



**INSTITUTIONAL ASSESSMENT AND ACCREDITATION
(Effective from July 2017)**

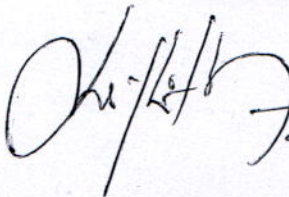
Accreditation - (Cycle - 2)

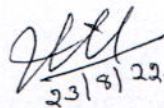
**PEER TEAM REPORT ON
INSTITUTIONAL ACCREDITATION OF
BHARATHIYAR ARTS AND SCIENCE COLLEGE FOR WOMEN
C-9516
SALEM
636112**

**NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission
P.O. Box No. 1075, Nagarbhavi, Bengaluru - 560 072, INDIA**

Section I: GENERAL INFORMATION

1.Name & Address of the institution:	BHARATHIYAR ARTS AND SCIENCE COLLEGE FOR WOMEN SALEM Tamil Nadu 636112	
2.Year of Establishment	1997	
3.Current Academic Activities at the Institution(Numbers):		
Faculties/Schools:	9	
Departments/Centres:	15	
Programmes/Course offered:	28	
Permanent Faculty Members:	154	
Permanent Support Staff:	97	
Students:	3236	
4.Three major features in the institutional Context (Asperceived by the Peer Team):	1. An exclusive women's College named after the revolutionary Tamil poet Bharathiyar. 2. Affiliated to Periyar University Salem and recognised under Section 2f and 12B of UGC. 3. College celebrating its Silver Jubilee year contributing women empowerment through quality education and extension services.	
5.Dates of visit of the Peer Team (A detailed visit schedule may be included as Annexure):	Visit Date From : 22-08-2022 Visit Date To : 23-08-2022	
6.Composition of Peer Team which undertook the on site visit:		
	Name	Designation & Organisation Name
Chairperson	DR. MAJALODY SHIVARAMA MOODITHAYA	Vice Chancellor(in-charge),NITTE UNIVERSITY
Member Co-ordinator:	DR. UNNIKRIISHNAN KRISHNAN NAIR	FormerPrincipal,NSS COLLEGE PANDALAM PATHANAMTHITTA KERALA
NAAC Co - ordinator:	Dr. B.s. Ponmudiraj	


23/8/22


23/8/22

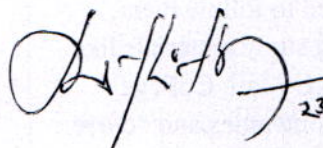
Section II: CRITERION WISE ANALYSIS

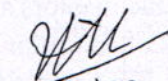
Observations (Strengths and/or Weaknesses) on each qualitative metrics of the key Indicator under the respective criterion (This will be a qualitative analysis of descriptive nature aimed at critical analysis presenting strength and weakness of HEI under each criteria)

Criterion 1 - Curricular Aspects (Key Indicator and Qualitative Metrics(QIM) in Criterion 1)	
1.1	Curricular Planning and Implementation
1.1.1 QIM	The Institution ensures effective curriculum delivery through a well planned and documented process
1.1.2 QIM	The institution adheres to the academic calendar including for the conduct of CIE
1.2	Academic Flexibility
1.3	Curriculum Enrichment
1.3.1 QIM	Institution integrates crosscutting issues relevant to Professional Ethics ,Gender, Human Values ,Environment and Sustainability into the Curriculum
1.4	Feedback System

