

# ARMY COLLEGE OF NURSING



## JALANDHAR CANTT

ACN @ 2040

A VISION DOCUMENT

*Barbati*

Principal  
Army College of Nursing  
Jalandhar Cantt

## ARMY COLLEGE OF NURSING @ 2040

1. **Background.** Army College of Nursing (ACN), Jalandhar Cantt is a premier nursing institute operating under the aegis of Army Welfare Education Society (AWES) and meeting the aspirations of daughters of Serving and Retired all ranks of the Indian Army, since Aug 2005. The college is affiliated to Baba Farid University of Health Sciences, Faridkot (BFUHS) and has been accredited as a B+ institute by NAAC; the first among 144 nursing colleges of the university. The college is enriched with infrastructure and has a unique distinction of 100% results and 100% placements since its inauguration. 151 of the passed out students in the last 13 batches have been selected for MNS, three commissioned into Indian Army and one into Indian Air Force, 47 joined various Govt jobs and 66 are successfully settled abroad, serving as Regd Nurses (RNs).
2. The college has secured a unique place of distinction to have gained sufficient experience and learnt useful lessons from the first cycle of NAAC accreditation to chart a road map for the future. Implementation of New Education Policy (NEP) 2020 has already been incorporated in the form of INC Revised Regulations-2021 and the NEP itself has to be fully implemented by 2040.
3. **Vision.** To achieve sustained excellence in nursing education and clinical skills, aimed at holistic development and best employability empowerment for the future nurses.
4. **Mission.** To provide best environment, faculty, and supporting infrastructure for nursing students in their pursuit of excellence.
5. **Objectives.**
  - (a) To provide a comprehensive system of education and prepare students for their future roles.
  - (b) To maintain high standards of nursing education through innovative approaches to problem-solving.
  - (c) To prepare student nurses for the administration of nursing services and education.
  - (d) To carry out instructions and training, distinguishable from programs of ordinary nature, for making distinctive contributions in the area of specializations as may be determined from time to time.
  - (e) To nurture the institution for high-quality teaching and research for the advancement of knowledge and its dissemination through various research programme undertaken by faculty in diverse disciplines.
  - (f) To promote curricular, co-curricular, sports activities, etc for overall personality development of the students.

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Jalandhar Cantt

(g) To extend the benefit of knowledge and skills for the development of individuals and of the society by associating itself with local and regional problems of development.

(h) To establish and conduct centers of social changes and extension, provide for health care, and promote awareness about personal, community, and social health, hygiene, well-being particularly among villagers.

(j) To undertake such other actions and do such other things as may be necessary or desirable for furtherance of the aims and objectives enumerated in present or maybe expedient in future.

6. **Operating Environment.** While preparing this document, the appreciated operating environment of AWES, BFUHS and the Indian Nursing Council (INC) has been factored in and road map for 2040 drawn.

(a) **AWES.**

(i) Short, medium and long term objectives and plan for overall increase in seats (short term upto 2025), to more than double, at an approx cost of Rs 50 Cr.

(ii) In the medium term, expand the scope by introduction of addl courses & pgmes, particularly in emerging / futuristic fds.

(iii) In the long term, clusterisation to create multidisciplinary 'Hubs of Higher Education' under 'One Campus One Head' in tune with NEP 2020.

(b) **Regulatory Bodies (Indian Nursing Council, New Delhi and Baba Farid University of Health Sciences, Faridkot).** B Sc (Nursing) Four Degree Course changed to Semester System with a view to :-

(i) Uniform standard of Nursing Edn in the country.

(ii) Revised pgme encompasses foundational, core and elective courses, adopts credit system and semester system.

(iii) Modular learning integrated in foundational as well as core subjects. Learning in skill lab / simulated lab and clinical envt.

(iv) Simulation integrated throughout the curriculum (where feasible).

(v) Competency based and outcome based approach throughout the pgme.

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(vi) Competencies to reflect practice standards of INC, address the areas of cultural diversity, communication technology, teamwork and collaboration, safety, quality, therapeutic interventions and evidence based practice.

(vii) Knowledgeable competent nurses and midwives with clear critical thinking skills who are caring, motivated, assertive and well-disciplined responding to the changing needs of profession, healthcare delivery system and society.

(viii) Assume responsibilities as professional, competent nurses and midwives in providing promotive, preventive, curative and rehabilitative healthcare services in any healthcare setting.

(ix) Prepare nurses and midwives who can make independent decisions in nursing situations within the scope of practice, protect the rights of individuals and groups and conduct research in the areas of nursing practice and apply evidence-based practice.

(x) Prepare them to assume role of practitioner, teacher, supervisor and manager in healthcare settings.

7. **Strategies.**

(a) **Education.**

(i) To continue to pursue excellence in teaching and learning and to strengthen and enhance its position in health sciences fraternity.

(ii) To maintain our current rate of qualification but also to scale up from middle level (undergraduate degree) to high level (Postgraduate degree) master level.

(b) **Research.**

(i) To place greater stress on preparations for research by increasing and upgrading faculty.

