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Highlights...

Awareness Programme on Revised Accreditation Framework was organised jointly by the University Grants Commission (UGC) and National Assessment and Accreditation Council (NAAC) on 21st July 2018 at NAAC Office in Bengaluru.....

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Seminar on Ranking, Accreditation and Quest for Quality: International Scenario and the Indian Perspective (RAQQ)

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From the Editor’s Desk...

RAF - The Road to Modern Era Accreditation Practices

National Assessment and Accreditation Council has largely been successful in realizing the mission with which it was established by the UGC in 1994. It has been a fulfilling experience for the people at NAAC with stalwarts at the helm of affairs in implementing the blueprint and the intended goals in quality assurance. The mandate provided by the law of the land to assess and accredit Higher Education Institutions was a daunting task. It was herculean to cater to a variety of stakeholders in the higher education eco-system that are various and varied. Keeping in sync with the times and the requirements of the domain, NAAC has been on the tenterhooks to fine tune its methodology, grading system, process and procedures. The saving grace was the networking that NAAC had with the stakeholders for continuous feedback and hence could bring in thorough changes as and when required as per the requirements of the sector and the aspirations of the stakeholders. In the last two years, the methodology and instruments of assessment and accreditation have gone through a paradigm shift. Continuing with the tradition, NAAC has gone full scale with thorough changes in the process of assessment, tools of assessment and methodology by adopting ICT platform. Loose ends were taken care of, objectivity has reined in and the Revised Accreditation Framework (RAF) was put in place to bring in transparency, objectivity and accountability in the entire process of A&A.

The Revised Accreditation Framework has introduced the new methodology of assessment besides the tools and the grading pattern necessary for such an exercise. The new methodology involves approximately 70% of the assessment based on the ICT method involving specific measurable metrics. The Quantity Metrics otherwise called QNM are evaluated by the customized software after the verification process involving Data Validation and Verification Partners. The QLM metrics (Quality Metrics) constitute 30% of the assessment framework of the metrics that are based on the evaluation by the Peers after the on-site visit. The Quantity Metrics (QNM) and the Quality Metrics (QLM) are added to the On-line Student Satisfaction Survey (SSS). SSS is given by the students on a set of predetermined questions that elicit feedback on teaching-learning, evaluation and practices adopted by the institution. The holistic evaluation outcome is determined by NAAC based on the Quality metrics, Quantity Metrics and the SSS. The 8-point grading system is supposed to provide a realistic, unbiased and objective grading which will be valid for five years.

The RAF has resulted in drastic change from qualitative peer judgment to data based quantitative indicator evaluation which has definitely resulted in the increased objectivity and transparency. By adopting extensive use of ICT, the RAF has embraced scalability and robustness. Further, it is interesting to note that by simplifying the process in terms of questions and volume of reports generated, the new RAF has resulted in drastic reduction in the number of questions and the size of the report. By shifting the parameters and the tools of assessment, the new benchmarking system has brought comparable assessment outcomes on par with the international QA framework. Continuing with the tradition, the NAAC has brought in three sets of instruments of evaluation for Universities, Autonomous Colleges and Affiliated Colleges.

The Seven Criterion Framework involves Curricular Aspects, Teaching-Learning and Evaluation, Research, Innovation and Extension, Infrastructure, Student Support and Progression, Governance and Leadership and the Institutional Values and Best Practices. The metrics cover a variety of benchmarks right from Curriculum Design and Development, stakeholder feedback on the Syllabus revision, design and approach, teaching-learning, teacher quality, academic flexibility, research funding, community outreach activities, Academic infrastructure, ICT, ILMS, budgetary provisions, student support, training and development, placements, progression, e-governance initiatives, financial systems, Strategic Perspective Plan of the institution, Internal Quality Assurance Systems, to best practices and institutional distinctiveness.

The Peer Team visit, the concluding part of the assessment strategy is that it is an enabling exercise, which would take cognizance of quality parameters which may not find appropriate place in the data based evaluation. The peer team would indulge in an incisive evaluation of the quality parameters based on the quality metrics. The Peer Team Report that would be submitted by the peers would act as a roadmap for quality enhancement of the institution for the next five years.
Thus the new RAF deployed by NAAC is a holistic exercise which would take cognizance of both the quality as well as quantity metrics and would ensure transparency and buoyancy in the whole exercise. I am sure with the stakeholders’ feedback, studies conducted by the NAAC officers and the Peer team feedback, the NAAC would further expand the horizons of the assessment exercise to bring in transparency and accountability. I make an appeal to all the stakeholders to participate in this gigantic exercise, share their feedback and participate in the ambitious initiative of the nation for quality assurance in higher education.

In pursuit of fulfilling the aspirations of reflecting the real quality of the Higher Educational Institutions, Revised Accreditation Framework deployed by NAAC has been mostly successful. On the similar ground, to cater to the needs of specific domains in the Higher Education System, manuals and methods are being devised for specializations like Health Science, Yoga, Law, Open and Distance Learning, Sanskrit and the like. The challenges that NAAC is facing at this juncture are many, but achievable. I am sure with the best team-work put forth by my team and other stakeholders, the NAAC will realise a new era of face-lift in higher education.

NAAC is pretty well aware that quality is non-negotiable, introspective and an outcome of an inner urge for perfection. Higher education is a dynamic system and the Accreditation Framework also has to be dynamic and hence the NAAC has continuously upgraded its instruments to rein in more objectivity and built a brand name not only for itself but for all the assessed institutions that pride on the grading awarded by NAAC. The NAAC only takes a diagnostic approach and gives the report, but it is for an institution to treat the maladies that bog the system perpetually. Any system resting on the laurels of the NAAC grade might become defunct. The only remedy is to take up quality maintenance as a perpetual mission of HEIs.

Prof. S C Sharma

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**Report on the Awareness Programme on Revised Accreditation Framework (RAF)**

The programme was coordinated by Dr. M. S. Shyamasundar, Adviser, NAAC. A video presentation was made to the participants on the occasion to delineate the purpose and the blueprint of RAF.

His Excellency, the Governor of Karnataka, Shri. Vajubhai Vala delivered the inaugural address. The Hon’ble Governor spoke on the need to provide quality higher education to the young citizens. He appreciated the role played by NAAC in quality assurance process. Dr. G. Srinivas, Joint Secretary, UGC gave vote of thanks.

In the technical sessions Dr. Latha Pillai, Adviser, NAAC spoke on the ‘Relevance of Assessment and Accreditation’. Dr. Jagannath Patil, Adviser, NAAC presented the overview of Revised Accreditation Framework (RAF). Dr. K. Rama, Adviser, NAAC spoke on ‘Institutional Preparation – Before, During and After the Process of Assessment and Accreditation’. After the completion of technical session, core committee members participated in the open discussion. Prof. S. C. Sharma, Director, NAAC gave closing remarks and vote of thanks. His excellency, the Governor planted a sapling at NAAC campus to mark the occasion.

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Awareness Programme on Revised Accreditation Framework was organised jointly by the University Grants Commission (UGC) and the National Assessment and Accreditation Council (NAAC) on 21st July, 2018 at NAAC Office, Bengaluru. Around 83 Higher Education Institutions (82 Colleges and 01 University) with 121 participants attended the programme. On-line video projection facility was set up for the program from the Board Room of NAAC on the occasion.

