

GUIDELINES ON MENTORING

A. Appointment

1. Mentors for the State-sponsored institutions are to be appointed by the respective SPFUs in consultation with the NPIU.
2. Any change of mentors any time during project-life due to unavoidable reasons will be carried out by the SPFUs in consultation with the NPIU.
3. Mentors for the centrally-funded institutions (CFIs) will be appointed by the NPIU.

B. Emoluments

Daily honorarium and travel entitlements for mentors will be as approved by the National Project Director (NPD) from time to time. For each visit, a mentor is to be paid for 4 days time to cover time spent in the institution, travel and report writing. There will be no other payment to the mentors.

C. Objectives of Mentoring

To guide and assist project institutions to comprehensively implement all aspects of institutional projects (as detailed in Institutional Development Proposal) with the principal aims of:

- a) Increasing learning outcomes,
- b) Increasing employability of engineering graduates,
- c) Increased enrolment in Masters and Doctoral programs,
- d) Increased collaboration with industries, (e) increased faculty R&D activities,
- e) Increased academic outputs such as publications in refereed journals, patents, commercialized products, etc., and
- f) Effective exercise of academic, administrative and financial autonomies and effective institutional governance.

D. Responsibilities of Institutions

Each beneficiary institution will be responsible for:

1. Providing to each mentor a copy of Institutional Development Proposal (IDP) [as accepted for final selection by the National Selection Committee (NSC) including the changes made in accordance with the improvements recommended by the National Evaluation Committee] and all the related action plans as developed initially and made/modified subsequently during the course of institutional project implementation.
2. Arranging meetings, as desired by the mentor, with: (a) students, faculty and staff; (b) senior functionaries of the institution; (c) chairperson and/or members of the Board of Governors; and (d) employers and industry associations.
3. Making directly and promptly all payments to the mentors.
4. Arranging local transport and also reasonable levels of accommodation and boarding for mentors during each visit to the institution.

E. Responsibilities of SPFUs

1. Making available to the mentor copies of:
 - a) Project Implementation Plan (PIP),
 - b) Technical paper entitled “Employability and Skill Set of Newly Graduated Engineers in India”, prepared by Dr. Andreas Blom and Dr. Hiroshi Saeki
 - c) Report entitled “Impact Evaluation of TEQIP-1”, conducted by Spectrum Planning (India) Limited, New Delhi for NPIU
 - d) Study on Utilization of Institutional Resources created under TEQIP in programme institutions carried out by the NPIU
 - e) Faculty Development Evaluation carried out by the NPIU
 - f) Implementation Survey of TEQIP-1 conducted by the World Bank and NPIU
 - g) Good Practice Guide For Governing Bodies—prepared by the World Bank and NPIU
 - h) Improving the Performance of Weak Students, an Operational Brief by Ms. Meera Chatterjee

F. Responsibilities of Mentor:

Each mentor is expected to:

1. Mentor 2-3 project institutions as assigned to them either by the concerned SPFU (or the NPIU for CFIs).
2. Mentor each of the assigned institutions at least 2 times in a year (or more as required) at approximately equal periodic intervals.
3. Devote at least 16 working hours to mentoring work during each visit to an institution.
4. Be fully conversant with:
 - Project details and concepts as given in the Project Implementation Plan (PIP) of the Government of India (GoI);
 - IDP of each of the assigned project institutions along with the associated action plans, developed initially and as modified, as also any new action plans developed during the project life;
 - Findings from “Employability and Skill Set of Newly Graduated Engineers in India”— survey report prepared by Andreas Blom and Hiroshi Saeki
 - Findings from “Impact Evaluation of TEQIP-1”—conducted by Spectrum Planning (India) Limited, New Delhi for the Ministry of Human Resource Development, Government of India.
 - Study on Utilization of Institutional Resources created under TEQIP in programme institutions
 - Faculty Development Evaluation
 - Implementation Survey of TEQIP-1
 - Good Practice Guide For Governing Bodies
 - Improving the Performance of Weak Students, an Operational Brief by Ms. Meera Chatterjee
5. Guide and assist institutions in carrying out the following institutional reforms:
 - Implementation of curricular reforms,
 - Exercise of academic, administrative, financial and managerial autonomies,
 - Improve Student Performance Evaluation,
 - Implement performance appraisal of faculty by students, and
 - Obtaining accreditation.