(ii) To create a committee of senior faculty members for planned increase in the research output in UGC care publications.

(iii) To set minimum research output norms.

(iv) To actively enroll postgraduate students and create a stimulating envt and study programs as well as mechanisms to ensure their success.

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Jalandhar Cantt

8. Human Resources.

- (a) The recruitment, grading, support progression, and promotion of academic and administrative staff with best practices in the sector, including Assured Career Progression.
- (b) To focus on the development of younger staff, as it will prove to be long-term human capital for the institute.
- (c) To develop a diverse and excellent cadre of young academics through succession planning and by increasing the pool of doctoral graduates.
- (d) To enable faculty members and employees to attend external seminars, conferences, speaker events, or training events.
- (e) To create a "Reader's Club" that includes the purchase of fraternity related books and journals for members of faculty and staff and organize discussions on books read.

9. Learning.

- (a) To practice professional nursing competency and safety in diverse settings, utilizing caring, critical thinking, therapeutic nursing interventions with individuals, families and communities at any developmental stage to promote health, prevent illness and restore health.
- (b) To recognize the diversity in learning styles / experiences and integrate professional caring into practice to make informed sound decisions that encompass values, ethical, legal and moral aspects of nursing.
- (c) To provide manifold learning climate and student engagement in a research rich environment to integrate research findings and nursing theories in decision making in evidence-based practice.
- (d) To incorporate various methods of assessment to monitor the outcome of nursing education processes and utilize methods to design change to improve the quality of Nursing education.

10. Infrastructure.

- (a) To fast-track modernization of all facilities by adopting the latest technologies for the development of health services.
- (b) To digitize all academic and administrative areas so as to create a more proficient and cost-efficient input-output ratio for their optimum life cycle.

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11. Initiatives, Attributes and SWOC Analysis.

- (a) Integrated teaching, evidence based learning microteaching, effective mentorship by faculty and senior students, thrust to student research.
- (b) Research publication in national & international journals recognized by UGC care.
- (c) MOUs with institutions of eminence.
- (d) Thrust to quality assurance, establishing IQAC and accredited with B+ in the 1<sup>st</sup> cycle of assessment.
- (e) Rainwater harvesting, solar project, enhancement of greenery, landscaping, scientific ways of disposal of wastes.
- (f) Adoption of best practices, introduction, and institutionalization of quality initiatives.
- (g) Automation and enhanced sharing of library
- (h) Enhanced provision of ICT - Computers Wi-Fi, internet speed.
- (j) Enhancement in the provision of basic amenities and maintenance.

SWOC : Str, Weaknesses, Opportunities and Challenges

12. Strengths.

- (a) Run / managed by AWES, which is managing 136 APSs and 12 Professional Colleges.
- (b) Local Management – Senior Army Officers having visionary and futuristic plan for growth.
- (c) Admission exclusively for wards (girls) of Army Personnel through Online Admission Test.
- (d) Intake of students from PAN India.
- (e) Multi speciality Parent Hospital MH Jalandhar Cantt with 865 beds and 11 specialities and advanced internship at Command Hospital, Chandimandir.
- (f) Independent & spacious building, constructed as per INC norms.
- (g) College complex : wi-fi campus @ 100 mbps.

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(h) Library with wide range of resource material and access to online databases.

(j) Deep selection process for selection of most competent and skilled faculty.

13. **Weaknesses.**

(a) National & international exchange programme.

(b) Quality and extend of research programme.

(c) Less collaboration with other organisations.

(d) Practical training restricted to army hospitals only.

(e) Lack of assured career progression and compensatory growth.

14. **Opportunities.**

(a) Cross pollination of ideas & innovations.

(b) Faculty Exchange Pgme.

(c) To collaborate with national / international universities on research based education for in-service education.

(d) To assist in decision making for clinical nursing problems with use of evidence based practice.

(e) Well equipped labs with simulators for experience condition may not encounter clinicals.

(f) Collaboration with ASHA school and command hospital, western command for clinical exposure.

(g) Overall upliftment of nursing profession with quality nursing education.

(h) Establishment of NCC, NSS & Youth Red Club (YRC).

15. **Challenges.**

(a) To put research into practice.

(b) To get funds from national / international agencies for nursing research.

(c) Preparing specific software for nursing education.

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- (d) Enhancing the admission of B Sc students and pioneer project for M Sc (Nursing).
- (e) Dual role of faculty in nursing services.
- (f) Setting up of courses related to nursing.
- (g) Prepare and explore potential of semester based graduation & 10 point grading system.
- (h) To set up own research centre.

**Goal Setting**

16. **Academic Programmes/Curriculum Development.**

- (a) To introduce/strengthen academic programs at all levels.
- (b) To start interdisciplinary academic programs.
- (c) To introduce allied health science UG & PG programs such as Bachelor of Pharmacy, Physiotherapy, and Geriatric Medicine.
- (d) To introduce specializations in existing programs.
- (e) To introduce University based Short duration courses, including a program in combat nursing care.
- (f) To offer value-added programs in BLS and ACLS by American Heart Association.