Qualitative analysis of Criterion 1

The Bharathiyar Arts and Science College for Women, Salem, was established in the year 1997. Currently, the College offers 18 Undergraduate, Nine Postgraduate, Seven M.Phil., One Ph.D., 55 Certificate courses, and 39 Value-Added courses. It follows the curriculum prescribed by Periyar University to which it is affiliated. The Institution ensures effective curriculum delivery through a well-planned and documented process. The academic programs are offered on a semester basis through the Choice Based Credit System (CBCS), and through the Outcome Based Course Framework. By preparing Lesson & Teaching Plans and supplying Course Materials for the students, the curriculum delivery is planned well in advance and implemented. Subjects are assigned to Faculty members based on their competencies at the beginning of the year. The timetable committee, which consists of faculty members from all the departments prepares class timetables and staff timetables to ensure that all classes are conducted effectively. Unit plans are prepared to ensure that the portions are completed in a stipulated time period and the reports are submitted to the Principal for approval. The classes are conducted as per the plan with complete coverage of the topic, which includes classroom interaction, doubt clarifications, supply of printed materials, e-notes, PowerPoint presentations, and e-contents for the respective subjects. The IQAC collects and reviews student feedback on academic delivery, and actions are initiated for further enhancement of the quality of education imparted. The academic calendar is displayed on the notice board and on the website. The Institution integrates crosscutting issues relevant to professional ethics, gender, environment and sustainability into the Curriculum by offering Add-on courses. These include courses like Energy Physics, Alternative branch of medicine 'Siddha,' Tourism, Archaeology, General Knowledge – India, General Science, Nano, and Green Chemistry, Environmental Biology and Toxicology of different programs focus on environmental awareness and sustainability which deals with various range of renewable energy sources and natural resources of forest, irrigation, and mining, etc. Programs on Professional Ethics, Gender Justice, Human Values, Environment, and Sustainability are also conducted through various associations, NSS wing, NCC, Scouts and Guides and various student Clubs.

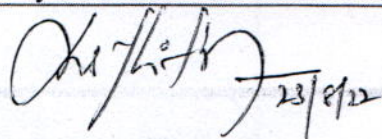

23/8/22

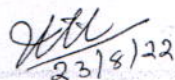

23/8/22

Criterion2 - Teaching-learning and Evaluation (Key Indicator and Qualitative Metrics(QIM) in Criterion2)	
2.1	Student Enrollment and Profile
2.2	Catering to Student Diversity
2.2.1 QIM	The institution assesses the learning levels of the students and organises special Programmes for advanced learners and slow learners
2.3	Teaching- Learning Process
2.3.1 QIM	Student centric methods, such as experiential learning, participative learning and problem solving methodologies are used for enhancing learning experiences
2.3.2 QIM	Teachers use ICT enabled tools for effective teaching-learning process.
2.4	Teacher Profile and Quality
2.5	Evaluation Process and Reforms
2.5.1 QIM	Mechanism of internal assessment is transparent and robust in terms of frequency and mode
2.5.2 QIM	Mechanism to deal with internal/external examination related grievances is transparent, time- bound and efficient
2.6	Student Performance and Learning Outcomes
2.6.1 QIM	Programme and course outcomes for all Programmes offered by the institution are stated and displayed on website and communicated to teachers and students.
2.6.2 QIM	Attainment of programme outcomes and course outcomes are evaluated by the institution.
2.7	Student Satisfaction Survey

Qualitative analysis of Criterion 2

The College admits students on *inter-se* merit and as per the procedure laid down by the affiliating Periyar University. Majority of the students are from rural backgrounds and first-generation higher education aspirants. Since the enrolled students are heterogeneous in nature in terms of their learning levels, medium of instruction and subjects studied in the school, and socio-cultural background, the college adopts multiple assessments and learning strategies like Bridge Course and induction program at the beginning of the academic year to make them feel comfortable in the new environment. An attempt is made by the college to assess the learning levels of the students and some special programs are offered to both slow learners and advanced learners. The slow learners are encouraged and offered remedial classes, special courses for communicative skills, and special self-learning course materials. The advanced learners are encouraged to register in various online courses on SWAYAM / MOOC platform and participate in Seminars and Workshops, Hackathons, Idea-Generation Competitions, E-content, Software, and app development activities. Besides these, institutional visits, field trips, and exchange programs are also arranged. The college has a mentor-mentee system with an effective ratio of mentors to mentees. Mentors provide students with academic guidance and advice. The internal assessments are conducted as per the University guidelines in a fair and transparent manner. Examination-related grievance redressal system is in place. Result analysis is done by IQAC every year both at the department level and college level. At the end of each semester, the attainments level for each course based on the defined outcomes is calculated. Program Outcomes (POs), Program Specific Outcomes (PSOs), and Course Outcomes (COs) are prepared, and mentors are instructed to follow them. Teachers are encouraged to use ITC tools for effective delivery of education for sharing study materials like notes, PPTs, question banks, e-books, etc. over different media like Google Classroom, E-Mail, College Portal, Blogs, WhatsApp, etc. The methods of evaluation of the attainment of program outcomes and course outcomes by the institution could be further improved upon.