6. Guide and assist institutions in carrying out the following key project activities:
 - Obtaining Autonomous Institution status from the UGC within 2 years of joining the Project, and making all arrangements including building institutional and faculty capacity for exercising academic autonomy,
 - Providing academic support to weak students to improve their learning outcomes and employability. The mentor would need to assist the institution in organizing and operationalising a Finishing School,
 - Faculty Development for improved competence (see various avenues for this in the PIP) including pedagogical training,
 - Staff Development through professional training,
 - Enhanced Interaction with Industry, and
 - Institutional Management Capacity Enhancement.

7. Guide and assist institutions in improving their performance on the following aspects:
 - a) Increased employability of students as measured by: *Improvements in the placement rate and the average salary of placement package*
 - b) Improved learning among students as indicated by: *The share of the first year students that complete the full first year and transitions successfully to second year (disaggregated by social group)*
 - c) Overall Institutional progress as measured through :
 - Increase in the overall student and faculty satisfaction,
 - Number of registrants for Masters and Doctoral degrees (and number of Masters and Doctoral graduates),
 - Percentage of external revenue from R&D projects and consultancies in the total revenue of the institution,
 - Increase in the number of publications in refereed Journals, and
 - Increased collaboration with institutions and Industry.

8. Guide and assist institutions for timely achievement of targets for Key Performance Indicators (KPIs) as given in the IDP.

9. Hold at least one meeting each year as below:
 - a) With a cross-section of UG students to elicit their views with regard to:
 - Desired improvements in student performance evaluation,
 - Utilization of findings from teacher evaluation by students for improving teaching effectiveness,
 - Improvements in teachers resulting from pedagogical training,
 - Curricular reforms including improvement in teaching-learning processes,
 - Exposure to industry,
 - Implementation of academic autonomy,
 - Increasing effectiveness of academic support to weak students to improve their learning outcomes, and support to all students to improve their employability, and
 - Improving student satisfaction with the academic and administrative functioning of the institution.

- b) With a cross-section of PG students to elicit their views with regard to:
- All of the above under 9(a),
 - Working on industrial projects, and
 - Participation in R&D projects, consultancies and publications.
- c) With faculty to elicit their views and suggestions with regard to:
- Improving student performance evaluation,
 - Utilization of findings from teacher evaluation by students for improving teaching effectiveness,
 - Effectiveness of curricular reforms carried out including improvement in teaching-learning processes,
 - Effective implementation of academic autonomy,
 - Increasing effectiveness of academic support to weak students to improve their learning outcomes, and support to all students to improve their employability,
 - Increasing admissions to Masters and Doctoral programs,
 - Improving Faculty Development for improved competence including pedagogical training,
 - Improving research facilities and research environment in the institution,
 - Satisfaction with incentives for Continuing Education (CE), Consultancy and R&D,
 - Ways and means for increasing exchange of knowledge through conferences, etc. and increasing publication of research papers, books, monographs, etc.
 - Increasing collaboration with industry for securing R&D projects and consultancy assignments, and for increased flow of industrial expertise towards curricula improvement and R&D activities, and
 - Improving faculty satisfaction with the academic and administrative functioning of the institution.
- d) With staff to elicit their views and suggestions with regard to:
- Their role in improving project implementation, and
 - Improving their functioning and performance through professional training.
- e) With senior functionaries to elicit their views and suggestions with regard to:
- Preparations for obtaining Autonomous Institution status,
 - Capacity building for exercising academic autonomy once the autonomous status is obtained,
 - Improving learning outcomes and employability,
 - Organization and conduct of Finishing School
 - Increasing admissions to Masters and Doctoral programs,
 - Implementation of curricular reforms,
 - Increasing the number of accredited programs,
 - Making effective use of the findings from students' evaluation of teachers,
 - Increasing collaboration with industry, and
 - Improving institutional management capacity of senior faculty, HoDs, Deans and Head of Institution.