17. **Acad Growth.** Short Term, Mid Term and Long Term Academic Growth of ACN from 2023-24 to 2029-30 is attached as Appendix 'A'.

18. **Teaching Learning And Evaluation.**

- (a) To strengthen blended/ICT-enabled teaching-learning methods, to enhance e-learning; webinars; initiation of ERP; online lectures; video lectures etc.
- (b) To prepare an institutional repository of e-learning material – lecture & practical instructions, SOPs case studies, and so on.
- (c) To organize at least 5 webinars /year.
- (d) To train students for CDS, AFCAT, and MNS examinations.
- (e) To develop strategies to train staff through incentives enhanced research facilities and welfare measures.

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19. **Research and Development.** In order to internalize and enhance research at all levels, it is proposed to fix the minimum target for each researcher. Teacher / Researcher must be able to

- (a) Publish at least two research articles/year in Scopus or Pubmed indexed journals.
- (b) Write at least one book/booklet/chapter in a book/review article in their specialized area once in three years.
- (c) Enhance collaborative activities and MOUs at all levels.

20. **Institutional Social Responsibility.**

- (a) Each department to undertake at least two extension and outreach activities.
- (b) To participate in national and health missions.
- (c) To undertake surveys and record the prevalence of diseases and disorders.
- (d) To participate and excel in NCC trg and prep cadets for NCC 'B' and 'C' Certificates.
- (e) To adopt a village/area for providing health services and performing extension activities.
- (f) To prepare SOPs and guidelines, and booklets for health awareness.
- (g) To develop "ACN Faculty Student Group" to undertake propagation of message on global warming, emerging infections diseases and their prevention/control.

21. **Physical Infrastructure and Learning Resources.**

- (a) To undertake continuous up-gradation and improvement of physical infrastructure- classroom, labs, etc. Infrastructural Replacement Plan for next Five Years is att as Appendix 'B'.
- (b) To construct a simulation lab for skill up-gradation and improvement.
- (c) To upgrade clinical instrumentations/equipment on a continuous basis.
- (d) To use the electrical energy vehicles for maintaining the ecosystem.



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Jalandhar Cantt

22. **Library Resources and Facilities.**

- (a) To enhance the number of books/journals at least by 1000 every year.
- (b) To enhance subscription for databases, to subscribe to e-books and e-journals.
- (c) To develop institutional learning repository IT facilities.
- (d) To ensure latest hardware and software
- (e) To maintain /enhance the speed of the internet.

23. **Student Support And Facilities.**

- (a) To inculcate multi-leveled mentor system for senior students and faculty, as well as to strengthen psychological counseling to the needy:
- (b) To enhance incentives and welfare measures to students – gold medals, merit prizes, awards at state and national levels.
- (c) To strengthen Yoga, meditation, and physical fitness strategies and internalize them.
- (d) To publish college magazine & Newsletters.
- (e) To strengthen student enrichment programs for soft skills, values and competence.
- (f) To encourage students to undertake projects, field surveys, publish papers and participate in academic/co-academic deliberations with incentives.
- (g) To train students for online entrance tests and competitive exams like MNS, CDS, AFCAT, etc.
- (h) To strengthen student exchange programs and their participation in video conferencing/online lectures.
- (j) To ensure smooth establishment, planned growth and active participation of NCC, NSS and Youth Red Cross units.

24. **Governance And Leadership.**

- (a) To explore new avenues of incentives, awards, and welfare measures to attract and retain experienced staff.

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(b) To redefine and strengthen policies of HR, research, quality, and strategic developments from time to time at least once in five years based on need-based analysis.

(c) To transform ACN as an Allied Health Sciences Institute to enhance the horizon of comprehensive health care.

(d) To enhance the number of MoUs with institutions.

(e) To modernize and enhance the infrastructure based on the review once in five years.

(f) To institute endowment for endowment lectures, endowment prizes, gold medals, national/international awards for teaching/research/lifetime contribution, and so on.

25. **Bench Marking.**

(a) To grow as a premier institution of higher education at national and international levels.

(b) AIIMS/PGI / Rajkumari Amrit Kaur(RAK) College of Nursing.

(c) To get the best certifications on national and international accreditation agencies for academic programs.

(d) To get ICMR-funded research projects.

26. **Image Building.**

(a) To strengthen our domestic and international profile by increasingly addressing society's needs for updated and futuristic knowledge through research.

(b) To build our image as a research-intensive/college by simultaneously concentrating on problems of national and/or regional concern in order to maximise local impact while enhancing our academic stature and visibility within a highly competitive international world.

27. **Conclusion.** ACN @ 2040 has attempted to envision the environment that is appreciated to prevail, coterminous with the complete actualization of NEP-2020 in HEIs. The challenges and opportunities have been analysed to prepare a realistic roadmap, supported by judicious generation and utilization of all resources. The resulting scenario shall be governed by sustained efforts to minimize the interruptions and maximize the participative approach, for overall growth of ACN.

