2 crore) under infrastructure grants to colleges. Each of such five colleges has utilized in hundred percent (100%) the approved amount under this component. Namrup College has availed 2 crore under infrastructure grants to college and 5 lakhs under equity initiative component. Hence, Namrup College has received a total of 2.05 crore and utilized in hundred percent the entire approved amount of funds in the two components (table-2).

In the district of Tinsukia, Digboi College has received 2 crore of infrastructure grants to colleges and has 1.64 crore indicating 82% rate of utilization. Doom Dooma College has obtained 2 crore as an infrastructure grants to colleges, and has utilized the entire amount indicating 100% rate of utilization. Magherita College has got 2 crore under infrastructure grants to college and 25 lakhs under equity initiative. Hence, in total, the college has received 2.25 lakhs and has utilized the entire funds in hundred percent (100% rate of utilization). Sadiya College has got an amount of grants of 25 lakhs under the equity initiative and has utilized the whole amount in hundred percent in the specified component (table-2).

10.0 Component-wise inflow and utilization of funds:

10.1 Infrastructure grants to colleges: Under this component, with the same amount of grants (2 crore), for all the beneficiary colleges (28 nos) affiliated to Dibrugarh University, a total of 56 crore has been approved from RUSA 1.0. For all the 28 beneficiary colleges, an amount of Rs 53.45 crore has been found to utilize in this component indicating 95.45% rate of utilization (table-2).

Highest percentage (35.02%) of such grants has been utilized in the renovation works by the colleges, followed by new construction works (32.41%) and new equipment (30.48%) (table-3).

Among various new construction works, the major portion of the grants has been found to utilize in the construction of new class rooms. Next to it, a sizeable percentage of such grants have been utilized in the construction of the computer centres/seminar halls. Among a variety of renovation works, the highest percentage of such the grants has been found to utilize in the campus development works. Then, a sizeable percentage of such grants has been utilized in the renovation of the class rooms. Among a variety of new equipments purchased, the highest percentage of the grants under this sub-component has been found to utilize in the purchase of laboratory equipments. Then, a sizeable percentage of such grants has been utilized in acquiring the books/e-journals.

Table-3: Utilization of Infrastructure Grants to Colleges affiliated to Dibrugarh University from RUSA 1.0 in the sub-components (in crore):

Total grants approved under Infrastructure Grants to Colleges	Grants utilized in			
	New Construction	Renovation Work	New Equipment	Total
56	18.85(33.66%)	19.61(35.02%)	17.07(30.48%)	55.53(99.16%)

*Figures in parenthesis indicate the percentage to total grant under Infrastructure Grants to Colleges.

10.2 Up-gradation of existing degree colleges to model degree colleges (MDCs):

Under RUSA, usually, the non-educationally backward districts are selected for this component. Each college in such districts is provided an amount of 4 crore under this component in 90:10 ratio. The colleges receiving grants under this component require to fulfill the following criteria:

- Hostel and toilets for girls.
- 50% boarding capacity of the hostel need to be used for socially and economically weaker sections.
- Ensure disabled- friendly campus.
- Ensure special facilities or equipments for the disabled.

In this study, among 34 sample colleges affiliated to Dibrugarh University, in total, 3 colleges have been found to receive the financial assistance under this component. Each such college has received a grant of 4crore with the central share of 3.6 crore and state share of 0.40 crore in a 90: 10 ratio. These three colleges are as follows:

- Dergaon Kamal Dowarah (DKD) College in Golaghat District,
- Sibsagar Girls' College in Sivasagar District and
- Dhemaji College in Dhemaji District.

Table-4: Utilization status of grants from RUSA 1.0 under Up-gradation of Existing Degree Colleges to MDCs (in lakhs):

Sub- component	New Construction		Renovation Work		New Equipment		Total funds approved	Total Funds utilized	% rate of utilization
	Amount approved	Amount utilized	Amount approved	Amount utilized	Amount approved	Amount utilized			
Colleges	(1)	(2)	(3)	(4)	(5)	(6)	(7) =(1+3+5)	(8) =(2+4+6)	(7)/(8)x 100
i.Dhemaji College	140	140	140	140	120	120	400	400	100%
ii.DKD College	140	140	140	140	120	120	400	400	100%
iii.Sibsagar Girls' College	140	140	140	140	120	120	400	400	100%
Total	420	420	420	420	360	360	1200	1200	100%
% rate of Utilization	420/420x100 =100%		420/420x 100 = 100%		360/360x100 =100%		1200/1200 x 100 =100%		

A.New Construction: Dhemaji College has utilized the entire sanctioned amount of grants under new construction (140lakhs) of new laboratories(86.96 lakhs)and computer centres (53.04 lakhs). DKD College

has also properly utilized the total approved funds (140lakhs) for the construction of new laboratories (84.67lakhs) and computer centres (55.33 lakhs).Sibsagar Girls' College has properly utilized the sanctioned funds for the construction of laboratories and computer centres (table-4).

B.Renovation Works: Each of the three colleges receiving grants under up-gradation of existing degree colleges to MDCs in renovation works has utilized properly the entire amount of grants (140 lakhs) in renovation works and also utilized the allocated amounts in varied renovation works (table-4).

Dhemaji College has utilized the sanctioned the grants (140 lakhs) under renovation works in modification of 1(one) Academic Building, development of 1(one) College Campus, 1(one) hostel, 3(three) Classrooms& Technologically Enabled Classrooms, 12 nos of toilets, one library, one auditorium and one canteen/cafeteria. DKD College has utilized the fund in modification works of one academic building, development of two campuses of the college, one hostel, four classrooms& technologically enabled classrooms, sixteen toilets, one library, one auditorium and one canteen. Sibsagar Girls' College has also properly used the allocated funds for different renovation works. The college has properly utilized the funds in renovation of three academic blocks, one campus development, one hostel, six classrooms& technologically enabled classrooms, five toilets, its single library, single auditorium and canteen.