His Excellency, the hon’ble Governor of Karnataka, Shri Vajubhai Vala graced the inaugural program. ‘Lighting the Lamp’ ceremony was followed by the welcome address by Prof. S C Sharma, Director, NAAC. Prof. S C Sharma spoke on the nuances of the new system introduced by NAAC in the form of RAF. Prof. S C Sharma said that RAF would further expand the horizons of assessment and would take accreditation to the next level of maturity and also bring in transparency and accountability in the system. Dr. M. S. Shyamasundar, Adviser, NAAC introduced the programme to the participants. Dr. Vishnukant S Chatpalli, Adviser, NAAC delineated the vision of NAAC on the occasion in all its endeavours.
Prof. S C Sharma takes charge as Director, NAAC

Distinguished educationist, Prof. S C Sharma is appointed as the new Director of National Assessment and Accreditation Council (NAAC). Prof. S C Sharma assumed charge on the afternoon of 28th May, 2018. The appointment of Prof. S C Sharma will be for five years. Prof. S C Sharma took charge from Dr. Latha Pillai, Adviser, NAAC & Director (Acting). The term of previous Director, Prof. D P Singh ended on 31st Dec 2017.

An academic of international repute, Prof. S C Sharma has about 30 years of rich professional experience as educationist, researcher and as an administrator. He is the former Vice Chancellor of Tumkur University, Vice Chairman, Karnataka State Council for Higher Education, Government of Karnataka, Vice Chancellor of Swami Vivekananda Chhattisgarh Technological University, former Director of Centre for Manufacturing Research & Technology Utilization (CMRTU), Centre for Social Service & Skills Promotion (SKIP) and Principal of R V College of Engineering, Bangalore.

He has ten doctoral conferment based on theses viz. Ph.D. (Mech. Engg., Mysore University), Doctor of Science D.Sc. (Material Science, Mangalore University), Doctor of Engg. (Mech. Engg. University of Mysore), Doctor of Science, D.Sc.(Computer Sci. & Engg., Kuvempu University), Doctor of Engineering, D.Engg. (Engg., Avinashilingam University, Tamilnadu), Doctor of Science, D.Sc.(Materials Science, Deakin University, Australia) and D.Litt (Music, Avinashilingam University) and Doctor of Law (LLD) from the prestigious National Law School of India University, Bangalore, D.Eng, (Avinashilingam University). He has an LLB from Bangalore University.

He is conferred with Honoris Causa Doctor of Literature for Education and Social Service(Mangalore University, 2007), Honoris Causa Doctor of Science(Avinashilingam University for Women, 2005), Honoris Causa Doctor of Letters for Education and Social Service(Karnataka University, Dharwad, 2008) and Honoris Causa Doctor of Science(Kuvempu University, 2009). He has been awarded Bharatiya Vidya Bhavan National Award for Best Engineering College Principal, conferred by ISTE, New Delhi, 2008-09. Prof. S C Sharma has been conferred with Honorary Rank of Colonel in the National Cadet Corps by the Directorate General, NCC, New Delhi.

He is a recipient of ‘Rajyothsava Award’, of Karnataka State, UGC Career Award, UGC National Fellowship, KEMPEGOWDA Award of Bangalore City Corporation, Sri Raja Ramanna Award from Karnataka State Council for Science and Technology, and Ganakalashree Award for his contributions to the field of music, besides many other awards and accolades.

He has published more than 300 research papers in international refereed journals and has delivered keynote addresses in international conferences. He has presented 375 research articles and has a number of citations. As a senior Scientist, he has visited many Universities and Research Laboratories of international repute across the globe. He is the UGC nominated member of the Executive Council of Visvesvaraiya Technological University (VTU), Belgaum. He has served as the Visiting Scientist of Indian Institute of Science, Bangalore and is serving as the Honorary Professor of Eminence of Mangalore University. He has also served as the Honorary Adviser to Sir Dorabji Tata Trust. He is a member of the Syndicate of Mangalore University, UGC Nominated Senate Member of Jain Viswesvaraiya University, Ladnun, Rajasthan, member of the Governing Council (VC Nominee, VTU) of Sir M Visvesvaraiya Institute of Technology, Bangalore, etc.

As the Vice Chancellor of Tumkur University, Prof. S.C. Sharma had undertaken the task of rebuilding the University and establishing the state-of-the-art infrastructure by approaching several entrepreneurs for help. Gnana Taranga, a virtual university programme is a unique initiative of its kind in the country, by Prof. Sharma, aimed at enhancing the Gross Enrolment Ratio (GER) by taking the University to the doors of the needy and the poor in rural and remote areas of the district.

The NAAC family welcomes Prof. S C Sharma as the steward of NAAC at a crucial juncture, when NAAC is poised to implement the new RAF.

Promoting Green initiatives at NAAC Campus

On the occasion of marking the Silver Jubilee year of NAAC, an initiative to do away with plastic water bottles on the NAAC campus was launched. All the participants were given Copper Tumblers as the Silver Jubilee Memento, instead of plastic water bottles. An appeal was made by NAAC to discourage the use of plastic water bottles through this initiative. Dr. Justice Jawad Rahim, Judicial Member of National Green Tribunal (NGT), New Delhi who was the Guest of Honour of the programme, whole heartedly complemented the NAAC on this unique initiative.
Seminar on Ranking, Accreditation and Quest for Quality: International Scenario and the Indian Perspective (RAQQ)

NAAC celebrated its 25th Foundation Day on 19th September, 2018 after successful and fruitful endeavours to make Quality a buzz word in the academic circles in the last 24 years. One day seminar on “Rankings, Accreditation and Quest for Quality: International Scenario and the Indian Perspective” was organized to mark the occasion at NAAC Campus, Bengaluru.

NAAC had invited various academicians including Vice Chancellors, Directors, Professors and Principals of various Institutions of the country on the occasion. Prof. Virander S. Chauhan, Chairman, Executive Committee of NAAC made opening remarks and Dr. Justice Jawad Rahim, Judicial Member of National Green Tribunal (NGT), New Delhi was the Guest of Honour on the occasion. Over Sixty experts participated in the programme besides representatives from QS Global Rankings and NAAC.

The programme was coordinated by Dr. Jagannath Patil, Adviser, NAAC, who also briefed the participants on the initiative. Prof. S.C. Sharma, Director, NAAC welcomed the guests and spoke on the occasion. The Guest of Honour, Dr. Justice Jawad Rahim, Judicial Member of NGT congratulated the NAAC on the occasion of the Silver Jubilee. In his address, he touched upon various aspects, viz., law, justice, education, environment issues besides accreditation and ranking which was the theme of the seminar.

In his opening address, Prof. Virander S. Chauhan, Chairman, Executive Committee of NAAC, touched upon various aspects of quality in higher education including the challenges of Revised Accreditation Framework (RAF) of NAAC. Prof. G. D. Yadav, Vice Chancellor, Institute of Chemical Technology, Mumbai gave key note address on “Rankings, Accreditation & Quality Improvements in Higher Education Institutions”. During his presentation he mentioned that Universities were harbinger of creation of new knowledge and touched upon various key aspects of rankings such as perception, brands, funding, international outlook etc. A brief presentation on “NAAC’s Revised Accreditation Framework (RAF): A Paradigm Shift” was given by Dr. Jagannath Patil. He presented an analysis of initial results of RAF and opined that, the new system has reined in objectivity and the rigour necessary for healthy competition among HEIs.

In the technical session-I, entitled, “Case presentations from IQACs of Universities” case studies were presented by Prof. Meenakshi Kilam, Director, Directorate of Internal Quality Assurance, University of Jammu, Jammu & Kashmir, Prof. Mathangi, IQAC Co-ordinator, Chettinad Academy of Research and Education, Tamil Nadu, Dr. Preethi Verma, Professor, SNDT Women’s University Maharashtra and Dr. Bharathi Devi, IQAC Coordinator, S-VYASA, Bengaluru. The session was Chaired by Dr. Shashikala Wanjari, Vice Chancellor of SNDT Women’s University, Maharashtra and coordinated by Dr. B. S. Madhukar, Adviser and Mr. B.S. Ponnuuraj, Deputy Adviser, NAAC.