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Appendix 'A'  
(Ref para 17 of Vision Document)

ROAD MAP FOR ACADEMIC GROWTH : ARMY COLLEGE OF NURSING, JALANDHAR CANTT

Ser No	Course	No of Seats	Recognised body	Duration	Approx Fee*	Infra Reqd		Time Line
						HR #	Accn	
<b>Short Term (3 Years)</b>								
1	M Sc (Nursing) - 5 specialities with 3 students per speciality	15 per year (Total 30 students)	INC / BFUHS	02 Years	2.04 lakh per year (Rs 30.6 lakh)	01 x Prof 01 x Assoc Prof 03 x Asst Prof (Rs 26.52 lakh)	10 existing hostel rooms  Rs 10.00 lakh for minor modifications  (50% seats may be offered to Day Boarders)	2024-25
2	Incr of Seats in B Sc (Nursing) from 60 to 100	100	INC / BFUHS	04 Years	1.56 lakh per yr (Rs 49.92 lakh)	01 x Prof 02 x Assoc Prof 03 x Asst Prof, 10 x Cis (Rs 286.85 lakh)	80 rooms for 160 students  Rs 930 Lakh	2024-25
<b>Mid Term (5 Years)</b>								
3	Increase of Seats in M Sc (Nursing) - 5 students per speciality  (Addl 10 students)	10 per year (Total 20 students)	INC / BFUHS	02 Years	2.04 lakh per year (Rs 20.4 lakh)	Faculty posn same as Ser No 1 above.	10 existing hostel rooms  (50% seats may be offered to Day Boarders)	2025-26

24	Computers	3,00,000.00	3,00,000.00	3,00,000.00	3,00,000.00	3,00,000.00
25	Lap Top	-	80,000.00	-	-	80,000.00
26	Projector	1,00,000.00	2,00,000.00	2,00,000.00	2,00,000.00	1,00,000.00
27	Photostat Machine	-	1,00,000.00	-	1,00,000.00	-
28	Treadmill	8,00,000.00	-	-	-	-
29	Submersible Pump	-	-	2,50,000.00	-	2,50,000.00
30	Fire Motors	20,000.00	-	20,000.00	-	20,000.00
31	Lift replacement	-	10,00,000.00	-	-	-
	<b>Total</b>	<b>21,40,000.00</b>	<b>26,05,000.00</b>	<b>44,25,000.00</b>	<b>18,35,000.00</b>	<b>20,35,000.00</b>

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Jalandhar Cantt

**MAINT SCHEDULE FOR FIVE YEARS ROLL ON PLAN**

Ser No	Nomenclature	Year 2023	Year 2024	Year 2025	Year 2026	Year 2027
1	Desert Cooler (Large) Dining Hall	-	-	1,00,000.00	-	-
2	Desert Cooler (Small) Students	1,00,000.00	-	-	-	-
5	CCTV	10,000.00	50,000.00	10,000.00	10,000.00	50,000.00
4	Lawn Mover	-	70,000.00	-	-	-
5	Bush Cutter	-	25,000.00	-	-	-
6	Blind Curtain	2,50,000.00	-	-	-	-
7	Water Dispensor	-	-	1,00,000.00	-	1,00,000.00
8	Deep Freezer	40,000.00	-	-	-	-
9	Mech Curtain	-	-	2,00,000.00	-	-
10	Refridgerator	-	-	35,000.00	35,000.00	-
11	Water Cooler	-	-	70,000.00	70,000.00	1,00,000.00
12	Curtains	60,000.00	-	-	-	-
13	Aqua Fresh	-	40,000.00	60,000.00	40,000.00	60,000.00
14	Room Heater / Radiator Heater	20,000.00	-	-	30,000.00	-
15	Washing Machine	-	1,00,000.00	1,00,000.00	1,00,000.00	75,000.00
16	LED	-	-	2,50,000.00	-	80,000.00
17	Mini Bus/EV	-	-	20,00,000.00	-	-
18	Sanitary Incenerator	-	-	20,000.00	-	20,000.00
19	Sofa Set	-	-	60,000.00	-	60,000.00
20	Acs	-	2,00,000.00	-	2,00,000.00	-
21	Daikin Cassette AC	-	-	2,00,000.00	3,00,000.00	3,00,000.00
22	VRV (AC MP Hall)	40,000.00	40,000.00	50,000.00	50,000.00	40,000.00
23	Wooden Almirah (Replace)	4,00,000.00	4,00,000.00	4,00,000.00	4,00,000.00	4,00,000.00
24	Computers	3,00,000.00	3,00,000.00	3,00,000.00	3,00,000.00	3,00,000.00
25	Lap Top	-	80,000.00	-	-	80,000.00
26	Projector	1,00,000.00	2,00,000.00	2,00,000.00	2,00,000.00	1,00,000.00
27	Photostat Machine	-	1,00,000.00	-	1,00,000.00	-
28	Treadmill	8,00,000.00	-	-	-	-
29	Submersible Pump	-	-	2,50,000.00	-	2,50,000.00
30	Fire Motors	20,000.00	-	20,000.00	-	20,000.00
31	Lift replacement	-	10,00,000.00	-	-	-
	<b>Total</b>	<b>21,40,000.00</b>	<b>26,05,000.00</b>	<b>44,25,000.00</b>	<b>18,35,000.00</b>	<b>20,35,000.00</b>

