

ROLE OF PRINCIPAL IN BUILDING STUDENTS FRIENDLY COLLEGE

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INTRODUCTION

Higher education in India is one of the largest in the world next to USA & China. In Globalisation era the Indian higher education System should face the dual challenges of equipping the students with new knowledge skill and values needed to be competitive in the global market while at the same time producing graduates who are responsible adults and patriotic global citizens .This calls for the role of Higher education providers like colleges and universities. Among the Higher education institutions colleges play a significant role as it graduates more number of students compared to universities. As a result the Indian colleges need to have effective and efficient organisational leadership which rests with the head of the institution called as the principal.

II) OBJECTIVES

The job of principal is thankless and quite challenging .It is in this context the paper focuses on the following

- 1) To study the concept of students friendly college.
- 2) To study the general role of principal
- 3) To study the role of principal in students friendly college

III) METHODOLOGY

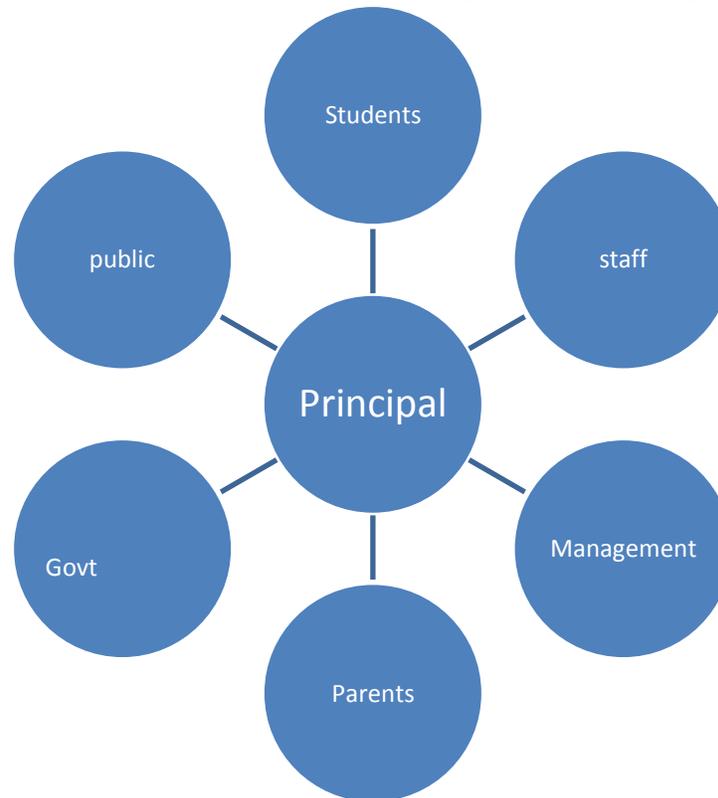
It is a descriptive study and the observation method is used and primary data is collected by interviewing principals. Secondary data are used by referring published data

IV) THE PRINCIPAL

Principal is the formal head of the college which is made up of students, teachers and non teaching staff. Principal is the leader who directs and monitors the academic and non academic activities within the college environment. It is he/she who plans and implements the daily routines within the educational setting.

The principal is portrayed as operational manager, curriculum expert, pedagogical expert, evaluator, friend, a teacher and researcher.

In addition he act as the liaison between what goes in college and in the general community. He/she is answerable to management students, staff, parents, university, government and public. He/She has to go with both praise and complaints. To perform all these roles together effectively the post would require truly great individuals or superhuman beings. Increased pressure and the demand make the job thankless. The multiple responsibilities of principal are towards-



V) STUDENTS FRIENDLY COLLEGE

A saying goes- college life is a fine blend of studying hard and playing hard. Friendly college aims at excellence in both. It is a college with a sincere commitment to openness. The college striving for academic excellence both by supporting students and scholars. It intends to develop whole person and allows students to flourish in own unique way and keeps every stakeholders feel comfortable.

Student's friendly college is a multidimensional concept. It helps to understand how college differs in organisation climate. What causes these variations, and how these underlying influences affect college friendliness/effectiveness? It motivates the stakeholders to strive to realise its vision and goals. It focuses on both hard and soft infrastructure of the college.