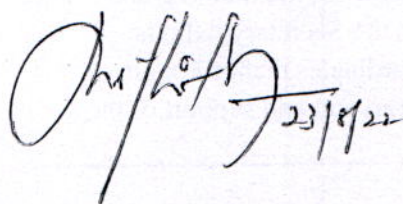

23/8/22

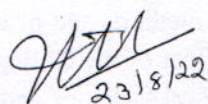

23/8/22

Criterion3 - Research, Innovations and Extension (Key Indicator and Qualitative Metrics(QIM) in Criterion3)	
3.1	Resource Mobilization for Research
3.2	Innovation Ecosystem
3.2.1 QIM	Institution has created an ecosystem for innovations and has initiatives for creation and transfer of knowledge
3.3	Research Publications and Awards
3.4	Extension Activities
3.4.1 QIM	Extension activities are carried out in the neighborhood community, sensitizing students to social issues, for their holistic development, and impact thereof during the last five years.
3.5	Collaboration

Qualitative analysis of Criterion 3

The College has given importance to Research, Innovation, and Extension activities along with teaching and learning activities. However, the grants received from Government and non-governmental agencies for research projects, endowments, and chairs in the institution during the last five years are not very encouraging. Though the faculty members are encouraged to apply for funded research projects, only a few of them have succeeded in getting research grants from organizations like Tamil Nadu State Council for Science and Technology and the National Academy of Biological Sciences, etc. However, the Institution has tried to establish an Eco-System for Innovation through a Research Development Cell, Entrepreneurial Development Cell (EDC), and Incubation Centre. The faculty members and students are given exposure to Research Methodology, Entrepreneurship Development, and IPR through lectures and workshops. Some of the faculty members have published articles in UGC-approved International and National Level Journals and Peer-Reviewed Journals and Conference Proceedings. The Institute has also organized International / National Conferences and Seminars (including Webinars), Faculty Development Programs (FDPs), and Workshops to promote research activities in the institution. In appreciation of the significance of sensitizing the students to social issues, the College has carried out extension activities through NSS, NCC, RRC, YRC, and Bharat Scouts & Guides for the benefit of people in the rural areas. Various special camps have also been conducted by NSS and YRC. Volunteers are encouraged to participate in activities at the seven villages adopted by the institution. Awareness programs such as dengue awareness, drug abuse, plastic eradication, rallies for creating awareness about social issues, blood donation camps, eye camps, health check-up camps, etc are conducted in these villages. The NSS units, through their social outreach programs have helped the participants to interact with a large number of people from diverse walks of life and social groups. During Independence Day and Republic Day, NSS volunteers organized parades, rallies, and other events to highlight social issues of contemporary India. The College has some functional MoUs and linkages with industry and academia for student exchanges, internships, and field visits.

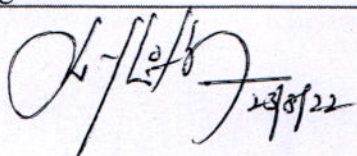
 23/8/22

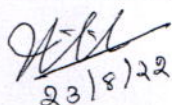
 23/8/22

Criterion4 - Infrastructure and Learning Resources (Key Indicator and Qualitative Metrics(QIM) in Criterion4)	
4.1	Physical Facilities
4.1.1 QIM	The Institution has adequate infrastructure and physical facilities for teaching- learning. viz., classrooms, laboratories, computing equipment etc.
4.1.2 QIM	The Institution has adequate facilities for cultural activities, sports, games (indoor, outdoor), gymnasium, yoga centre etc.
4.2	Library as a Learning Resource
4.2.1 QIM	Library is automated using Integrated Library Management System (ILMS)
4.3	IT Infrastructure
4.3.1 QIM	Institution frequently updates its IT facilities including Wi-Fi
4.4	Maintenance of Campus Infrastructure
4.4.2 QIM	There are established systems and procedures for maintaining and utilizing physical, academic and support facilities - laboratory, library, sports complex, computers, classrooms etc.

