

Annual Quality Assurance Report

MAR THOMA COLLEGE CHUNGATHARA



2017-18

Internal Quality Assurance Cell (IQAC)

Annual Quality Assurance Report

(2017 – 2018)

Mar Thoma College, Chungathara
Malappuram – 679 334
Kerala, India
(Affiliated to the University of Calicut)
(Re- Accredited by NAAC at Grade A with CGPA 3.15 in 2014)



Submitted to



NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission
P. O. Box. No. 1075, Opp: NLSIU, Nagarbhavi, Bangalore - 560 072 India

The Annual Quality Assurance Report (AQAR) of the IQAC

Part – A

AQAR for the year

2017-18

I. Details of the Institution

1.1 Name of the Institution

MAR THOMA COLLEGE, CHUNGATHARA

1.2 Address Line 1

CHUNGATHARA P.O

Address Line 2

MALAPPURAM DT.

City/Town

NILAMBUR

State

KERALA

Pin Code

679 334

Institution e-mail address

mtcchungathara@gmail.com

Contact Nos.

**04931-230306
9446243903**

Name of the Head of the Institution:

Dr. RAINA THOMAS

Tel. No. with STD Code:

04931-230306

Mobile:

919446243903

Name of the IQAC Co-ordinator:

Dr. RAJEEV THOMAS

Mobile:

919495081116

IQAC e-mail address:

iqac2k16mtc@gmail.com

1.3 NAAC Track ID(For ex. MHCOGN 18879)

KLCOGN12470

OR

1.4 NAAC Executive Committee No. & Date:

(For Example EC/32/A&A/143 dated 3-5-2004.

*This EC no. is available in the right corner- bottom
of your institution's Accreditation Certificate)*

**NAAC/ANR/DS.Standing Committee-66
EC/2014 dtd. 05.05.2014**

1.5 Website address:

www.marthomacollegechungathara.org

Web-link of the AQAR:

<http://www.marthomacollegechungathara.org/IQAC/AQAR2016-17.doc>

For ex. <http://www.ladykeanecollege.edu.in/AQAR2012-13.doc>

1.6 Accreditation Details

Sl. No.	Cycle	Grade	CGPA	Year of Accreditation	Validity Period
1	1st Cycle	B++	80.04	2005	5 YRS
2	2nd Cycle	A	3.15	2014	5 YRS

1.7 Date of Establishment of IQAC : DD/MM/YYYY

03.11.2011

1.8 Details of the previous year's AQAR submitted to NAAC after the latest Assessment and Accreditation by NAAC ((for example AQAR 2010-11 submitted to NAAC on 12-10-2011)

i. AQAR for the year

2017-18

1.9 Institutional Status

University State Central emed Private

Affiliated College Yes No

Constituent College Yes No

Autonomous college of UGC Yes No

Regulatory Agency approved Institution Yes No

(eg. AICTE, BCI, MCI, PCI, NCI)

Type of Institution Co-education Men Women

Urban Rural Tribal

Financial Status Grant-in-aid UGC 2(f) UGC 12B

Grant-in-aid + Self Financing Totally Self-financing

1.10 Type of Faculty/Programme

Arts Science Commerce Law PEI (Phys Edu)

TEI (Edu) Engineering Health Science Management

Others (Specify) **NA**

1.11 Name of the Affiliating University (for the Colleges)

University of Calicut

1.12 Special status conferred by Central/ State Government-- UGC/CSIR/DST/DBT/ICMR etc

Autonomy by State/Central Govt. / University

University with Potential for Excellence UGC-CPE

DST Star Scheme

UGC-CE

UGC-Special Assistance Programme

X

DST-FIST

X

UGC-Innovative PG programmes

X

Any other (*Specify*)

X

UGC-COP Programmes

X

2. IQAC Composition and Activities

2.1 No. of Teachers

9

2.2 No. of Administrative/Technical staff

1

2.3 No. of students

1

2.4 No. of Management representatives

1

2.5 No. of Alumni

1

2.6 No. of any other stakeholder and
community representatives

0

2.7 No. of Employers/ Industrialists

0

2.8 No. of other External Experts

1

2.9 Total No. of members

14

2.10 No. of IQAC meetings held No.

8

2.11 No. of meetings with various stakeholders: Faculty

8

Students

1

Non-Teaching Staff

1

Alumni

1

Others

0

2.12 Has IQAC received any funding from UGC during the year? Yes

No

If yes, mention the amount -

2.13 Seminars and Conferences (only quality related)

(i) No. of Seminars/Conferences/ Workshops/Symposia organized by the IQAC

Total Nos. International National State Institution Level

(ii) Themes

- 1 QUALITY INDICATOR FRAMEWORK – Revised NAAC accreditation process
- 2 General Orientation to First year Students
- 3 Seminar on the guidelines regarding the SSR preparation