Session-II was a Round Table of the Vice-Chancellors, which focused on “Issues and Challenges in Ranking & Accreditation” that was chaired by Prof. Suhas Pednekar, Vice Chancellor of University of Mumbai, Maharashtra. Prof. Parimal H Vyas, Vice Chancellor of Maharaja Sayajirao University of Baroda, Gujarat, Dr. Narendra Dhakad, Vice-Chancellor of Devi Ahilya Vishwavidyalaya, Madhya Pradesh and Prof. S. Ramachandram, Vice-Chancellor of Osmania University, Telangana and Prof. Venkata Rao, Vice-Chancellor of NLSIU, Bengaluru were the participants in the session. The proceedings were facilitated by Dr. M.S. Shyamasundar, Adviser and Dr. Wahidul Hasan, Senior Communication cum Publication Officer, NAAC.

In the Panel Discussion, Prof. K. R. S. Sambasiva Rao, Vice-Chancellor of Mizoram University, Mizoram spoke on locational advantages and disadvantages aspect and Prof. J. Mahender Reddy, Vice Chancellor, ICFAI Foundation of Higher Education, Telangana, shared his views on the best practices of the institutions. Prof. Meraj Ud Din Mir, Vice Chancellor of Central University of Kashmir, J&K, addressed the importance of IQAC and role to be played in enhancing quality of the institution. Dr. G. Srinivas, Joint Secretary, UGC, South Eastern Region highlighted the correlation between internal and external QA systems vis-a-vis the role played by NAAC and the UGC. The session was facilitated by Dr. Vishnukanth S. Chatpatli, Adviser and Dr. Ganesh Hegde, Deputy Adviser of NAAC.
The second panel discussion was organised on “Global & National Ranking: How to improve Indian Performance through external and internal Quality Assurance”. During the discussion, Mr. Ashwin Jerome Fernandes, Regional Director of QS Rankings, Middle East, North Africa & India discussed QS Rankings, I-Gauge, challenges and recommendations for Indian institutions on how to improve the rankings. Dr. Jagadish Arora, Director of INFLIBNET Centre, Gujarat, presented his views on issues like Research and Publications as reflected in National Institutional Ranking Framework (NIRF). Dr. Sandeep Sancheti, Vice Chancellor of SRM Institute of Technology and President of AIU stressed on issues involved in the autonomous status of HEIs. The session was facilitated by Dr. Jagannath Patil, Adviser, NAAC. Mr. B.S. Ponmurugan, Deputy Adviser, NAAC, rendered vote of thanks. The Organising Committee with Prof. S. C. Sharma, Director of NAAC as the Chairman also included, Dr. Jagannath Patil, Adviser of NAAC as Convener of Seminar, Dr. Wahidul Hasan, Senior CPO of NAAC as Co-Convenor of Seminar and Mr. B.S. Ponmurugan, Deputy Adviser, Dr. D.K. Kamble, Assistant Adviser, Dr. Vinita Sahu, Assistant Adviser, Dr. Ruchi Tripathi, Assistant Adviser as members.

One Day Meeting of Commissioners/ Directors / Head of State Level Quality Assurance Cells (SLQACs) - A Report

The NAAC has always advocated that every HEI after getting accredited has to establish Internal Quality Assurance Cell (IQAC). The primary aim of the IQAC is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution. In pursuance of the above initiatives, the NAAC organized a one day Meeting of Commissioners/Directors/Head of State Level Quality Assurance Cells (SLQACs)- the 7th in the series, on 17th September 2018 at NAAC Office, Bengaluru. Around 33 participants from 23 states and 2 Union Territories participated in the programme. Dr. Ganesh Hedge, Deputy Adviser, NAAC was the Master of Ceremony on the occasion.

Dr. M. S. Shyamasundar, Adviser, NAAC in his welcome speech outlined the percentage of accredited institutions in the country and the objective of UGC’s Quality Mandate besides delineating the strategy adopted by NAAC for achieving the accreditation of all the non-accredited institutions in the country, viz.,

- Mentor-Mentee roles and responsibilities between A+ accredited colleges and non-accredited colleges to facilitate the process of A & A.
- Accredited Universities to motivate non-accredited affiliated colleges to go in for A & A process.
- Need for identifying senior academicians and NAAC Assessors as mentors/resource persons to visit, guide and create awareness on the importance of NAAC accreditation in non-accredited institutions.
- Role of SLQACs in bringing all the government and private colleges to NAAC accreditations by conducting assessment and accreditation awareness workshops.
- The role of NAAC in providing academic as well as financial support for organising awareness programs by the SLQACs and rejuvenating the helpdesk of NAAC and setting up region wise task force.
- Significance of qualitative and quantitative metrics in the RAF and providing appropriate instructions for HEIs including the revised AQAR.

Prof. S. C. Sharma, Director, NAAC in his opening remarks shared his vision of Antyodaya, reaching the unreached HEIs and importance of assessment and accreditation in rural Higher Education Institutions.

Dr. Wahidul Hasan, Senior Communication cum Publication Officer, NAAC proposed vote of thanks. Region wise interaction between Heads of SLQACs and NAAC Officers was also organised during the occasion.
A Brief Report: National Workshop On Accreditation of Yoga Institutions

NAAC successfully organised a “National Workshop on Yoga Accreditation” on 21st August, 2018 at NAAC Conference Hall, Bengaluru. The main objective of the National workshop was to develop the procedure/manuals for programme accreditation of Yoga programme at national level which can be used to develop programme/institutional accreditation at international level.

Prof. S.C. Sharma, Director, NAAC chaired the inaugural session. Dr. H.R. Nagendra, Hon’ble Chancellor, S-VYASA, Bengaluru delivered special address on Yoga Education & Accreditation. During his address he appreciated the initiative of NAAC for preparing mechanism to offer accreditation to such yoga programmes and institutions of higher education in Yoga in India and also all over the world. Dr. Anil Jauhri, CEO, NABCB - QCI, New Delhi, made a brief presentation on Quality Council of India (QCI) Initiatives for Yoga Accreditation. Prof. S.P. Thyagarajan, former VC, University of Madras, made the presentation on updated Health Science Institutions (focus on AYUSH) for A & A process of NAAC.

Dr. Jagannath Patil, Adviser, NAAC and Convener of the Workshop made the presentation on “Draft Quality Indicator Framework (QIF) for Yoga Accreditation” and highlighted various key aspects of Yoga Accreditation Framework being developed by NAAC in collaboration with Inter-University Centre for Yogic Sciences (IUC-YS).

Dr. Sanjib Kumar Patra, Associate Professor, Anveshana, S-VYASA, Bengaluru provided details of metrics proposed in yoga accreditation manual. During the meeting, academicians of NAAC, S-VYASA (Swami Vivekananda Yoga Anusandhana Samsthana) & other external institutions interacted and shared various issues and clarifications regarding assessment & accreditation process of Yoga programmes. In the meeting, a draft of the Quality Indicator Framework (QIF) for Accreditation of Yoga institutions along with a Chart of QIF-Criteria and Key Indicators with specific weightages was prepared by the NAAC staff in consultation with the experts from S-VYASA. Dr. Vinita Sahu, Assistant Adviser, NAAC rendered vote of thanks.