The quest for student's friendly college begins with the commitment of principal and staff towards college and students. The concept is difficult to conceptualise since it is multidimensional. A few factors to be considered for student's friendly college are-

Sound teaching and learning relied upon the following elements

- 1) Academic standard
- 2) Administrative functioning
- 3) Leadership behaviour
- 4) Teacher's morale
- 5) Level of trust
- 6) Culture and climate
- 7) Parental involvement
- 8) Community support
- 9) Loyalty and satisfaction of stakeholders

VI) THE ROLE OF PRINCIPAL IN GENERAL

1) INSTITUTIONAL LEADERSHIP:-The principal is chief and academic officer of the college. His primary role is to provide institutional leadership in academic, administration spheres. The principal is ultimately accountable for all activities and to all stakeholders. An effective principal must understand the dynamics of all stakeholders the management, students, teachers, parents, socio-political activist, University and govt and should equip himself with the leadership skill. Principal is expected to plan, organise .direct and control the activities as leadership is centred on him/her

2) TEAM BUILDING AND WORK CULTURE:-Principal should maintain a conducive atmosphere to keep team spirit active. He/she should create and maintain an amicable work culture. As an academic administrator he /she should not only bring change in the organisation but also be in position to inculcate desired result in accordance with change in education .Further He/she should develop a vision so as to develop educational system and to confront the challenges.

3) ENSURING GOOD GOVERNANCE IN ADMINISTRATION:- ;-Principal is responsible for smooth functioning of the college. He/she is the king pin of the administration. Principal is obliged, responsible, and accountable to all stakeholders. He/she should see that moral values and ethical standards are upheld and social legitimating is guaranteed. Governance of the institution needs to be progressive and positive for that he should-

1) Embrace information technology to make entire teaching and administrative eco system more efficient providing friendly atmosphere to all stakeholders.

2) Provide moral and technical support to the employees and students of college to minimise discomfort and fear to adopt new technology and will have to maintain patience while his employees and students adjust to new technology.

3) Should shoulder the responsibility not only to limit the college dropouts but also encourage entry at every conceivable point.

4) FUNCTION AS CHANGE AGENT:-Colleges should face new challenges due to introduction of new education policy .Principal should be aware of the latest changes in field academic and administrative fields of education .He should be ready to welcome the change and should share a common vision about the role and style of 21 st century colleges .For that the principal is expected to adopt new behaviours, be flexible , dynamic ,firm and above all changeable to the changing situations to support teachers in their new role.

5) MANAGING THE RELATIONSHIP:-Principal requires to encourage the development of mutually supportive partnership with all stakeholders internally and externally. He /she should develop entrepreneurial culture in the college to enable change, respond to opportunities, maximise income generation activities, establish partnership among the other educational institutions, university government and society as objectives of all are common. He/she should manage a continued and sustained interaction among all partners for that he /she should

1) Believe in continuous improvement and have pro active approach.

2) Attach value to stake holder's satisfaction.

3) Keep contacts with the alumnae of the college

4) Take positive feedback from the concerned stakeholders.

5) Should have to equip the college with the world class management practice.

6) higher education relationship .

6) LEARNING THE SELF:-Each principal irrespective of his/her efficiency have to do self analyses. SWOT can prove effective tool in learning about the self for the self improvement

VII) PRINCIPAL'S SPECIAL ROLE TOWARD STUDENTS FRIENDLY COLLEGE

Principal, to make his college friendly must himself be friendly. The image of the college is largely made and unmade by his words and deeds. The role as college principal is holistic position at the college and in wider community. He/she is not only responsible for the day today running of the college but also responsible to govt and public. To become successful he/she requires successful teaching and management practices and has leadership skills.

Among all the stakeholders students are of vital importance as there cannot be college without students. Hence the focus of today's institutions of higher learning is on the students. This paper attempts to summarise specific role of college principal in building the students friendly college. He/She should manage both Physical and Human infrastructure well. Hence the role in physical infrastructure is as under

A) PHYSICAL RESOURCES MANAGEMENT:- Physical infrastructure of college is as body to soul and machine to factory and tool to worker. The quality of curriculum offered in college is closely related to the availability of physical resources and more importantly how they are used. Principal has to manage the infrastructure effectively to achieve easier access, achieve curriculum objectives and higher goals of administration. In order to accomplish greater satisfaction among students and staff principal must plan, anticipate, consult, supervise and act in a timely manner to ensure that all infrastructures are identified, developed and used in a responsible manner. His/Her role is

a) Analysing the present position of infrastructure-

- 1) College building is spacious and adequate.
- 2) Equipments and furniture are adequate.
- 3) Library and laboratory facility are adequate.
- 4) Indoor and out door sports facilities are adequate.
- 5) Hostel, College bus, staff quarters are provided

b) Preparing for improvements in physical infrastructure-

- 1) Construction of additional buildings for classes, functions, quarters, hostels, gyms,
- 2) Beautification of campus by gardening, water supply, drainage and sanitation
- 3) Enriching library with more books, journals, automation, computers, etc
- 4) Purchase of audio visual aids, science and sports equipment.