2.14 Significant Activities and contributions made by IQAC

- ✓ Regular IQAC meeting to evaluate the academic activities of the college.
- ✓ IQAC motivated the staff members to apply for UGC Minor/ Major Projects and Seminars
- ✓ Meeting of the Student Representatives
- ✓ Encouraged the Faculty members to prepare Teaching Plan
- ✓ Departmental auditing for ensuring regular documentation.
- ✓ Seminars on the Criteria wise evaluation and Plan of action
- ✓ Academic Audit by UB Peer Team visit.
- ✓ Feed Back survey from students and Faculty.

2.15 Plan of Action by IQAC/Outcome

The plan of action chalked out by the IQAC in the beginning of the year towards quality Enhancement and the outcome achieved by the end of the year

Plan of Action	Achievements
<ul style="list-style-type: none"> ✓ Strengthening the Research atmosphere ✓ Introduction of the Teachers Diary ✓ Strengthening the Student mentoring ✓ Introduction of More Certificate Courses ✓ Initiating more students to join Online courses 	<p>Four Doctoral Committees were held and 10 students were admitted</p> <p>Started the Preparation of the Diary.</p> <p>Implemented the mentoring system</p> <p>Proposals were submitted by 4 departments</p> <p>PG and UG students started joining in the courses</p>

<ul style="list-style-type: none"> ✓ Academic Audit and Document verification ✓ Expansion of the Infrastructure facilities ✓ Modification of the Library ✓ Construction of more class rooms ✓ To encourage departmental seminars ✓ To encourage faculty to engage in research and getting sanction for research projects ✓ Collect the Performance appraisal Of Teaching Faculty 	<p>Academic Audit and Departmental documentation verification held.</p> <p>Approved the Master plan for construction</p> <p>Initiated steps to modernize the library</p> <p>Approved the plan for construction</p> <p>Applied for Seminars</p> <p>Initiated the Faculty members to apply for more research projects</p> <p>Performance appraisal conducted</p>
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* Attach the Academic Calendar of the year as Annexure.

2.15 Whether the AQAR was placed in statutory body Yes No

Management Syndicate Any other

Provide the details of the action taken

The AQAR is presented and discussed with the Principal and incorporated the suggestions. She approved it for submission after detailed discussion

1.4 Whether there is any revision/update of regulation or syllabi, if yes, mention their salient aspects.

CUCBCS-grading on a 10- point scale

1.5 Any new Department/Centre introduced during the year. If yes, give details.

Nil

Criterion – II

2. Teaching, Learning and Evaluation

2.1 Total No. of permanent faculty	Total	Asst. Professors	Associate Professors	Professors	Others
	22	15	7		27

faculty

2.2 No. of permanent faculty with Ph.D. 08

2.3 No. of Faculty Positions Recruited (R) and Vacant (V) during the year	Asst. Professors		Associate Professors		Professors		Others		Total	
	R	V	R	V	R	V	R	V	R	V
	3	4	0	0	0	0	0	0	0	0

2.4 No. of Guest and Visiting faculty and Temporary faculty 27 - -

2.5 Faculty participation in conferences and symposia:

No. of Faculty	International level	National level	State level
Attended	2	8	7
Presented papers		4	
Resource Persons		5	

2.6 Innovative processes adopted by the institution in Teaching and Learning:

Class room seminars, group discussions, industrial visits, field trips, and student projects are organised to supplement the conventional lecture method. Provision of free internet accessibility helped the students in their project preparations. Participation in More National and International Seminars

2.7 Total No. of actual teaching days during this academic year 182

2.8 Examination/ Evaluation Reforms initiated by Bar coding, centralised Internal Exams , Monthly tests, Surprise Tests etc.