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Jalandhar Cantt

# ACADEMIC GROWTH PLAN

**MINUTES OF THE COLLEGIATE MEET : ACADEMIC GROWTH OF ARMY COLLEGE OF NURSING, JALANDHAR CANTT HELD ON 26 AUG 2022**

1. A Collegiate Meet to discuss the Academic Growth of Army College of Nursing, Jalandhar Cantt was held in an online mode on 26 Aug 2022. The meeting was chaired by Lt Gen C Bansi Ponnappa, AVSM, VSM (AG and Chairman, Exec Committee of AWES BoG) and attended by the following:-

- |     |                                   |   |   |
|-----|-----------------------------------|---|---|
| (a) | Lt Gen Devendra Sharma, AVSM, SM  | - | GOC, 11 Corps (Patron, ACN)                   |
| (b) | Maj Gen RK Raina, SM, Ph D (Retd) | - | MD (AWES)                                     |
| (c) | Brig Deepak Sheoran               | - | Offg COS, HQ 11 Corps<br>(Offg Chairman, ACN) |
| (d) | Brig Prasad R Lele                | - | Comdt, MH Jalandhar<br>(Director, ACN)        |
| (e) | Col JS Chauhan                    | - | Col GS (Edn), HQ 11 Corps                     |
| (f) | Col Himmat Singh (Retd)           | - | Director (Colleges), HQ AWES                  |
| (g) | Col RS Bhatti (Retd)              | - | Director (AWES)<br>HQ Western Command         |
| (h) | Mrs Pratibha Garg                 | - | Addl Dir (Academics)<br>HQ Western Command    |
| (j) | Mrs M Maheswary                   | - | Principal, ACN Jalandhar                      |
| (k) | Mrs C Ranadive                    | - | Vice Principal, ACN Jalandhar                 |
| (l) | Col HS Phagura (Retd)             | - | Registrar, ACN Jalandhar                      |

2. At the outset, Patron ACN welcomed the Adjt Gen for the Collegiate Meet to discuss key aspects of Acad Growth of ACN Jalandhar Cantt. The Patron highlighted that though our aim is to plan academic growth of ACN, but simultaneously we have to focus/ address other issues being faced by the college. Registrar ACN was then asked to cover the relevant issues.

3. The pts covered by Registrar, ACN in his pn were as follows: -

- (a) Increase of Seats in B Sc (Nursing) course.
- (b) Introduction of M Sc (Nursing) & Short Term Diploma Courses.
- (c) Long Term Financial Self Sustenance.
- (d) Discussion Pt : Critical defi of Clinical Instructors.

4. The points discussed and directions/decisions given by the Chairman, Exec Cmte of AWES BoG are given in the succeeding paras.



Principal  
Army College of Nursing  
Jalandhar Cantt

Ser No	Mins	Action	Info
5.	<p><b><u>Increase of Seats in B Sc (Nursing) Course.</u></b> The Registrar brought out that Indian Nursing Council, New Delhi, vide regulations dated 13 Jul 2021 has promulgated criteria of minimum 50% marks in the Admission Test. Anticipating admission to Nursing course through NEET, the college may face difficulty in filling up the seats. Hence, the policy of wait and watch for a period of two years be followed and it was recommended that seats in B Sc (Nursing) course may be incr wef Academic Session 2026-27.</p> <p>On being enquired by the AG the feasibility to incr 20 seats without creation of infra, the Registrar ACN info that only 9 rooms (single type) are avlb, which have been earmarked / for the propoed M Sc (Nursing) students.</p> <p>Director (Colleges), HQ AWES brought out that increase of seats is financially viable. He highlighted that as per the NOC issued by Punjab Government, the college is permitted to conduct its own admissions. Moreover, the INC has also accorded permission for separate admission test in view of the unique nature of the institute. As such, NEET may not be applicable to ACN and AIN in foreseeable future.</p> <p>Thereafter, the AG invited comments of Dir (AWES), HQ Western Command, who emphasised that ACN has good popularity index and thus clientele is available. Hence, he recommended that possibility be explored for incr of seats in B Sc (Nursing) wef Academic Session 2024-25.</p> <p>On being enquired by the AG the possibility for Day Boarders of B Sc (Nursing) students, the Registrar ACN apprised that in view of the clinical reqmts of trg, Day Boarding is not feasible.</p> <p>The Patron apprised that though a "Naari Awaas" and "AWWA Hostel" is avlb, however, they have ltd capacity. Hence, its allotment to ACN may not be feasible.</p> <p><b><u>Decision.</u></b> After detailed discussions and deliberations, it was dir that seats in B Sc (Nursing) course be incr wef 2024-25. A S of C for obtaining IPA of the competent auth be processed at the earliest. It was recommended that alt accn be identified and offered, if the same is avlb.</p>	ACN	HQ AWES HQ Woctorn Comd (AWES) HQ 11 Corps (AWES)