C) Maintenance of physical infrastructure;-Supervision and administration go together. Principal is responsible for following tasks in connection with maintenance of infrastructure.

- 1) All land & buildings be maintained.
- 2) All assets be correctly recorded in books of accounts
- 3) All assets be used for purpose for which they are bought.
- 4) All assets be frequently checked and controlled to ensure their effective use.
- 5) All property be repaired if need arises or be replaced.

In order to provide, improve and maintain principal should raise the fund from various charitable institution in addition to fund from management and government .The administrative skill would help the principal to manage the physical resources for better teaching learning situation in college and would convert the college as the friendly college.

B)HUMAN RESOURCE MANAGEMENT- Today, the priorities of Modern discipline of management are centred round the soft infrastructure .Things are changed fundamentally with the emergence of multiple disciplines of human resources development , Human Rights, environmental values, people friendly procedures etc. Integrated soft infrastructure has now accorded high place to build a wholesome climate in the higher education institution. The institutional climate should be receptive, pleasant, positive, encouraging and supportive socially, culturally, psychologically and intellectually and it is the overall responsibility of the principal to create the friendly culture in the college. In this respect He/she plays the following role

1)FRIENDLY TEACHING – LEARNING ENVIRONMENT:-To implement curriculum effectively, principal will have to plan, organise, direct and control well. He/She should see that teachers are punctual, sincer, knowledgeable, having sound communication and presentation skill and have the dedication towards their role.For that he/she -

- 1) Should Design, lead, manage and implement programme with the help of colleagues
- 2) Should be more of a colleague than a superior.
- 3) Should work to facilitate, support and assist teachers and provide timely guidance.

To make the learning friendly, principal should act as the friend, philosopher and guide to student community. The principal should see that

- 1)Admission process is transparent, free from personal bias, is according to govt policy and should be responsible to help students in choosing the subjects, filling of the admission farms etc.
- 2) Should guide teachers to conduct induction and orientation programmes for fresh students to introduce them to college, depts, teachers and their classmates and to find out their field of interest so as to encourage them

3) Should arrange for celebration of fresher's day to make them friendly with senior students and with the whole of the college environment.

Principal in true sense should work with commitment towards the vision and the mission to achieve the goal by making the teaching learning process more comfortable, homely and friendly.

For that he/she should be welcoming, positive and proactive approach.

2) EFFECTIVE CO-ORDINATION THROUGH COMMITTEES:- It is a great myth that principal alone can bring improvements in the college. For successful functioning of the college co-ordination among principal staff and students is must. Ideally principal should be committed to inspire and motivate teachers and students to give their best for curricular, co-curricular and extra cocurricular activities. For that principal should –

1) Give freedom to students to form students association by way of election in a free and democratic way so as to make the curriculum, co –curriculum and extra co-curricular activities healthier, transferent and strong but in the effective way.

2)Nominate different committees like union dept and gymkhana dept , Tour dept ,magazine dept, Examination dept, students attendance dept, students welfare dept so as to help and develop students in a friendly and supportive manner .

3) Principal should constantly observe, supervise, co-ordinate, guide and control the activities by initiating disciplinary action for undesirable activities if situation demands so.

Principal should co-ordinate activities of diverse nature between students and staff by friendly and supportive way.

3)STUDENTS PROGRESSION:- Principal should have to keep his/her eyes fixed on the progress of the students academically, intellectually socially and culturally. For that principal's role is -

- 1) To guide faculty to conduct internal examination, home assignments, tutorials, university examination and to make appraisal of the students progress in the examination.
- 2) To arrange to provide monetary and non monetary incentive to students who perform excellently well in the examination.
- 3) To Guide faculty to allow students to perform the role of a teacher, prepare and present seminars papers related to their field.
- 4) To guide faculty to conduct remedial teaching for slow learners and in-depth teaching to advanced learners

- 5) To provide carrier oriented programmes in the new areas of interest like fashion designing, craft, soft skills, computers, tax procedure etc to make them self employed.