Qualitative analysis of Criterion 4

The Institution has adequate infrastructure and physical facilities for teaching- learning. viz., classrooms, laboratories, computing equipment, etc. The facilities are spread over 10.51 acres. There are 98 ICT-enabled, well-ventilated classrooms and three seminar halls with LCD projectors. The Campus is Wi-Fi enabled with a speed of 150 MBPS and is monitored by CCTV cameras. There are 18 laboratories with advanced equipments including a language lab with 55 work stations. There is a health care centre, creche, sick room, gym, yoga centre, guest rooms, as well as a guest house, a hostel for 200 students, reprographic centre, stationary, medical and counselling centre, cafeteria, and two power generators (125 KV watts) so as to ensure the wellbeing of faculty and students in the campus. To support sports and games, the College has a 12084-square-meter play area with nine outdoor game sites, three indoor game facilities, and ten different exercise and gymnastic instruments. The College library is located in 772 square-meter space with a seating capacity of 300 students, as well as a digital section and internet access. The library is well stocked with good utilisation and the college is ranked at the first position at the national level for the maximum use of e-resources, by INFLIBNET. The library utilizes a largely Automated Integrated Library Management System. The College has around 400 computers in six Computer Science Laboratories, each with the relevant software designed for student use in the digital era. A separate team with an in-house programmer has been formed to handle the campus's IT and related requirements such as software development, hardware and networking, website design and hosting, e-mail and SMS solutions, and so on. The entire campus, including the hostel, has Wi-Fi access, with internet speeds of 100 Mbps. The College provides transport facilities for students and staff ensuring all safety measures. The Institution has established appropriate methods and procedures for maintaining and using its physical, academic, and support facilities. The Estate Officer of the College is the Secretary, who is responsible for all of the College's assets. He is in -charge of all facilities and coordinates them through department heads, faculty, administrative staff, lab attendants, librarians, and library aid and support of the management.

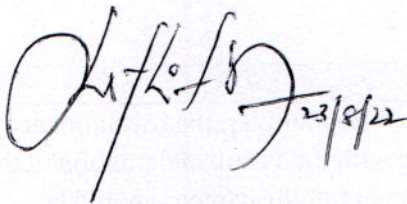

23/8/22


23/8/22

Criterion5 - Student Support and Progression (Key Indicator and Qualitative Metrics(QIM) in Criterion5)	
5.1	Student Support
5.2	Student Progression
5.3	Student Participation and Activities
5.3.2 QIM	Institution facilitates students' representation and engagement in various administrative, co-curricular and extracurricular activities following duly established processes and norms (student council, students representation on various bodies)
5.4	Alumni Engagement
5.4.1 QIM	There is a registered Alumni Association that contributes significantly to the development of the institution through financial and/or other support services