Following members attended the workshop:

External Experts/Academicians:
- Prof. S. P. Thyagarajan, former Vice-Chancellor, University of Madras, Tamil Nadu
- Dr. Nageswara Rao Gollapalli, Vice Chancellor, Andhra University, Andhra Pradesh
- Prof. Adya Prasad Pandey, Vice Chancellor, Manipur University, Manipur
- Dr. Richa Chopra, Director, Academic Quality Development Cell & Chief Counsellor, Vivechana - The Counselling Space, Sri Sri University, Odisha
- Dr. Anil Jauhri, Chief Executive Officer, National Accreditation Board for Certification Bodies (NABCB), Quality Council of India (QCI), New Delhi
- Prof. Abhijit Joshi, Professor & Head, Department of Ayurveda & Yoga, Registrar, Tilak Maharashtra Vidyapeeth, Maharashtra
- Dr. Arvind Mahato, Assistant Director, IQAC, Tripura University, Tripura

Representatives from S-VYASA, Bengaluru:
- Dr. H.R. Nagendra, Hon’ble Chancellor, S-VYASA, Bengaluru
- Dr. Ramachandra G. Bhat, Vice Chancellor, S-VYASA, Bengaluru
- Dr. Manjunath N.K, Director, International Affairs, Professor & Head, Anveshana Research Laboratories, S-VYASA,
- Dr. Sanjib Kumar Patra, Associate Professor, Anveshana, S-VYASA, Bengaluru
- Dr. Srinidhi K Parthasarathi, Registrar, S-VYASA, Bengaluru
- Dr. Bharathi Devi. V. R, Assistant Professor, IQAC Co-ordinator, S-VYASA, Bengaluru

Representatives from NAAC, Bengaluru:
- Prof. S. C. Sharma, Director, NAAC
- Dr. B.S. Madhukar, Adviser, NAAC
- Dr. Jagannath Patil, Adviser, NAAC, (Convener of the Workshop)
- Prof. Ananth Subba Rao, Academic Consultant, NAAC
- Mrs. Savitha D.J, Senior Research Fellow, NAAC
- Mr. Umesh Kumar R, Junior Research Fellow, NAAC
National Consultative Meet on the Draft Manuals for Assessment and Accreditation of ODL Institutions

The First National Consultative Meeting for ODL draft Manual preparation for Assessment and Accreditation of Open and Distance Learning (ODL) Institutions, was held on 4th May 2018 at IIC, Delhi, in which 47 members participated. The Chairperson of NTF in consultation with the UGC had constituted the National Task Force (NTF) Woking Group for drafting manual for Self-Study Report on the Assessment of Open and Distance Learning (ODL) Institutions.

Prof. Nageshwar Rao, Vice-Chancellor, IGNOU, the Chairperson of NTF in consultation had constituted Criterion-wise Regional Sub-Groups and Seven Regional Workshops to be conducted across the country.

Seven Regional Workshops were conducted across the country as below:

- **Criterion-1**, at NSOU, Kolkata on 10th June 2018 - Criterion I is related to Curricular Aspects, Curriculum Planning, Design and Development, Academic Flexibility, Curriculum Enrichment.
- **Criterion-2**, at BRAOU, Hyderabad on 23rd June 2018 - Criterion II is related to Teaching Learning and Evaluation, Learner Enrolment, Teaching-Learning Process, Teachers and other Academics-Profile and Quality, Evaluation Process and Reforms. Prof. S. C. Sharma, Director, NAAC inaugurated the Regional Workshop. Prof. V. S. Prasad, former Director, NAAC was the keynote speaker.
- **Criterion-3**, at YCMOU, Nashik on 23rd June 2018 and 24th June 2018 - Criterion III is related to Research, Innovations and Extension including Research Policy and Facilities, Innovation Ecosystem, Research Publications and Awards. Prof. Ram G Takwale, former Chairman, EC-NAAC was the keynote speaker.
- **Criterion-4**, at BAOU, Ahmedabad on 26th June 2018 - Criterion IV is related to Promotion of Research and Facilities, Resource Mobilization for Research Publications and Awards, Extension Activities etc.
- **Criterion-5**, at KKHOU, Guwahati on 20th June 2018 - Criterion V is related to Learner Support and Progression. The focus of the Criterion V are the efforts of an institution to provide necessary assistance to learners, to enable them to acquire meaningful experiences for learning at the campus and to facilitate their holistic development and progression.
- **Criterion-6**, at TNOU, Chennai on 19th June 2018 - Criterion VI is related to Faculty Development / Empowerment Strategies which includes Financial support for faculty development, Organizing programmes for professional development, Mechanism of promotion for teachers and other academics.
- **Criterion-7**, at OSOU, Bhubaneswar on 12th June 2018 - Criterion VII is related to Institutional Values and Social Responsibilities which includes the sub-indicators as Gender Equity, Universally accepted Human values, Student/Parent friendly measures taken for the ease of registration etc.

Vice-Chancellors, ODL experts especially from COL, UGC, MHRD, were present in the seven regional workshops and national consultations. The Second National Consultative Meeting was held on 3rd October 2018 at IGNOU, New Delhi. The National Consultation was organized with all the Statutory/ National bodies namely, UGC, NCTE, AICTE, MIC, NCI, NUEPA, NCERT and AIU. The 3rd National Consultative meeting was held on 31st October 2018 at NAAC, Bengaluru for the preparation of ODL draft Manual with participation of 46 members. National Task Force (NTF) meeting was held at IGNOU, New Delhi on 27th November 2018 with NTF members. The Draft Manual for Institutional Accreditation of Assessment and Accreditation of Open Universities has been finalized by the National Task Force (NTF) Working Group and is hosted on the NAAC website for feedback from stakeholders.

“We are what our thoughts have made us; so take care about what you think. Words are secondary. Thoughts live; they travel far.”

“Learn everything that is good from others but bring it in, and in your own way absorb it; do not become others.”

- Swami Vivekananda
Research and Analysis Wing at NAAC

NAAC is happy to announce the initiation of its own Research and Analysis Wing to exclusively focus on the emerging areas of quality assessment and accreditation process. The wing is supposed to conduct field study, collect feedback from the stakeholders, learn from other counterparts and finally rein in continuous learning. The first ever interaction of the Research Wing of NAAC was organized through the special address session on “Managing Quality in Higher Education” by Dr. Bhiramaya Metri, Director, IIM, Trichy on 9th August, 2018, at 11.00 am at the NAAC conference hall. Prof. A.N. Rai, former Director, NAAC was the guest of honour. Prof. S C Sharma, Director, NAAC, presided over the function.

Dr. Metri, in his talk, highlighted both the external as well as internal stakeholders’ perception on Quality parameters. He opined that there is a need for passionate yearning for quality by internal stakeholders to cater to the expectations of the stakeholders outside the system. He was further of the view that applied research is of paramount importance and that the field experience should guide the future endeavours. Prof. A.N. Rai, former Director, NAAC, speaking on the occasion, threw light on the role of internal and external parameters for quality management. He was of the view that there is positive academic ambience in the private sector and vouched for functional support systems for quality assurance.

Prof. S C Sharma, Director, NAAC emphasized more on the need for developing quality in higher education and also in research process. He also stressed on the importance of internal and external factors in promoting quality. While expressing his opinion regarding accreditation of higher educational institutions, he opined that there can be variations between urban and rural institutions due to factors like, infrastructure, technological resources, teaching competencies and publications. He stressed on the need for motivating the government and rural institutions by providing the necessary training. Signing of MoU will help both the organizations to broaden their outlook and share their resources in the areas like, research, publications and organization of conferences, he opined. Prof. Sharma also endorsed that building a brand name for an educational Institution is not an easy task. Collective work, consistent approach and goal directed activities are essential, he opined. Dr. Jagannath Patil, Adviser, NAAC welcomed the distinguished guests and Dr. Wahidul Hasan, Senior C.P.O., NAAC, proposed the vote of thanks.