the Institution (for example: Open Book Examination, Bar Coding, Double Valuation, Photocopy, Online Multiple Choice Questions)

2.9 No. of faculty members involved in curriculum restructuring/revision/syllabus development as member of Board of Study/Faculty/Curriculum Development workshop

6		
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2.10 Average percentage of attendance of students

90

2.11 Course/Programme wise distribution of pass percentage:

Title of the Programme	Total no. of students appeared	Division				
		Distinction %	I %	II %	III %	Pass %
BA Economics	35	2	4	7	10	65.71
B. Sc. Physics	27	12	7			70.37
B. Sc. Chemistry	25	3	14	4		84
B. Sc. Botany	25	3	14	4		84
B.Sc. Maths	19	2	8	3		68
B. Sc. Comp. Sci.	16		2	2		25
B.Com	54	5	16	10	6	68.51
BBA	20			3	3	30
MA Economics	18		14	2		88.8
M. Com	13	1	12			92.3

2.12 How does IQAC Contribute/Monitor/Evaluate the Teaching & Learning processes:

- Periodical evaluation of the progress is done at the individual and department level
- Ensures optimum utilization of resources for Teaching and Learning Process.
- Teachers are encouraged to use more ICT facilities
- Monitoring the Internal Examination system with Uniform Time Table

2.13 Initiatives undertaken towards faculty development

<i>Faculty / Staff Development Programmes</i>	<i>Number of faculty benefitted</i>
Refresher courses	4
UGC – Faculty Improvement Programme	2
HRD programmes	
Orientation programmes	3
Faculty exchange programme	

Staff training conducted by the university	
Staff training conducted by other institutions	2
Summer / Winter schools, Workshops, etc.	1
Others	-

2.14 Details of Administrative and Technical staff

Category	Number of Permanent Employees	Number of Vacant Positions	Number of permanent positions filled during the Year	Number of positions filled temporarily
Administrative Staff	9	2	6	0
Technical Staff	1	5	0	3

Criterion – III

3. Research, Consultancy and Extension

3.1 Initiatives of the IQAC in Sensitizing/Promoting Research Climate in the institution

- Research Centre in The Commerce Department has conducted 2 Doctoral Committee meeting and admitted 10 students.
- Two teachers were in FIP, while faculty member submitted the thesis.
- PG students were promoted to use INFIBNET Facility
- IQAC took a leadership in promoting research climate in the campus
- IQAC encouraged the undertaking of minor and major research projects by faculties
- IQAC encouraged the participation of teachers in National and International seminars
- Introduction of the ICT facilities in more class rooms.

3.2 Details regarding major projects

	Completed	Ongoing	Sanctioned	Submitted
Number	0	0	0	0
Outlay in Rs. Lakhs				

3.3 Details regarding minor projects

	Completed	Ongoing	Sanctioned	Submitted
Number	1	0		1
Outlay in Rs. Lakhs	Rs. 140,000	0		Rs. 140,000

3.4 Details on research publications

	International	National	Others
Peer Review Journals		4	
Non-Peer Review Journals			
e-Journals		2	
Conference proceedings		5	

3.5 Details on Impact factor of publications:

Range Average h-index Nos. in SCOPUS

3.6 Research funds sanctioned and received from various funding agencies, industry and other organisations

Nature of the Project	Duration Year	Name of the funding Agency	Total grant sanctioned	Received
Major projects				
Minor Projects				
Interdisciplinary Projects				
Industry sponsored				
Projects sponsored by the University/ College				
Students research projects <i>(other than compulsory by the University)</i>	2017-18	KSCSTE	23000	23000
Any other(Specify)				
Total				

3.7 No. of books published i) With ISBN No. Chapters in Edited Books

ii) Without ISBN No.