Qualitative analysis of Criterion 5

The Institution has facilitated students' representation and engagement in various administrative, co-curricular and extracurricular activities by following duly established processes and norms. Accordingly, the Student Council is made a representative body that allows students to participate in all spheres of College activities. The council members participate in various committees by offering valuable feedback and thoughts that help make choices from a student's perspective. They collaborate with College management, faculty members and students to ensure the College's success. Members of the Student Council are chosen based on their academic and extracurricular achievements. The Student Council involves in IQAC Cell activities for the development of quality culture in the academic development of Students. The Student Council is formed every year through a democratic process. The elected representatives receive training in Team-Building and Leadership Skills. The college provides ample opportunities for gainful employment for the students through campus recruitment drives. Similarly, those who want to pursue higher education are provided guidance in identifying and joining institutions, especially at the masters and doctoral levels. The College has a registered Alumnae Association. It was registered on 13th May 2013 under the name and style "The Bharathiyar Arts and Science College Alumnae Association" (BASCAA). BASCAA is an integral part of the Institution that supports institutional growth through its financial and non-financial support. The members of the association meet regularly, interact with the current students, conduct seminars and career guidance programs and offer scholarships to needy students. Alumnae Scholarships have helped in reducing dropout rates, thereby empowering economically weaker sections by education. Similarly, the alumnae have donated books to the Departmental Library and supplies to the College, such as 20 stone benches, a wooden Saraswathi statue, a sofa, a teapoy, and a few chairs. Through these activities, the Alumnae Association is working as a driving force behind College activities both on and off the campus, keeping the bond intact.

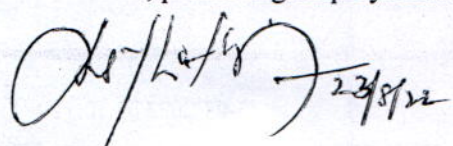
 23/8/22

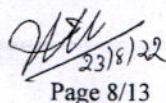
 23/8/22

Criterion6 - Governance, Leadership and Management (Key Indicator and Qualitative Metrics(QIM) in Criterion6)	
6.1	Institutional Vision and Leadership
6.1.1 QIM	The governance of the institution is reflective of and in tune with the vision and mission of the institution
6.1.2 QIM	The effective leadership is visible in various institutional practices such as decentralization and participative management
6.2	Strategy Development and Deployment
6.2.1 QIM	The institutional Strategic / Perspective plan is effectively deployed
6.2.2 QIM	The functioning of the institutional bodies is effective and efficient as visible from policies, administrative setup, appointment, service rules and procedures, etc.
6.3	Faculty Empowerment Strategies
6.3.1 QIM	The institution has effective welfare measures for teaching and non-teaching staff
6.3.5 QIM	Institutions Performance Appraisal System for teaching and non-teaching staff
6.4	Financial Management and Resource Mobilization
6.4.1 QIM	Institution conducts internal and external financial audits regularly
6.4.3 QIM	Institutional strategies for mobilisation of funds and the optimal utilisation of resources
6.5	Internal Quality Assurance System
6.5.1 QIM	Internal Quality Assurance Cell (IQAC) has contributed significantly for institutionalizing the quality assurance strategies and processes
6.5.2 QIM	The institution reviews its teaching learning process, structures & methodologies of operations and learning outcomes at periodic intervals through IQAC set up as per norms and recorded the incremental improvement in various activities (For first cycle - Incremental improvements made for the preceding five years with regard to quality For second and subsequent cycles - Incremental improvements made for the preceding five years with regard to quality and post accreditation quality initiatives)

Qualitative analysis of Criterion 6

The College has the vision of enlightening rural women with the views of Bharathiyar, the revolutionary Tamil poet. The governance of the institution is reflective of and in tune with the vision and mission of the institution. The College works towards ensuring that the students coming out of the campus should be emotionally sound, practically efficient, morally upright and intellectually competent. The Managing Board is the apex body with regard to the matters in policy making. Further, Academic Council and IQAC take care to see that the Vision and Mission of the College are fulfilled. The College tries to ensure decentralization and participative management at every sphere of its activities. The Principal works as the Head of the Institution, and the Heads of the Departments are given freedom to manage their own affairs so as to decentralize administration and ensure participative management. The College has prepared a perspective plan inspired by the Vision and Mission of the College. The plan is focused on fostering a satisfactory learner-centric environment, promoting employment and entrepreneurial competencies, guiding the academically