f) With chairperson and members of BOG to: (i) orient them to the recommendations made in the report entitled “Good Practice Guide For Governing Bodies—prepared by the World Bank and NPIU, and (ii) to solicit their guidance and help for timely and effective action by the Institution on the following:

- Fulfilling all requirements for obtaining Autonomous Institution status,
- Making all academic and administrative preparations for exercising academic autonomy as accorded under autonomous institution status,
- Exercise of administrative and financial autonomies as accorded by the sponsoring government/Trust/Society,
- Filling up teaching and staff vacancies,
- Delegation of decision making powers to senior functionaries with accountability,
- Providing incentives to faculty for Continuing Education (CE), Consultancy and R&D,
- Increasing number of accredited programs,
- Enhancing interaction and collaboration with Industry,
- Promoting Management Capacity building of senior functionaries,
- Increasing revenue from R&D projects and consultancies,
- Increasing research publications in refereed Journals, and
- Achievement of targets for Key Performance Indicators (KPIs) as given in the IDP.

g) With representatives of industries and industry associations to promote effective action on the following:

- Industry participation in curricula revision and development of new curricula, in the reform of teaching-learning processes and in the functioning of Finishing School to increase employability of graduates and post-graduates,
- Collaboration in sandwich Masters and Doctoral programs,
- Increasing exposure of student and faculty to industrial practices,
- Increasing industry sponsored and joint R&D and consultancies,
- Increasing enrolment of industry employees in Masters and Doctoral programs, and
- Increasing expert lectures from industry, and securing adjunct faculty from industry.

10. Meet the Head of Institution and Project Coordinator during each visit to discuss:

- a) Progress in implementation of various aspects of the project,
- b) Shortfalls in progress, if any, and the steps that could be taken to increase the pace of implementation and achievement of targets,
- c) Issues arising out of meetings with students, faculty, staff and senior functionaries, the recommendations made and progress in their compliance, and
- d) Problems faced in exercise of autonomies, and how these could be overcome.

G. Don'ts for the Mentors

Mentors should not:

- a) Guide/advise/assist institutions in matters connected with financial management and procurement of Works, Goods and Services.
- b) Impose changes in the IDPs, the associated action plans, and targets for the Key Performance Indicators.

H. Deliverables by the Mentors

Mentors are required to prepare a report in the attached format for each mentoring visit, and provide electronic copies of the same to the Head of Institution, SPFU and the NPIU within 10 days of completion of each visit.

The format is also available at the NPIU website.

Format for Mentor's Reports

Name of the Institution and location:

Dates of this visit: (From....To....)

Name of the Mentor:

A. Interaction with UG students

Issues and suggestions that emerged	Recommendations made by mentor to the Head of Institution	Progress in implementation of recommendations made during the previous visit

B. Interaction with PG students

Issues and suggestions that emerged	Recommendations made by mentor to the Head of Institution	Progress in implementation of recommendations made during the previous visit

C. Interaction with the faculty

Issues and suggestions that emerged	Recommendations made by mentor to the Head of Institution	Progress in implementation of recommendations made during the previous visit

D. Interaction with staff

Issues and suggestions that emerged	Recommendations made by mentor to the Head of Institution	Progress in implementation of recommendations made during the previous visit

E. Interaction with senior functionaries of the institution

Issues and suggestions that emerged	Recommendations made by mentor to the Head of Institution	Progress in implementation of recommendations made during the previous visit

F. Interaction with Chairperson and/or members of BOG

Suggestions/views/decisions given	Progress in implementation of suggestions/views/decisions. If implementation delayed or progress in implementation unsatisfactory, give the reasons for the same.

G. Interaction with the Head of Institution and the Project Coordinator

The mentor should give brief notes on:

- a) Progress in implementation of various aspects of the project,
- b) Shortfalls in project implementation, and actions decided for increasing the pace of implementation and achievement of targets,
- c) Issues arising out of meetings with the students, faculty, staff and senior functionaries, and the actions decided to resolve the issues and improve compliance with the associated recommendations made by the mentor,
- d) Problems faced in exercise of autonomies, and how these could be overcome, and the actions decided to overcome these problems, and
- e) Identification of any special help required by the institution, which could be arranged by the SPFU and/or the NPIU.