3.8 No. of University Departments receiving funds from

UGC-SAP CAS DST-FIST
DPE DBT Scheme/funds

3.9 For colleges Autonomy CPE DBT Star Scheme
INSPIRE CE Any Other (specify)

3.10 Revenue generated through consultancy

3.11 No. of conferences organized by the Institution

Level	International	National	State	University	College
Number					
Sponsoring agencies					

3.12 No. of faculty served as experts, chairpersons or resource persons

7

3.13 No. of collaborations

International

National

Any other

3.14 No. of linkages created during this year

3.15 Total budget for research for current year in lakhs :

From Funding agency

From Management of University/College

Total

3.16 No. of patents received this year

Type of Patent		Number
National	Applied	Nil
	Granted	-
International	Applied	-
	Granted	-
Commercialised	Applied	-
	Granted	-

3.17 No. of research awards/ recognitions received by faculty and research fellows Of the institute in the year

Total	International	National	State	University	Dist	College

*()

3.18 No. of faculty from the Institution who are Ph. D. Guides and students registered under them

5

10

3.19 No. of Ph.D. awarded by faculty from the Institution

3.20 No. of Research scholars receiving the Fellowships (Newly enrolled + existing ones)

JRF

2

SRF

Project Fellows

Any other

3.21 No. of students Participated in NSS events:

	University level	<input type="text" value="200"/>	State level	<input type="text"/>
National level	International level	<input type="text"/>		<input type="text"/>

3.22 No. of students participated in NCC events:

	University level	<input type="text"/>	State level	<input type="text"/>
National level		<input type="text"/>	International level	<input type="text"/>

3.23 No. of Awards won in NSS:

	University level	<input type="text" value="1"/>	State level	<input type="text"/>
National level	International level	<input type="text"/>		<input type="text"/>

3.24 No. of Awards won in NCC:

	University level	<input type="text"/>	State level	<input type="text"/>
National level	International level	<input type="text"/>		<input type="text"/>

3.25 No. of Extension activities organized

University forum	<input type="text"/>	College forum	<input type="text"/>		
NCC	<input type="text"/>	NSS	<input type="text" value="5"/>	Any other	<input type="text"/>

3.26 Major Activities during the year in the sphere of extension activities and Institutional Social Responsibility

- Colony Adoption by the NSS.
- Seven Days NSS Camp
- Unnath Bharath Abhiyan Programme sponsored by Govt. of India.
- Swatch Bharath Programme.
- Women's cell has conducted awareness programmes
- Awareness programmes/ celebration of various days
- Blood Donation /Palliative Care
- Shapadikkoru snehaveedu-home to a homeless student

Criterion – IV

4. Infrastructure and Learning Resources

4.1 Details of increase in infrastructure facilities:

Facilities	Existing	Newly created	Source of Fund	Total
Campus area	12 acres		Management	12 acre
Class rooms	44			44
Laboratories	8			8
Seminar Halls	2			2
No. of important equipments purchased (\geq 1-0 lakh) during the current year.				
Value of the equipment purchased during the year (Rs. in Lakhs)				
Others -BOOKS				

4.2 Computerization of administration and library

- New Computers with LAN Connection
- Bar Coding system
- NRC
- Computer Lab/partially Automated Library
- More online journals

4.3 Library services:

	Existing		Newly added		Total	
	No.	Value	No.	Value	No.	Value
Text Books	19145	215476	222	76889	19367	292365
Reference Books						
e-Books	INFLIBNET FACILITY					
Journals	15		2			
e-Journals						
Digital Database						
CD & Video						
Others (specify)						

4.4 Technology up gradation (overall)

	Total Computers	Computer Labs	Internet	Browsing Centres	Computer Centres	Office	Departments	Others
Existing	64	28	yes	3	3	7	13	8
Added								
Total	64	28		3	3	7	13	8

4.5 Computer, Internet access, training to teachers and students and any other programme for technology upgradation (Networking, e-Governance etc.)

- Attendance software installed and training given to staff
- Every Department is provided with Desktops and Internet Facility
- Students are motivated to join more online courses
- Library is equipped with 2 computers which are accessible to students

4.6 Amount spent on maintenance in lakhs :

i) ICT	<input type="text"/>
ii) Campus Infrastructure and facilities	<input type="text" value="0.92000"/>
iii) Equipments	<input type="text" value="0.50000"/>
iv) Others	<input type="text"/>
Total :	<input type="text" value="1.42000"/>

Criterion – V

5. Student Support and Progression

5.1 Contribution of IQAC in enhancing awareness about Student Support Services

- Motivating students to join various clubs and forums and impart training to students
- IQAC monitors the students grievance redressal mechanism
- Students are informed about various Scholarships, Higher Education Programme and employment opportunities.
- Orientation programme for new students
- Scholarships – various scholarships of central/state government-monitoring done with coordinators
- Monitoring of the WWS, SSP programmes in the College.
- Giving support to the College Union activities
- Co-ordinating the Mentoring activities

5.2 Efforts made by the institution for tracking the progression

- Arranges formal and informal get together of former students
- Keep personal contact with old students and understand their progression
- Conducts Departmental alumnae meetings
- Alumna e corner in the Web site.