23/8/22


23/8/22
Page 8/13

disadvantaged students through remedial practices, cultivating and transmitting moral and ethical values, social justice and commitment and environmental consciousness, and infusing values to life-long learning as a self-learner enabling the use of modern tools and technological innovations and ensuring self-discovery and personalized care for each student through mentoring. The management has put in place appropriate strategies that are relevant to enable the students to meet the challenges of the future world. E-governance measures are adopted in administration, admission, fee collection, processing of academic works and many other relevant areas. Institutional committees like Grievance Redressal Cell, Anti-ragging cell, Women Development Cell, Internal Complaint Committee Cell, etc. are functional. The institution has adopted welfare measures by following the service rules in accordance with the university norms. The teaching and non-teaching staff have the benefits of PF, ESI, Casual Leave, Medical Leave, and Maternity Leave, etc. Recruitment is undertaken by a body comprising of Management, Principal, HODs, and subject experts. Performance Appraisal systems for the staff have been established. The College conducts Internal and External Financial Audits on a regular basis to maintain transparency and contribute to the development of the Institution's functioning. The Internal Quality Assurance Cell actively contributes to the overall development of the college.

Criterion7 - Institutional Values and Best Practices (Key Indicator and Qualitative Metrics(QIM) in Criterion7)	
7.1	Institutional Values and Social Responsibilities
7.1.1 QIM	Measures initiated by the Institution for the promotion of gender equity during the last five years.
7.1.3 QIM	Describe the facilities in the Institution for the management of the following types of degradable and non-degradable waste (within 500 words) <ul style="list-style-type: none"> • Solid waste management • Liquid waste management • Biomedical waste management • E-waste management • Waste recycling system • Hazardous chemicals and radioactive waste management
7.1.8 QIM	Describe the Institutional efforts/initiatives in providing an inclusive environment i.e., tolerance and harmony towards cultural, regional, linguistic, communal socioeconomic and other diversities (within 500 words).
7.1.9 QIM	Sensitization of students and employees of the Institution to the constitutional obligations: values, rights, duties and responsibilities of citizens (within 500 words).
7.1.11 QIM	Institution celebrates / organizes national and international commemorative days, events and festivals (within 500 words).
7.2	Best Practices
7.2.1 QIM	Describe two best practices successfully implemented by the Institution as per NAAC format provided in the Manual.
7.3	Institutional Distinctiveness
7.3.1 QIM	Portray the performance of the Institution in one area distinctive to its priority and thrust within 1000 words

Qualitative analysis of Criterion 7

Being a College established for the empowerment of women through education, the Institution has taken important steps in the area of Gender Sensitization. It takes a broad and comprehensive approach to examine the Social and Cultural Conceptions of gender that shape Women's experiences in society. It emphasizes the

[Handwritten Signature]
23/8/22

[Handwritten Signature]
23/8/22
Page 9/13

value of equality in the law, the social structure and democratic engagement. The institution offers many gender equity promotion programs for the Students through Curricular and Co-Curricular Activities. The Institution takes care of the Safety and Security, Physical and Mental Counselling for both Students and Faculty Members. The Institution has Rain-Water Harvesting System in every building and has developed a pond with a capacity of storing 5 00,000 litres of water. Rainwater and harvested water can also be committed to longer-term storage or groundwater recharge. There are also three Borewells that provide adequate water facilities inside the Campus. The College aims at building an environmentally sustainable campus that is plastic free, produces minimal waste, conserves energy and practices self-sustainability in the area of power, water and cleanliness on campus. Energy and water conservation facilities such as solar light and rainwater harvesting are provided. Degradable and non-degradable wastes are disposed through separate dustbins. The institution has planted more than 600 trees and developed a herbal and vegetable garden to initiate the green campus goal. The differently-abled persons at the Campus use the ramps, disabled-friendly washrooms, wheelchairs, and signages according to their needs which provides them with a barrier-free environment. Scribes are provided for those candidates who are visually impaired and other candidates whose writing speed is affected permanently. The College celebrates cultural, regional, linguistic, and socio-economic diversities through various students' activities. It educates the students on their fundamental rights and duties through various programs organized by the clubs concerned. The institution follows a code of professional ethics for students, teaching and non-teaching staff to promote the core values of the College. The Institution takes efforts to promote value-based education among Students and Faculty Members. The aim to inculcate Values and Nationalism among the Students is achieved through the celebration of the National Festivals and Birth Anniversaries of Great Indian personalities marked by their distinctive traits and contributions to the development of the nation.