C.New Equipment: All the three colleges have properly utilized the entire grants approved for new equipments. Considering the approved and utilized amounts for three main equipments under the sub-component of new equipments, it has been observed that the three colleges have used properly the grants allotted for the acquisition of the specified three main equipments. i.e. the entire approved amounts for the three heads are utilized in hundred percent.

With the allotted funds of 35 lakhs, Dhemaji College has purchased 7(seven) set of new equipments for sport facilities, 60 nos new computers and 10200 nos of new books/ journals /e-resources. DKD College has acquired 3(three) new set for sport facilities, 60 new computers and 8010 nos of new books/ journals /e-resources. Sibsagar Girls' College has purchased newly 5(five) set of sport facilities, 60 nos of computers and 8000nos of books/ journals /e-resources.

iii.Equity Initiatives:

For ensuring greater inclusion of the marginalized sections of the society, another important component-Equity Initiatives is taken under RUSA. This component aims at generating an ideal situation in the society so that everyone gets an equal opportunity.

In this study, 8(eight) nos of general provincialised degree colleges have received financial assistance under equity initiatives component of RUSA 1.0,out of which, 3nos of colleges have received only equity initiative assistance and 5nos of colleges have both the equity initiative and infrastructure grants.

Some initiatives taken by RUSA 1.0 under this component are as follows-

- Disable Friendly Facilities,
- Transportation Facilities for the female and differently abled students ,
- Finishing School,
- Training to the trainers of finishing school and
- Language Laboratory

Table-5: Initiative-wise utilization of fund by the general provincialized degree colleges (8nos) under The component of equity initiatives from RUSA 1.0:

SL. No	Name of the colleges	Fund approved (in Lakh)	Fund utilized (in Lakh)	% rate of utilization (2)/(3) x100	Initiatives			
					Disabled Friendly Facilities	Transportation Facilities	Finishing School	Language Laboratory
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
1	Debraj Roy College	20	20	100%	i. Smart Can ii. Wheel chair iii. Disabled Friendly Equipments iv. Braille Slat v. Audio Books vi. Audio vii. System Software			
2	DHSK College	15	15	100%		One ultra bus (40 seats)		
3	Digboi College	5	5	100%			Beneficiary students (1000 nos)	
4	Namrup College	5	5	100%			Beneficiary students (42 8 nos)	
5	DCB Girls' College	25	25	100%				31 computers including one server
6	Magherita College	25	25	100%				31 computers including one server
7	Sadiya College	25	25	100%				31 computers including one server
8	Silapathar College	25	25	100%				31 computers including one server

So far as the utilization of equity initiatives grants is considered, the single college-Debraj Roy College receiving grants under disabled friendly facilities has been found to utilize the amount properly in the purchase of the required facilities for differently abled students.

Similarly, utilizing with hundred percent the approved funds (15 lakhs) under equity initiatives, DHSK College has acquired One Ultra Bus to provide free transportation facilities to female and differently abled students. Again, Each of the two colleges, namely, Digboi College and Namrup College receiving funds for finishing school under equity initiatives has been found to utilize the sanctioned funds(5lakhs) properly in promoting facilities for training the students for all-round personality development, cultural as well as social activities(table-5).

Hence, the total amount of funds received by the entire beneficiary colleges (34nos) affiliated to Dibrugarh University from RUSA 1.0 under its three components is estimated to be 69.45 crore. Out of 69.45crore, the beneficiary colleges as a whole are found to utilize 68.85 crore that indicates 99.14% of utilization.i.e a significantly high percentage rate of utilization (table-3).

11.0Conclusion:

The provincialised colleges affiliated to Dibrugarh University have received sizeable amount of financial assistance from RUSA 1.0 under its three components. Most of the colleges have received grants under the component of infrastructure grants to colleges. Such colleges have been found to utilize properly the sanctioned amounts of grants in various works and equipments under the three sub-components-new construction, renovation and new equipments. So, the quality development in education along with the infrastructure development can be highly expected for these higher education institutions.

References:

- Agarwal, A.K. (2005): *Development of education system in India*, Anmol publications, India.
- Bora, S. (2012): Financing of Higher Educational Institutions with special reference to upper Assam, In Nongbri (Ed.), *Proceeding of the north east India education Society* (pp. pp.189-194), Ri Khasi Enterprise.
- Das & Borthakur(2012):Budgetory Allocation on Education by the government of Assam. In Nongbri (Ed.), *Proceeding of the north-east Indian EducationSociety* (pp. pp.284-299),Ri Khasi Enterprise.
- Devi, S &Panchamukhi, R.P. (2008): Educational Data Bank for Higher Education. *Educational Data Bank for Higher Education* .
- Kumar, N. (2004):*Private Cost of Medical and Para-medical Education in Kerela*. Centre for Development Studies(CDS). Thirvananthauram: KRPLLD, Centre for Development Studies(CDS).
- Ministry of Education(2020): Rashtriya Uchcharat Shiksha Abhiyan,Department of Higher Education, Ministry of Education, Government of India.
- Parvez,M. & Shakir,M. (2017):*Contemporary Issues in Education: A Perspective*. India: Shipra Publications.
- Reddy, G. R. (1995):*Higher Education in India: Conformity, Crisis and Innovation*. New Delhi: Sterling Publishers
- Sarma,M. (2012):A Study on the inflow of funds in higher educational institutions of Assam. In Nongbri (Ed.), *Proceeding of the north-east India Education Society* (pp. pp.271-283). Ri Khasi Enterprise.
- UGC (2007): Quality Mandate for Higher Education Institutes in India, UGC, New Delhi.