5.3 (a) Total Number of students

UG	PG	Ph. D	Others DCA
778	68	10	

(b) No. of students outside the state

-

(c) No. of international students

-

Men	No	%
	351	41.5

Women

No	%
495	58.5

Last Year 2015-16						This Year 2016-17					
General	SC	ST	OBC	Physically Challenged	Total	General	SC	ST	OBC	Physically Challenged	Total
254	110	15	427	5	811	258	113	21	454	5	846

Demand ratio 2212:290 Dropout % 1.2

5.4 Details of student support mechanism for coaching for competitive examinations (If any)

- WWS-enrichment classes
- ASAP-career orientation classes
- Counselling & guidance classes - Science Day celebrations
- Career guidance classes by various external agencies
- Awareness Classes
- Study Materials for Competitive exams were made available in the library
-

No. of students beneficiaries

75%

5.5 No. of students qualified in these examinations

NET SET/SLET GATE CAT
 IAS/IPS etc State PSC UPSC Others

5.6 Details of student counselling and career guidance

Counselling to Students needed-Counselling Committee at department level, SSP, WWS who handle the career tutorial programme / Career guidance and placement cell will arrange orientation courses for fresher's

No. of students benefitted

75%

5.7 Details of campus placement

<i>On campus</i>			<i>Off Campus</i>
Number of Organizations Visited	Number of Students Participated	Number of Students Placed	Number of Students Placed
ASAP	75	5	4

Toyota			
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5.8 Details of gender sensitization programmes

- Women' s Cell Programme
- Seminar on women empowerment
- Self resistance women-defence mechanisms-classes

5.9 Students Activities

5.9.1 No. of students participated in Sports, Games and other events

State/ University level National level International level

No. of students participated in cultural events

State/ University level National level International level

5.9.2 No. of medals /awards won by students in Sports, Games and other events

Sports : State/ University level National level International level

Cultural: State/ University level National level International level

5.10 Scholarships and Financial Support

	Number of students	Amount
Financial support from institution	50	65000
Financial support from government	65	2,98,000
Financial support from other sources	2	53000
Number of students who received International/ National recognitions		

5.11 Student organised / initiatives

Fairs : State/ University level National level International level

Exhibition: State/ University level National level International level

5.12 No. of social initiatives undertaken by the students

5.13 Major grievances of students (if any) redressed: 02

Internal Mark Issue - Settled

Tuition Fees issue of Self Financing Students - Settled

Criterion – VI

6. Governance, Leadership and Management

6.1 State the Vision and Mission of the institution

Vision Statement:

“A college for rural development, established in an educationally, socially and economically backward area. Lived up to its motto and has been able to provide the best possible education to all the sections of the society. Being a college for rural development, we have a tremendous task to fulfill. Hope God almighty will open up new avenues through which we could reach out to the society around. Special care to equip students to face the global competition”.

Mission Statement:

Mar Thoma College Chungathara was established on October 28, 1981 by the Mar Thoma Syrian Church of Malabar, under the accomplished leadership of the great visionary, Rt. Rev. Easow Mar Timotheos Episcopa, with the motto “***Let Your Light Shine***”. The college always tried to uphold the noblest Christian ideals and offered its services to the members of the society, irrespective of caste, creed and religion. The college seeks to mould the minds of young men and women by developing their physical, intellectual, artistic, moral and spiritual potentials. The college aims at quality education for the enlightenment and well being of all.

6.2 Does the Institution has a management Information System

6.3 Quality improvement strategies adopted by the institution for each of the following:

6.3.1 Curriculum Development

Feedback on Curriculum - As an aided college we are following the Syllabus of the University of Calicut.

6.3.2 Teaching and Learning

ICT learning - Participative and experimental learning was adopted in departments

6.3.3 Examination and Evaluation

- Centralized Internal Exam
- MCQ
- Surprise tests/Open house meetings with parents

6.3.4 Research and Development

- One Research Centre in the College with Two guides
- Four faculty members are also Research Guides
- More faculty to research & Publication

6.3.5 Library, ICT and physical infrastructure / instrumentation

Additional Books

6.3.6 Human Resource Management

The college has a policy in the recruitment of staff according to govt. norms. There are separate committees under the leadership of the Principal for work distribution, Time Table etc.