Principal  
Army College of Nursing  
Jalandhar Cantt



Ser No	Mins	Action	Info
6.	<p><b>Introduction of M Sc (Nursing) / PG Courses.</b> A plan for Acad Growth of the college with tentative financial outlay, was presented. The Registrar, recommended that M Sc (Nursing) pgme in all five specialities with an annual intake of three students per speciality be commenced wef 2024-25 and thereafter seats may be increased to five students per speciality wef 2025-26. As per the availability of existing accn, it was recommended that 50% of the M Sc students may be allotted hostel. It was further highlighted that phase wise acad growth of the college has been planned to achieve financial sustenance.</p> <p>Director ACN highlighted that growth of the college as well as better grading in future cycles of NAAC Accreditation are dependent on introduction of M Sc (Nursing) course, as the same will improve scope and quality of research.</p> <p>Patron ACN recommended that for optimum utilisation of sanctioned seats, the vacant seats in PG courses may be allotted to Civs at the discretion of the mgt committee.</p> <p>MD (AWES) apprised that allotment of seats to Civs is not permitted as per the dirns of the BOG and if reqd, the pt may be put up in the next BOG mtg for consideration.</p> <p>Dir (AWES), HQ Western Command, agreed to the proposal for intro of M Sc (Nursing) wef 2024-25 and later incr of seats wef 2025-26. It was recommended by him that as per the sys of priority for admission being practiced in APSS, same may be introduced for AWES Professional Colleges and Instts, to avoid revenue loss due to seats remaining vacant.</p> <p><b>Decision.</b> The Chairman, Executive Committee agreed with the pt raised by the Director, ACN that M Sc (Nursing) is a priority. Therefore, he accorded 'In Principle Approval' to the plan for Acad Growth of ACN. He directed that M Sc (Nursing) will be a "Day Boarding" pgme and hence, the college should avoid earmarking hostel rooms for them in the hostel / constr of new facilities for them.</p>	ACN	<p>HQ AWES</p> <p>HQ Western Comd (AWES)</p> <p>HQ 11 Corps (AWES)</p>
7.	<p><b>Introduction of Bachelor of Physiotherapy (BPT) and B Pharmacology (B Pharma) Courses.</b> The Registrar, ACN apprised that though college has planned to introduce BPT and B Pharma wef 2028-29 and 2029-30,</p>	ACN	-do-



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Ser No	Mins	Action	Info
	<p>the demand svy initiated by HQ AWES elicited a very low response from the clientele. Hence, keeping in view its popularity, the decision on its introduction may be reviewed in 2026.</p> <p><b>Decision.</b> The AG emphasised that only those courses should be introduced that are in demand and to reconsider intro of BPT and B Pharma in 2026.</p>		
8.	<p><b>Long Term Financial Sustenance.</b> A roll on plan for long term financial sustenance in view of the acad growth plan, periodic fee revision, salary revision in 2023-24 and 2028-29 was presented. It was highlighted that the college will be <b>Financially Viable</b> with the incr of seats and introduction of the projected courses / pgmes,</p> <p><b>Decision.</b> The AG expressed his satisfaction on the financial hlth of the college.</p>	--	
9.	<p><b>Discussion Pt : Critical Defi of Clinical Instrs.</b> The Registrar, ACN brought out that at present six posts of Clinical Instructors are lying vacant and two Clinical Instructors have given notice to resign. The outcome of last three interviews held in Apr 2021, Aug 2021 and Apr 2022 has indicated that candidates had not joined due to less salary and contractual nature of job. A comparison of salary package offered to passing out students (B Sc (Nursing) Graduates) and Clinical Instructors of the college as well as salary of Adm Staff and NTS of APS vis-à-vis ACN Jalandhar / ECHS / Stn Org and the placement package of passing out students was discussed. It was therefore recommended that for the sake of improving the quality of intake and retention of faculty &amp; staff, an imdt salary revision of Clinical Instructors and affected Adm Staff &amp; NTS is reqd. The Registrar highlighted that all ESM emp in APSs under HQ Western Command are being paid an addl allce of Rs 5000/- pm, which is not there in ACN / Instts under HQ Western Command.</p> <p>The Patron, ACN highlighted that there is a definite need to revise the salary of Clinical Instructors for improving quality edn in the college. He also mentioned that the lesser salary, as compared to passing out students, is demotivating and results in frequent resignations. Hence, it was recommended that the salary of Clinical Instructors be revised at par with passing out batch of ACN ie Rs 25,000/- pm.</p>	ACN	<p>HQ AWES</p> <p>HQ Western Comd (AWES)</p> <p>HQ 11 Corps (AWES)</p>

*Arshita*

Ser No	Mins	Action	Info
	<p><b>Decision.</b> In view of the financial health of the college, the AG accorded 'In Principle Approval' for revision of salary of Clinical Instructors as under :-</p> <p>(a) Post Graduate Clinical Instructors - Rs 25,000/- (b) Graduate Clinical Instructors - Rs 22,000/-</p> <p>The AG remarked that the work load of Librarian of an APS and ACN cannot be compared, as the latter has a smaller library. However, the upward revision in salary of NTS and Adm Staff may be considered by the LMA, as deemed fit and proposal fwd. The AG directed that a S of C for obtaining formal approval may be fwd to HQ AWES. The AG further directed that reg fee incr, as permissible under AWES Rules, be carried out for growth of the college.</p>		

10. **Closing Remarks of the AG.** The AG directed that appropriate actions, as reqd to obtain permission from regulatory bodies as well as IPA of the competent authorities, be initiated for timely commencement of the courses, for academic growth and incentivising of HR capital of ACN.