Section III: OVERALL ANALYSIS based on Institutional strengths, Weaknesses, Opportunities & Challenges (SWOC) (up to 500 words)

Overall Analysis

Strength:

- An exclusive Women's College established by a visionary management, named after the revolutionary poet Bharathiyar
- Clean, green and well-maintained campus
- Offering Skill based and job-oriented certificate courses on emerging areas with a focus on placement and progression
- Learner-centric teaching pedagogies contributing to good academic performance and helping the students in bagging University Gold Medals and Ranks
- Add-on Programs for developing social and environmental sensitivity among students
- Alumnae association and Industry connect through MoUs and linkages

Weaknesses:

- Majority of the students are local, possibly due to the locational constraints
- Unfilled seats in some of the Undergraduate and Postgraduate programs
- Limited success in attracting funded research projects and Government grants

Opportunities:

- Introduce contemporary and industry-oriented academic programs

[Handwritten signature]
23/8/22

[Handwritten signature]
23/8/22
Page 10/13

- Seek autonomous status and degree-granting authority within the National Education Policy 2020 framework
- Leverage from UGC and other MOOC courses
- Enhance research output by securing more funded research projects and quality publications
- Improve the institutional research eco-system by launching action research projects for Nation building

Challenges:

- Recruitment, remuneration and retention of quality faculty
- Economic and Social constraints of the students and their parents
- Leveraging from Alumnae Association
- Communication skills of rural students affecting their placement and progression
- Need for extending financial support to students due to their adverse socio-economic backgrounds

Section IV: Recommendations for Quality Enhancement of the Institution

(Please limit to **ten major ones** and use telegraphic language) (It is not necessary to indicate all the ten bullets)

- Start Innovative and industry-oriented academic programs both at UG and PG levels
- Rationalise intake to various Programs and try to fill all the seats
- Leverage from ICT in teaching, learning, and evaluation processes along with Learning Management System (LMS)
- College level clubs for students in areas like technology, literature, culture etc may be added to sharpen skills and attitudes of students
- Appropriate strategies for development, compensation and retention of faculty shall be adopted
- Research potentials of the faculty be fully exploited by providing seed money and guidance for seeking external research funding
- Sign MoUs with Centres of Excellence in India and abroad for collaborative research, student and faculty exchanges
- Provide better placement and progression opportunities through the career guidance cell
- Knowledge of India, Citizenship education and higher order cognition could be imparted in graduate programs in association with the affiliating university

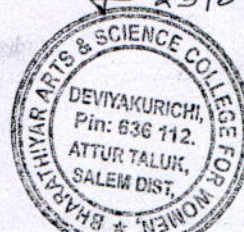
I have gone through the observations of the Peer Team as mentioned in this report

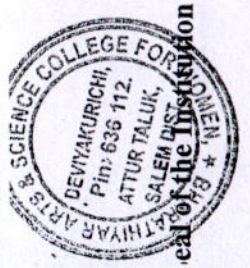
[Handwritten Signature]
23/8/22

[Handwritten Signature]
23/8/22

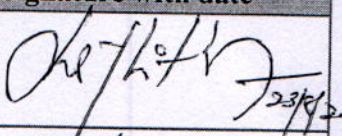
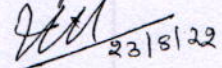
Signature of the Head of the Institution

[Handwritten Signature]
23/8/2022





CHAVAN

Sl.No	Name		Signature with date
1	MAJALODY SHIVARAMA MOODITHAYA	Chairperson	 23/8/22
2	UNNIKRISHNAN KRISHNAN NAIR	Member Co - ordinator	 23/8/22
3	Dr. B.s. Ponmudiraj	NAAC Co - ordinator	

Place SALEM

Date 23/8/22

NAAC