Faculty members are given responsibilities as convenors of various clubs. Staff council discusses various important issues.

6.3.7 Faculty and Staff recruitment

Faculty selection is done on the basis of merit according to University and Government norms. Teachers were appointed on contract basis as and when needed.

At present there are 21 permanent and 29 guest faculty members

office staff were also recruited on contract basis for making up the shortage of staff

6.3.8 Industry Interaction / Collaboration

Industrial visit and Factory Visit for Exposure Motivational talks with entrepreneurs
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6.3.9 Admission of Students

- | |
|---|
| <ul style="list-style-type: none">• Purely on merit basis/ centralised admission process-Online mode by University-as per rules of the University of Calicut• Community Quota admissions are done from the list provided by the University• Management quota admissions are done by the management• Orientation programme was arranged for the new students. |
|---|

6.4 Welfare schemes for

Teaching	Quarters in the Campus Canteen Facility
Non teaching	Loan facility Quaterrs and Canteen facility
Students	Scholarships instituted by well wishers of the management.

6.5 Total corpus fund generated

6.6 Whether annual financial audit has been done

Yes

No

6.7 Whether Academic and Administrative Audit (AAA) has been done?

Audit Type	External		Internal	
	Yes/No	Agency	Yes/No	Authority
Academic	Yes	1	Yes	UB Team, Chennai
Administrative	Yes	government	Yes	Management

6.8 Does the University/ Autonomous College declares results within 30 days?

For UG Programmes Yes No

For PG Programmes Yes No

6.9 What efforts are made by the University/ Autonomous College for Examination Reforms?

6.10 What efforts are made by the University to promote autonomy in the affiliated/constituent colleges?

6.11 Activities and support from the Alumni Association

Alumni members visit college and conducted classes for the students - Periodic meetings of the alumnae batch wise - Contributed One Shelf and 40 Books

6.12 Activities and support from the Parent – Teacher Association

PTA of the College is in the forefront of all the activities. PTA executive committee members are elected from the parents. PTA supports for all the development projects of the college. - PTA meeting at the end of the year to evaluate the activities .

6.13 Development programmes for support staff

Attended training classes organized by Treasury, Dy. Director of Collegiate Education, SPARK and Income Tax matters – Rotation of jobs

6.14 Initiatives taken by the institution to make the campus eco-friendly

- Green Campus - Solar Plant
- Use of more solar power
- Plastic free campus - Rain water harvesting
- Waste management system
- Various clubs are planting saplings in the campus

Criterion – VII

7. Innovations and Best Practices

7.1 Innovations introduced during this academic year which have created a positive impact on the functioning of the institution. Give details.

- Green initiative
- Election in Parliamentary Mode
- Campus Discipline
- Merit based admission
- Free noon meal programme for students
- Award for best user of Library to students
- Visit of Dignitaries in the Campus

7.2 Provide the Action Taken Report (ATR) based on the plan of action decided upon at the beginning of the year

- Admission -Merit based
- IQAC- Periodic Checking of documents
- Academic Calendar

7.3 Give two Best Practices of the institution

- Free noon Meal Scheme
- Election in Parliamentary Mode
- Green initiative

(please see the format in the NAAC Self-study Manuals)

***Provide the details in annexure (annexure need to be numbered as i, ii,iii)**

7.4 Contribution to environmental awareness / protection

- Classes for Environmental Day
- Planting Trees
- Ozone Day celebration – Wet Land day celebration
- Birds club

7.5 Whether environmental audit was conducted? Yes No



8.Plans of institution for next year

- Solar power utilisation
- More National Seminars and Projects
- Construction of new Block
- Use of Language lab is to be improved
- Popularizing the use of E Learning.
- Appointment of Faculty
- Appointment of Non teaching staff –sanctioning of the new staff pattern
- Strengthening of the Research Department

Sd/-

Dr. Rajeev Thomas

Signature of the Coordinator, IQAC

Sd/-

Dr. Raina Thomas

Signature of the Chairperson, IQAC

Office seal