Case No : B/45813/Exp/AWES

Army Welfare Education Society (AWES)  
Building No 202, Shankar Vihar  
Delhi Cantonment, New Delhi-110010

*Himmat Singh*

(Himmat Singh)  
Col (Retd)  
Dir Colleges  
for Managing Director

Dated : 21 Sep 2022

**Distribution**

HQ Western Command (AWES)  
HQ 11 Corps (AWES)  
ACN Jalandhar

**Internal**

Project Sec

*Barbar*

Principal  
Army College of Nursing  
Jalandhar Cantt

**MINUTES OF ACAD MEET OF DIRS / HEADS OF  
AWES COLLEGES / INSTTS : 01 - 02 SEP 2022**

1. Acad Meet of Heads of AWES Colleges / Instts was held in virtual mode from 01 - 02 Sep 2022. The meet was conducted by AIM, Kolkata on behalf of AWES.

2. **Participation.**

- (a) MD AWES.
- (b) Chairman AIMK
- (c) Dir Colleges, AWES.
- (d) Heads of all AWES Colleges / Instts.

**Welcome by Dir Colleges, HQ AWES**

3. Dir Colleges welcomed all Heads of the Colleges / Instts on behalf of MD AWES and conveyed MD's appreciation for improvements in the acad standards and placements. Dir, AIMK then invited Maj Gen IS Rathore, Chairman AIMK for the Opening Address.

**Address by Chairman AIMK**

4. Maj Gen IS Rathore expressed his happiness over the opportunity provided by HQ AWES to all Heads of Colleges / Instts to learn from each other's best practices. He also noted that some of the distinguished experts from the field of Higher Education will be sharing their views on some very relevant aspects such as measures to improve acad standards and placements, importance of multidisciplinary education and academic innovation. He exhorted all AWES instts to improve the quality of education by upgrading the teaching content, with equal emphasis on holistic learning and all-round devp of students. He called upon the faculty to continuously strive to upgrade their teaching content by relating theory with practice, devp of knowledge bank and case studies.

**Pn by Heads of Colleges / Instts**

5. Fwg aspects were covered by Heads of Colleges / Instts :-

- (a) Admissions 2022-23 update.
- (b) Acad Perspective Plan 2023-24.
- (c) Curriculum Enrichment and Contemporary Trends in Academics.
- (d) Faculty Empowerment Plan, leading to Academic Excellence.
- (e) Measures to improve Acad Standards and Placements.



**Highlights of Pn by Nominated Heads / Invited Experts**

6. **AIMT.** The Dir brought out that India aims at a GER of 50% by 2035, thereby becoming the largest pool of global talent provider. NEP aims to develop thinking and research capacity. As such, HEI should educate students with practical application of theory taught at secondary school level. Objectives of Higher Education is to make people competent by imparting wisdom and knowledge to foster right attitude and leadership. Faculty should play the role of enabler

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by equipping themselves with new teaching methods through digital platforms. Teachers to learn, unlearn and relearn and refocus on emerging practices in higher edn. Our Higher Management should be the first mover / initiator to encourage this.

7. **Role of Faculty in Imparting Education**. Dir AIMK highlighted that students and faculty are key stake-holders to impact performance of any HEI. Personality of faculty should rub on to the student through personal involvement. Academic activity being a formal structure restricts devp of life-skills and holistic personality. Therefore, Co-curricular and Extra-curricular activities, which are informal, act as catalyst in acad delivery. These compliment academic curriculum and break the monotony. It helps develop qualities such as time management, team spirit and other life skills.

#### **Highlights of Talk by Guest Speakers**

8. **Importance of Multi-discipline Education by Prof K Rangarajan, Head IIFT Campus, Kolkata**. Social concerns and digital compulsions are the factors which determine the need for multi-discp education to develop multi-dimensional approach amongst students. The main concern is how to package various curriculums so that the students can integrate various disciplines for common objectives. The speaker dwelled upon the issues of tracking, controlling, managing and measuring outcomes.

9. **Innovation in education by Dr Uday Salunkhe**. The speaker emphasised upon the need for innovation in education, as it is essential for survival and provides a competitive edge to remain relevant. Today, the student looks for an institution which is different and provides unique value. Strategy of innovation should be learner centric and rules should be rewritten. There should be novelty in teaching - learning processes to make it effective with wider acceptability. Timing (first mover's advantage) is important and builds a USP, which makes it distinctive. A vision community need to be devp for enhancing leadership talent and to collaborate to co-create best practices.