MOU with IIM, Trichy

Research and Analysis Wing of NAAC had initiated collaboration with IIM, Tiruchirappalli. Accordingly, there was an MoU signing ceremony on 30th August, 2018, at 3.00pm at the NAAC conference hall. Dr. Bhiramaya Metri, Director, IIM-Trichy signed the MoU along with Dr. S. C. Sharma, Director, NAAC signing the MoU on behalf of the NAAC. This event is being looked at as an important milestone in the history of NAAC. Dr. Metri, in his speech highlighted the significance of research collaborations and said that, “it will be a new era for quality management in higher education. India has a brand name in quality management system. Hence, much scope is there for visual transformation and big data analytics”.

Dr. S C Sharma emphasized on the need for using more scientific and mathematical models in research so as to meet the challenges of Quality and research in higher education.

Dr. Wahidul Hasan, Senior Communication cum Publication Officer, and convener of the Research and Analysis Wing welcomed the guests and NAAC officials. Dr. Madhukar, Adviser, NAAC, introduced the guests to the august body. Dr. Jagannath Patil, Adviser, NAAC, gave brief presentation with respect to the significance of the MoU. Dr. S. Srikantha Swamy, Academic Consultant, Research and Analysis Wing, of NAAC, proposed the vote of thanks.
Assessors’ Orientation Programme (Western Region) was held on 7 – 8 March 2018 at NAAC campus, Bengaluru. The programme was chaired by Dr. Latha Pillai, the then acting Director, NAAC. The program was coordinated by Dr. Jagannath Patil, Adviser, NAAC and Dr. Devender Kavdlay, Deputy Adviser, NAAC was the co-convenor. Dr. D.K. Kamble & Dr. Vinita Sahu, Assistant Adviser, NAAC were part of the organizing committee.

Prof. V. Vijaya Kumar, former Vice Chancellor, Tamil Nadu Dr. Ambedkar Law University, Chennai, Professor of Law, NLSIU, Bengaluru was the Key Resource Person for the Programme. The delegates from the Western Region which includes Maharashtra, Madhya Pradesh, Gujarat, Goa, Daman and Diu participated in the programme. Around 49 Assessors i.e. 8 Vice Chancellors, 19 Professors and 22 Principals attended the Assessors’ Orientation Programme. During the Session-II on Day-1, an overview of the RAF was given by Dr. Jagannath Patil, Adviser, NAAC & Dr. Devender Kavdlay, Deputy Adviser, NAAC. In Session-III, Dr. M.S. Shyamasundar, Adviser, NAAC made a presentation entitled “On-site Visit and Logistics”. Dr. Vinishkant S. Chatpalli, Adviser, NAAC and Dr. Prathiba Singh, Deputy Adviser, NAAC made presentations on “ICT Integration – RAF”. A session on “Report Writing and Accreditation Outcome” was conducted by Dr. Ganesh Hegde, Deputy Adviser and Mr. B.S. Ponnudiraj, Deputy Adviser, NAAC during Session-V. In Session-VI, an “Introduction to Group Activity” was provided by Dr. Jagannath Patil, Adviser, NAAC. The two events also made space for a host of group activities and Mock Exit Meeting sessions. An Open Forum was also provided for questions and clarifications.

AOP held on 19th and 20th March, 2018:

Two days of Assessors Orientation Program (AOP) on RAF framework was held at North East Hill University, Shillong, Meghalaya during 19th – 20th March, 2018, mainly for the assessors from North Eastern Region comprising 8 states. The participants included 6 Vice-Chancellors, 31 Professors and 22 Principals (including local participants from Shillong) belonging to North Eastern Region. The program was organized at North East Hill University (NEHU) and was well received by the participants from North East Region. The AOP sessions focussed on the nuances involved in the Revised Accreditation Framework (RAF) of NAAC. The session succinctly focussed on the role of women assessors in the process and touched upon the importance of Assessors in the process and touched upon effects of Revised Accreditation Framework (RAF). Dr. Ganesh Hegde, Deputy Adviser, NAAC introduced the guidelines and gave brief programme agenda of the AOP. In her inauguratal address Prof. K. Sudha Rao, former Vice-Chancellor, KSOU, Mysore and eminent education expert was the resource person. The AOP was also graced by Dr. Pratibha Jolly, Principal Miranda House University College for Women.

Dr. Pratibha Singh, Deputy Adviser, NAAC welcomed the guests and the participants to the Assessors’ Orientation Programme (AOP). In her welcome address, she emphasised on the importance of Assessors in the process and touched upon effects of Revised Accreditation Framework (RAF). Dr. Ganesh Hegde, Deputy Adviser, NAAC introduced the guidelines and gave brief programme agenda of the AOP. In her inaugural address Prof. K. Sudha Rao, former Vice-Chancellor, KSOU, Mysore spoke on the role of an assessor in the Assessment and Accreditation of HEIs. Dr. Pratibha Jolly, Principal, Miranda House University College for Women in her presidential remarks highlighted the significance of AOP on the assessors and expressed her deep concern over the quality of HEIs in India.

Session II began with the lecture of Dr. Priya Narayanan, Assistant Adviser, NAAC on Revised Accreditation Framework (RAF) - An Overview. In her lecture, she briefed the entire process flow of RAF and the difference between RAF and previous methodology of Assessment and self study report on submission by HEIs. Session III began with Dr. Pratibha Singh, Deputy Adviser, NAAC. She spoke on the topic “DVV, SSS and ICT framework of RAF”. Dr. Ganesh Hegde, Deputy Adviser of NAAC in Session IV presented his views regarding “On-Site Visit and Logistics” and the changes introduced in Logistics and Peer-team Visit of RAF. In Session V, Dr. Mohit Tiwari, Assistant Adviser NAAC, spoke on process flow for the Peer Team visit in which he outlined on the roles and responsibilities of Peer Team members.

The sessions were followed by group activity in which 50 participants were divided into seven groups to deliberate on a model SSR. The group I prepared the Peer Team Report of Criteria one, and group two of Criteria 2 and the like. The same was presented in Session VII to consolidate the same. The Open Forum chaired by Dr. K. Sudha Rao, where various doubts and apprehensions raised by the participants were answered.

The Assessors’ Orientation Programme for Women was coordinated by Dr. Pratibha Singh, Deputy Adviser, Dr. Ganesh Hegde, Deputy Adviser, Dr. Priya Narayanan, Assistant Adviser and Dr. Mohit Tiwari, Assistant Adviser, NAAC.

AOP held on 25th and 26th October 2018:

The Assessors’ Orientation Programme (AOP) held on 25th – 26th October, 2018 at Bengaluru was attended by representatives from 17 states from across the country. The two day programme oriented the participants intensively to the problems involved in RAF.
 Programme by NAAC

Dr. Devender Kawday, Programme Co-ordinator, Deputy Adviser, NAAC welcomed the guests and the participants to the Assessors’ Orientation Programme (AOP). In his welcome address, he briefed on the program schedule and new Revised Accreditation Framework (RAF) system. Dr. M. S. Shyamasundar, Adviser, NAAC, in his opening remarks presented an overview of RAF and the significance of AOP and expressed his deep concern over the quality of HEIs in India. Dr. M. S. Shyamasundar stated that NAAC has revised the Assessment and Accreditation mechanism to make it more technology based, digital, scalable, transparent and objective.

Dr. Virander Singh Chauhan, Chairman, EC, NAAC in his special address expressed his views and concern over the changing demands of education in association with technology and ICT feature. He elucidated the need for self regulation and accountability in HEIs. He spoke about the RAF in the light of global competencies and international accreditation mechanisms. He described the real challenges of Indian HE in terms of large size and diversity of HEIs. He also explained the need for accreditation and academic freedom, impact of NAAC, lessons of experience of NAAC and basic changes introduced in RAF.