4) ENCOURAGEMENT FOR RESEARCH AND INNOVATION:- A college today is judged by the level and extent of research and innovative practices and the fundamentals of research and innovation is creativity. Principal should take active interest in research activities, be good communicator, and creative. Principal should encourage staff to

- 1) To encourage students to write for wall papers, articles in the magazine, articles in the news papers

- 2) To take up and to encourage students to take up research projects; guide them in preparing research proposals,

- 3) To organise work shops, seminars and encourage students to attend the seminars and workshop, to present papers in seminars in other colleges.

- 4) To organise tours and picnics and write the report of the same.

- 5) To train the students in handling of new teaching aids like OHP, LCD Projectors, internet, Smart boards.

- 6) To give opportunity to students to plan and organise functions.

5) STUDENT'S OVERALL PERSONALITY DEVELOPMENT:- To bring overall personality development in students community principal should be very much talented and focus more on extra co-curricular activities. For that principal should take personal interest and guide the committees in the college to-

- 1) Organise elocution, debate, singing, essay writing, quiz competition etc for students at local, district and state level

- 2) Encourage students to participate in competitions organised by other colleges

- 3) Congratulate the winners by a small celebration or by appreciation.

- 4) Train students in sport activities encourage them to participate in sports inter college, inter university competition conducted, provide finance and to celebrate winnings.

- 5) Host university youth festivals, university sports to keep students contacted with students of other colleges.

6) STUDENTS WELFARE SERVICE:- In addition to the physical support to students by providing physical infrastructure, principal should make endless efforts to promote welfare of the student community in particular. He should nominate a teacher as welfare officer under his / her guidance and should help the students-

- 1) In applying for various scholarships from govt and non government agencies.

- 2) Make provision for transportation ,bus pass facilities,mid day meals,
- 3) Make provision for hostel /accommodation facilities
- 4) Provide financial help for students belonging to poor and deprived section of society.
- 5) Provide career guidance & placement cell to guide students for employment.

7) ETHICAL CODE OF CONDUCT TOWARD STUDENTS:-Principal should be adept in building healthy inter and intra personal relation as well as ethical code of conduct among students as well as staff of the college. Today's target oriented management of education may lead to difference of opinion and conflicts among the students and employees. The principal should acquire the expertise to tackle such situation with friendly but with an impartial attitude for that he/she should be a strict disciplinarian. He/she-

- 1) Should form Grievance redressal cell to redress the grievances of students.
- 2) Should form Women Sexual harassment cell. Must be sensitized towards issues like women empowerment, adult education, and gender equity.
- 3) Equal Opportunity cell for disadvantage groups of students
- 4) SC/ST students Cell
- 5) Provide no scope for ragging in and outside the college for which the principal should be very alert

8) SOCIAL RESPONSIBILITY:-The social responsibility of higher education is not to produce outstanding graduate but an outstanding citizen. Students studying in colleges are young, belonging to rural areas, majority of them are gender deprived, caste deprived, and economically deprived. It is the social responsibility of the principal to ensure development of life skill in them. Principal has the responsibility to teach students humanity and humanism as said by Abdul Kalam, the former president of our country. The principal has the responsibility to make students socially conscious and sensitive. Proper orientation be provided to students about socio, political, and economic issues. Through the NSS and NCC efforts be made to develop personality. The social responsibilities toward students are

- 1) to teach human value like quest for peace, truth, non violence, tolerance, respect for motherland, glory of culture and tradition
- 2) to make students employable
- 3) to prepare them for nation building.

The role of principal goes beyond the college. He/she is the member of different bodies of the university.

VIII)CONCLUSION:-Principal is an actor who plays principal role. He/She is leader in the college who provide guidance to teachers, students, non teaching staff and general community. If he/she performs well it is likely that that individual will prove to be a wonderful principal Engaging in career as principal is a fulfilling role to play in society and it is sure to be rewarding to the individuals who take it upon themselves to do so. A friendly principal creates a campus that is welcoming, warm and accepting all .He/She sees parents, students, teachers, community as key resources for student friendly. In short the role of principal in shaping college as friendly college is huge, challenging and demanding.

IX)DIFFICULTIES:- Today the role of principal is dramatically changed to additional work .Un fortunately today principals are caught in situation where they have to strike balance between the demand of management, govt offices, university, community and at the same time secure their own position. They lack training

X)ROLE OF FUTURE PRINCIPAL:- The role of future principal will be more of colleague than a superior who will have to work to facilitate support and assist teachers .It is necessary that other stakeholders should extend the support to the principal in building a student friendly college.