10. **Measures to improve Academic Standards and Placements by Prof Sougata Ray, Exec Dir, TSCFE, Indian School of Business, Hyderabad**. Prof Sougata Ray outlined the importance of the fwg :-

- (a) Mission clarity - Instts should strike a balance between what they want to be and what they become.
- (b) Getting to know, who will be their students?
- (c) How will teachers project themselves - Students being the fulcrum, teachers are more like facilitators.
- (d) Teachers have to be continuous learners to appropriately fit into their role.
- (e) Curriculum should renew itself to remain relevant. Institutions should develop mechanisms to overcome challenges.
- (f) Clear understanding of rigor and relevance.
- (g) Proper learning environment with fun (with discipline) element involved in it.
- (h) Students should be allowed to question and challenge. Soft-skills development is impactful and helps in bringing-in passion and involvement.
- (j) Focus on the journey of learning process (leverage Technology) and outcome.



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- (k) Socio economic environment - How to groom student's personality for holistic development.

**Open House Discussion**

11. Dir AIMK requested the Heads of Colleges / Instts to share their views on fwg issues :-

- (a) Measures to Improve Visibility of Instts.  
(b) AWES as Deemed / Private University.

12. Consolidated views, at the end of the discussions, are as under :-

(a) **Visibility of Institutes.**

- (i) Impl of central and regional level visibility enhancement.  
(ii) Conduct of Career Guidance Programs by Instts.  
(iii) Access to APS for visibility of Colleges / Instts.  
(iv) Social media penetration and exploitation of print media (Baatchit and Sainik Samachar).  
(v) APSs to have requisite information about AWES professional colleges / instts, for use by students.  
(vi) Target students and parents through timely advertisements, posters / banners and flyers.  
(vii) Create Awareness Campaign, keeping in mind the fwg :-  
(aa) Target students – UG / PG level.  
(ab) PAN India coverage through Comd, AWWA, Sub Area.  
(ac) Employment of all modes of visibility.  
(ad) Selection of appropriate timings (before qualifying exam i.e. 12<sup>th</sup>).

- (b) **AWES as Deemed / Private University.** Though it may not be feasible today, but there is a need to explore possibility of affiliating all AWES institutes of Higher Education to Central / State University or a Private University. Dir AIT expressed his reservations in view of NEP-2020 and offered to deliberate more on the subject.

**Pts of Emphasis by MD AWES**

13. MD AWES highlighted the need for Heads of Colleges / Instts to be proactively innovative in shaping academic curriculum while ensuring overall personality development of the students through motivated faculty. Heads of the Instts also need to plan for future growth in a realistic manner while ensuring financial sustainability within their revenue resources. He requested the Heads of Colleges to fwd their views on the fwg :-

- (a) **Growth of HEIs.** Short-term growth plans (up to 2025) by 15 Oct 2022 for the purpose of obtaining IPA of President BoG.



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(b) **Multi-disciplinary Institutes of Higher Education (MIHE).** As per NEP-2020, insttts will have to give way to MIHE by 2035. In our context, MIHE hubs at Greater Noida, Secunderabad, Pune and Bengaluru may be considered as existing AWES institutions. All Heads of Insttts to deliberate upon the matter through in-house brainstorming in view of guidelines issued by UGC and be ready to share their views to Study Group being constituted for the purpose.

(c) **Visibility of Insttts.** The MD info that a study in this regard has been carried out by AIMT Greater Noida. All colleges should fwd their views to AIMT. A way fwd will be evolved by AWES after compiled views are received from AIMT. He opined that Central Advt Campaign for improving the visibility of Insttts may not give desired results. Therefore, each HEI will have to drive advt campaign within the jurisdiction of respective Comd / Area to attract student from catchment areas.

14. **Affiliate University for AWES Insttts.** MD directed AIT Pune to act as nodal agency to consolidate the views from all stake-holders and devp a Concept Paper to explore the possibility of affiliation of AWES HEIs to any Central / State / Private University.

#### Conclusion

15. MD AWES reiterated that the Colleges are doing an excellent job and the same has been acknowledged and complimented by everyone. He thanked all present for their contribution. Maj Gen VS Ranade (Retd), Dir, AIM Kolkata on behalf of everyone thanked MD AWES for organizing the meet for fruitful interaction with Heads of Insttts.

#### Prog Rep

16. Colleges / Insttts and AWES Cells at HQs Comd are requested to follow-up and process action pts, as applicable. A Qtrly Prog Rep on the same be submitted by 15 Nov 2021, 15 Feb, 15 May and 15 Aug 2023, till completion of the action.

17. Please ack.

File No : B/45840/Acad Meet/AWES

Army Welfare Education Society (AWES)  
Building No 202, Shankar Vihar  
Delhi Cantonment,  
New Delhi-110010

*Himmat Singh*

(Himmat Singh)  
Col (Retd)  
Director Colleges  
for Managing Director

Dated : 25 Oct 2022

**Distr :-**

List A, B, D & E



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