In Session-I, Prof. R. S. Deshpande, (former Director, ISEC, Bengaluru) spoke on the role of assessor for assessment and accreditation of HEIs and explained the workflow, challenges, and execution of peer team visit. In Session II, Dr. Jagannath Patil, (Adviser, NAAC) addressed the gathering regarding various steps and modalities of RAF incorporating Assessment Outcome and stressed the significance of changes to be brought in the RAF. The second part of Session II was continued by Dr. Devender Kawday, Deputy Adviser, NAAC. He specifically mentioned the huge number of Accreditations completed by NAAC during the above period which was the highest among the world class accreditation agencies. He talked about “Quality Indicator Framework (QIF): QIM & QNM”, procedure of A & A, pre-qualifier & grade- qualifier, changes in the seven criteria, key indicators, SSR, Student Satisfaction Survey, fee structure, bench marks, penalty clause etc. In Session-III, Dr. M. S. Shyamasundar, Adviser, NAAC, dealt with On-site Visit and Logistics. Basically he focussed on the points that the Peer Team should be a Cheer Team instead of a Fear Team. In this technical session, the process flow of logistics for PTV was explained by Mr. Lakshman V, Senior Liaison officer, NAAC. In Session – IV, Dr. Ganesh Hegde, Deputy Adviser, NAAC, spoke on “Demonstration of Assessors Module”. In Session-V, Report Writing, Accreditation Outcome & Demonstration of Assessment Module” (Online submission of PTR & PRSS) was handled jointly by Dr. Mr. B. S. Ponnudiraj, Deputy Adviser, NAAC and Dr. Sujata P Shanbhag, Deputy Adviser, NAAC. Dr. Mr. B. S. Ponnudiraj spoke on Report Writing and Accreditation Outcome. Each group was asked to prepare the report and score card for the SSR and presented during the second half. The score given by all the teams for colleges was nearly equal and the standard deviation was 0.13. Each group made the role play of (simulation) Pre-visit Meeting, Interactions with Principal/ Management, Faculty/Students etc. A total number of 49 participants from seventeen (17) states participated in the programme. The Mock Exit Meeting and presentation of the Report by Chairpersons of each group was followed by Rapporteurs remarks of each group.

The overall programme was conducted by Dr. Vinita Sahu & Dr. Shyam Singh Inda.

AOP held on 18th and 19th December, 2018

The Assessors’ Orientation Programme (AOP) held on 18th and 19th December, 2018 was a part of the objective to orient the assessors from different parts of country and almost peers from 13 states participated and were oriented in tune with new Revised accreditation Framework (RAF).

Dr. Ganesh Hegde, Programme Co-ordinator, Deputy Adviser, NAAC welcomed the distinguished guests and the participants to the Assessors’ Orientation Programme (AOP). In his welcome address, he briefed the assessors on the program schedule and new Revised Accreditation Framework (RAF).

Prof. S.C Sharma, Director, NAAC, in his opening remarks presented an overview of RAF and the significance of AOP. In his welcome address, he recalled the poor responses from HEIs in the emergent stage of NAAC and the significant changes that he witnessed in the transition period in the outlook of HEIs towards A & A process, recognizing it as an integral part of education management. Prof. S.C Sharma added that NAAC has revised the Assessment and Accreditation mechanism to make it more technology based, digital, scalable, transparent and objective. The Revised Accreditation Framework (RAF) was launched in July 2017. It represents an explicit paradigm shift by the use of ICT enabled technology. The current Assessors Orientation Programme (AOP) is also aimed at equipping the Assessors with salient features of the Revised Assessment and Accreditation Framework (RAF) and also to provide an insight in to the functioning of NAAC, he opined.

In the Session-1 by Prof. T. K. S. Lakshmi, (former Professor & Dean, Faculty of Education, Banasthali Vidyapeeth, Rajasthan) spoke on the Role of an Assessor for Assessment and Accreditation of HEIs. In Session-II, Dr. Devender Kawday, Deputy Adviser, NAAC addressed the gathering regarding various steps and modalities of RAF incorporating Assessment Outcome and stressed on the significance of changes to be brought in the RAF. In Session-III, Dr. M. S. Shyamasundar, Adviser, NAAC, dealt with On-site Visit and Logistics. In Session – IV, Dr. Sujata P Shanbhag, Deputy Adviser, NAAC spoke about peer team assessment management and gave information about assessor’s dashboard, profile, non availability calendars etc. In Session-V Dr. Priya N, Assistant Adviser, NAAC spoke on Data Validation and Verification (DVV).

Each group was requested to prepare the report and score card for the SSR and the same was presented during the second day after noon. The criterion wise scores were discussed amongst the members. In the open forum, doubts were clarified regarding new RAF methodology and procedure. An appeal was made to the assessors to be ambassadors of the NAAC in the promotion of quality in Higher Education.

The programme was co-ordinated by Dr. Vinita Sahu, Assistant Adviser, and Dr. Shyam Singh Inda, Assistant Adviser, NAAC.
Training of Trainees Workshop at Jammu

Under Jammu & Kashmir Special Cell, created by NAAC, a Training of Trainers (TOT) programme in collaboration with Dept. of Higher Education, Govt. Of Jammu and Kashmir was organised on 10th-11th December 2018 at Government Gandhi Memorial College at Jammu. The programme was intended to discuss and prepare an action plan to handhold the non-accredited institutions in order to motivate them to come forward for NAAC accreditation. Three officers from NAAC i.e. Prof. Vishnukant S. Chatpalli, Mr. B.S. Ponumdiraj and Dr. Wahidul Hasan attended the programme and guided the deliberations.

Advisor to the Governor, Mr. Khurshid Ahmed Gania, inaugurated the TOT workshop and speaking on the occasion, he asked the Principals of colleges to work hard to secure accreditation and motivate other colleges to initiate the process of accreditation. The Advisor hoped that with NAAC’s support the state will be able to achieve the target of improving overall education infrastructure. He added that various measures have already been initiated, besides providing financial assistance to colleges to achieve the goal. Director of Colleges, Prof. Zahoor Ahamd Chatt informed that various initiatives have already been taken by the Higher Education Department to motivate more colleges to initiate the process of NAAC accreditation. Prof. Vishnukant Chatpalli, Advisor, NAAC gave a presentation on “Self Study Report and Data Verification and Validation (SSR & DVV) where he provided useful tips for filling up IQA and SSR. He also highlighted the finer details that must be borne in mind while preparing these reports. Speaking on the occasion, Deputy Advisor NAAC Dr. B. S. Ponumdiraj and Senior Communication cum Publication Officer NAAC, Dr. Wahidul Hasan said that NAAC has created a special cell with a focus to assist and motivate institutions of state to get NAAC accreditation.

Two day meet at Lucknow - State-wise Analysis of Accreditation reports of UP

The Research and Analysis Wing of NAAC, has conducted a two day discussion meet from 12th to 14th November, 2018 at Dr. Ram Manohar Lohia National Law University, Lucknow.

This was the second meeting with respect to the preparation of state-wise analysis of Accreditation reports of Uttar Pradesh. The main focus of the meeting was to impress upon the stakeholders of UP on the need for undertaking the process of accreditation and to develop the strategy for ensuring that the process of accreditation be carried forward in a time bound manner. Apart from this, the emphasis was also on the collection of all relevant information, statistical details and quality features for the preparation of UP analysis report. Two officers from NAAC namely, Dr. Wahidul Hasan, Senior CPO and convener, Research and Analysis Wing and Dr. S. Srikantha Swamy, Academic Consultant, Research and Analysis Wing initiated the discussion.

Dr. Anita Bhatnagar Jain, IAS, Additional Chief Secretary, Government of Uttar Pradesh was a special invitee. Smt. Madhu Joshi, Special Secretary, Higher Education Department, Government of Uttar Pradesh and Dr. R.K. Chaturvedi, Additional Secretary, U.P. State Higher Education Council also participated in the meeting. Dr. Nilima Gupta, Vice-Chancellor, CSJM University was the guest of honor.

Dr. Anitha Bhatnagar, stressed on the importance of listening to all the stakeholders on their perception and analysis of quality of higher education in UP. This will help in developing the strategy for ensuring that the process of accreditation be carried forward in a time bound programme. She also briefed on the 21 points of action plan for Higher Education in Uttar Pradesh. Dr. Nilima Gupta emphasized on the need for identifying the causes for many higher educational institutions in UP for not coming forward for accreditation.
process. Followed by this, there was an open house discussion in which, Vice-Chancellors, Professors, Registrars, and Principals from various institutions participated. Many questions were raised to clarify doubts regarding the Revised Accreditation Framework. Suggestions were also given by the participants to motivate higher educational institutions, especially the government Institutions to go for accreditation. At this juncture, Dr. Anitha Bhatnagar assured of taking initiative from the Government side and sought support from NAAC. She suggested a few short term as well as long term strategies to achieve the set objectives. She assured of full support in preparing the State-wise analysis report of UP.

Professor S.P. Pani, (Retd. Director, DDCE Uttkal University – NAAC expert for preparing the report) made presentation on the objectives of the report emphasizing on the quantitative and qualitative analysis. Prof. Jani Harshkumar Jayantilal, former Professor, MBA programme, Sardar Patel University, emphasized the need for creating movement for accreditation & re-accreditation. He highlighted that, less than 10% of the institutions are accredited in Uttar Pradesh. Dr. S. Ahmad Ali, Professor & Head, Department of Mathematics & Computer Science, Dean, School of Basic Sciences, Babu Banarasi Das University and Dr Chathurvedi, explained the contents of the chapters of State-wise analysis report. NAAC officials expressed their gratitude to Dr Anitha Jain Bhatnagar, Dr. Nilima Guptha and officials from various universities and colleges and the experts involved in the preparation of the State-wise analysis of accredited reports.

**Manual for Health Sciences on the Anvil**

The National Assessment and Accreditation Council (NAAC) has brought in new spirit into the process of assessment and accreditation. This has been attempted in continuance of the NAAC's concern for ensuring that its processes are in tune with local, regional and global changes in higher education scenario. The revised process is being adopted from July 2017. The main focus of the revision process has been to enhance the redeeming features of the accreditation process and make them more robust, objective, transparent and scalable as well as make it ICT enabled. It also has reduced duration of accreditation process.

There has been enormous demand from Health Science Universities to Assess and Accredit them keeping in mind discipline specific requirement. As a result, NAAC has developed a comprehensive manual for Health Sciences University (keeping in background the earlier manual of Health Sciences and also conventional University manual in the revised accreditation framework). This document is an outcome of the feedback received by NAAC over a long period through various expert Group Meetings, which comprised eminent academicians representing the University and College sectors.

Efforts are being made to develop manual for Affiliated /Constituent Health Science colleges (capturing discipline specific requirements) and the same will be rolled out soon. It is hoped that the Manuals will help the HEIs to prepare for the revised process of Assessment and Accreditation. In an effort to enhance the accountability of the accrediting agency as well as the institutions applying for accreditation, it is advised to look into the latest developments on the website of NAAC.

The sectoral working groups and core working groups consisting health sciences experts helped NAAC in the development of the manual for health sciences institutions. The contribution of the health sciences experts and NAAC officials/ staff in developing the Manual is gratefully acknowledged. Dr. Latha Pillai, Adviser, NAAC, Dr. B. S. Madhukar, Adviser, NAAC and Prof. H. K. Anantha Subba Rao, Academic Consultant, NAAC are coordinating the preparation of Health Science manual. The Pilot Study of the Manual of Health Sciences for Universities was completed on 08th Jan 2019 along with the analysis report. Similarly the Pilot Study of the Manual of Health Sciences for Colleges will be completed by 16th Jan 2019 and later on analysis will be taken up. Later on it will be sent for ICT integration after the approval of Core Committee meeting scheduled during 22nd - 24th January 2019.

**One day workshop (Spurthi) on Empowering Employability through Entrepreneurship at S-VYASA University**

One day workshop (Spurthi) on Empowering Employability through Entrepreneurship was organized by NAAC at S-VYASA University, Jigini, Bengaluru in 29th August 2018, under the social responsibility activity of NAAC. The participant students were mainly from AYUSH colleges of Bengaluru city and also other students from Mysore, Chitradurga, Tumkur and 25 PG students from S-VYASA University. Totally 160 students attended the program.

Dr. B. S. Madhukar, Adviser NAAC, delivered the key note and stressed on the need and importance of the programme, organized under the social responsibility of NAAC in organizing such programmes. Further Dr. B. S. Madhukar opined that entrepreneurship and innovation are critical for boosting economy of India and ease unemployment problem among the youth. He vouched for entrepreneurship among students and motivated them to think out of the box and be game changers.

While addressing the participants, many speakers stressed on the entrepreneurship as one of the career options for the youth. The entrepreneurship programme is aligned with Government of India flagship programme like digitize India, Make in India etc., Today students are indeed talented and smart because of their exposure to mass media, and are capable of self learning, he opined.
Data Verification and Validation

The Revised Accreditation Framework was introduced by NAAC with decisive intention to achieve objectivity and transparency in the Assessment and Accreditation process of the Higher Education Institutions (HEI). In order to achieve the same, the methodology of assessment was revised with higher share of quantitative parameters. Since the quantitative inputs provided by the institutions play a major role in determining the grade of the institution, it was felt that the data as input should be verified and validated before it is let to determine the grade. The process of Data Verification and Validation (DVV) is carried out by empanelled agencies and are termed as DVV partners. The institutions submit the SSR along with data templates and supporting documents for each quantitative metrics. They are verified and validated by DVV partners. If any deviation found in the same, it is raised as query to the HEI, by providing 15 days time of response based on which the data is re-assessed. The NAAC coordinators review the reports submitted by the DVV partners and place their observation to the DVV Coordination Committee consisting of internal and external academic experts. Upon the approval of the committee, the Self Study Report of the HEIS are updated with the validated values provided by the DVV. The DVV is envisaged as the Heart of RAF due to its vital role in cleansing the data as input and providing various needful feedback on metrics for necessary consideration. The process has been completely transparent to HEI and efficient. About 900 institutions have been cleared with DVV process hitherto. It is worthwhile to mention that 562 institutions in the second window were cleared within a record time of two months. Dr. Latha Pillai, Adviser, NAAC, is the process owner of the DVV. The process coordinator is Dr. Priya Narayanan, Assistant Adviser, NAAC. The DVV internal team consist of Dr. Prathiba Singh, Deputy Adviser, NAAC and coordinator for INFLIBNET, Dr. Vinita Sahu, Assistant Adviser, Dr. Ruchi Tripathi, Assistant Adviser and Dr. Dinikhan Kamble, Assistant Adviser.

Logistics for NAAC Peer Team Visits

Providing Logistical Services to Peer Team Visits is one of the biggest and the most important work undertaken by NAAC in the last one year. Probably, no other Government body gives such back-end support to Peer Team work as NAAC does. The National Board of Accreditation (NBA), New Delhi to some extent provides Logistical Services, but it is limited to Engineering faculty only.

The NAAC had invited India Tourism Development Corporation (ITDC), Indian Railway Catering and Tourism Corporation (IRCTC) and Balmer Lawrie, the only three Government of India owned Travel companies to offer their Logistical Services to Peer Team works undertaken by NAAC. Only Balmer Lawrie came forward to offer its services.

Earlier the Higher Educational Institutions used to arrange logistics service to the peer team members. To infuse more transparency in the process, from August 2017 the NAAC has taken up the services of third party for providing logistics services. From March 2018 onwards, Government of India PSU i.e. Balmer Lawrie is providing Logistics services (Air Ticketing and Hotel Accommodation) to peer team visits.

A work flow chart of Logistics is provided for the benefit of Peer Team Members.

Accreditation – Transition Autonomous Colleges (from 2014-15)

The NAAC has thoroughly analysed the results of institutions which are in the transition phase of autonomy and the following has been resolved:

- For colleges which have become Autonomous from 2014-15, the NAAC may extend their existing Accreditation Status till they become eligible for applying as an Autonomous College, i.e., 5 years or 2 batches of students.
- For all transition Autonomous Colleges, whose results have been declared under the RAF, an option is provided to extend validity period of their previous accreditation status (till they fulfill the eligibility requirement) or avail of the new Grade.
Inauguration of NAAC office at New Delhi

The National Assessment and Accreditation Council (NAAC), Delhi office was inaugurated by Prof D P Singh, Chairman, UGC on 14th May, 2018 at Anuradha Bhavan, Deen Dayal Upadhya Marg, New Delhi. Prof Vinander Chauhan, Chairman, Executive Committee, NAAC, Dr Latha Pillai, the then acting Director, NAAC & Prof Rajnish Jain, Secretary UGC and a host of other senior officials of NAAC and UGC were present on the occasion. As approved by the Executive Committee of NAAC, the Delhi campus of NAAC will focus on coordinating Assessment and Accreditation process, carry out awareness programmes in the Northern Region for Universities & Colleges, Development of Promotional Materials in Hindi, Maintaining database of assessors, liaison with Government, Statutory and Regulatory bodies for enhancing the brand image of the organization and thereby serve as a nodal unit for day-to-day activities, promotion of Rajya Bhasha and Translation work, besides other routine activities.

Independence Day Celebrations at NAAC

The NAAC celebrated 72nd Independence Day of India on 15th August 2018 with pomp and gaiety at the NAAC campus. Prof. S C Sharma, Director, NAAC unfurled the National Flag at the NAAC campus in the presence of NAAC officers and staff members. Prof. S C Sharma impressed upon the staff and officers of NAAC to imbibe good quality practices in all aspects of functioning at NAAC. Prof. S C Sharma reiterated that NAAC has many challenges in its mission of accomplishing the mandate of A&A process but also expressed hope that with the efforts of the NAAC staff as a team, it would be become achievable. He called upon the staff of NAAC to put forward their best team work, so that the NAAC will realise a new era of face-lift in quality assurance in higher education.

Special Outstanding Prize for NAAC Garden

In a step towards fostering eco-sensitive awareness, the NAAC has over the years nurtured and nourished a well maintained garden environs at its campus in Bengaluru. The NAAC has identified around 300 various species of exotic and regional varieties available in its garden and documented the same in three languages and now it is available on NAAC Website. (http://naac.gov.in/index.php/about-us#campus)

The NAAC Garden has been consistently winning prizes and accolades from the Government run Mysore Horticulture Society, Lalbagh in its Horticultural Show every year. In continuation of this tradition, the NAAC garden has received ‘Special Prize for the Best Maintained Ornamental Gardens’ at the recently held garden competition organized by Dept. of Horticulture, Govt. of Karnataka in collaboration with Mysore Horticultural Society. A famous historian, film director and lyricist Shri Nanjaraje Urs handed over the special prize to Mr. M. Arun, Administrative Officer and Mr. K. Ravikumar, SPA & In-charge of Garden on behalf of the Director, NAAC on 13th August 2018 at Dr. MH Marigowda Memorial Hall, Lalbagh, Bangalore.

Policy to withdraw Accreditation applications by Higher Education Institutions (HEIs)

The Executive Committee (EC) in its meeting held on 17th August 2018, has resolved that HEIs which have submitted their Self Study Reports (SSRs) for any reason does not complete the A&A process

• Shall be allowed to apply for A&A only after a period of one year from the date of submission of SSR.
• Shall host the information that it has withdrawn / not completed the process on the HEI website and the information will be hosted on NAAC website too.
• The fees submitted by HEI for Assessment and Accreditation process so far will be forfeited.
1. RamaKrishna Mission Vivekananda Centenary College, Kolkata – 700117, West Bengal
2. Mugberia Gangadhar Mahavidyalaya, Purba Medinipur- 721424, West Bengal
3. Gobardanga Hindu College North 24 Parganas District – 743273, West Bengal
4. Nimla College, Ranchi-834002, Jharkhand
5. Tentulia Sasen Debasthan College Ganjam-761120, Odisha,
6. Patna Women’s College, Patna – 800001, Bihar
7. Kameshwar Singh Darbhanga Sanskrit University Darbhanga- 846004, Bihar
8. H. D. Jain College, Bhujpur- 802301, Bihar
10. Jhanji Hemnath Sarma College Jhanji – 785683, Assam
11. Chaudhuri College, Gohpur- 784168, Assam
12. Kakojan College, Jorhat- 785107, Assam
13. Birjhora Mahara Mahavidyalaya, Bongaigaon- 783380, Assam
14. Dibrugarh College, Dibrugargh- 786003, Assam
15. Nowgong College, Naogaon– 782001, Assam
16. Dibrugarh Harumabax Surajmull Kanoi College, Dibrugargh, Assam
17. Don Bosco College, Selam-Karam– 795105, Manipur
18. Sakas Mission College, Dimapur – 797112, Nagaland
19. Mizoram University, Aizawl, Mizoram 796004
20. Tripura University, Suryamaninagar- 790922, Tripura
22. Gyanodaya Mahavidyalaya, Sagar – 470125, Madhya Pradesh
23. Tatyasahab Kore Institute of Engineering and Technology Kolhapur- 416113, Maharashtra
24. Kavikulaguru Kalidas Sanskrit University, Nagpur – 441106, Maharashtra
26. Renuka College, Nagpur- 440037, Maharashtra
27. Bhikhabai Jivabhavi Vanijya Mahavidyalaya Vallabh Vidyanagar – 388120, Gujarat
29. M.P. Arts & M.H. Commerce College for Women, Ahmedabad – 380022
30. Vidyak Vikas Mandals’s Shree Damodar College of Commerce & Economics, Margao- 403601, Goa
31. C. M. K. National Girls College, Sirsa – 125055, Haryana
32. Sat Jinda Kalyana College, Kalaunur – 124113, Haryana
33. Goswami Ganesh Dutta Sanatan Dharm College , Palwel, Haryana
34. Banarsidas Chandiwala Institute of Hotel Management and Catering Technology, Kalkaji – 110019, New Delhi
35. Kalindi College, Delhi – 110008, New Delhi
36. Vivekananda Institute of Professional Studies Pitampura – 110034, New Delhi
37. Guru Nanak Dev University, Amritsar - 144005, Punjab
38. Banarsi Das Arya Girls College Jalandhar Canton – 144005, Punjab
40. Guru Gobind Singh College for Women, Chandigarh- 160019
41. Sanyi Girls College, Jaipur – 302039, Rajasthan
42. Veer Shaha Kearedi Chand Rajkia ShaktiKrott Mahavidyalaya Dehradun – 248125, Uttarakhand
43. Pt. L.M.S. Government Post Graduate College (Autonomous) Dehradun-249201, Uttarakhand
44. Sri Shakti Degree College, Jigar Nagar-209206, Uttar Pradesh
45. Vasant Kanya Mahavidyalaya Varanasi – 221010, Uttar Pradesh
46. Bishop Heber College (Autonomous) Tiruchirappalli-620020, Tamil Nadu
47. Jamal Mohamed College, Tiruchirappalli – 620020, Tamil Nadu
48. Sri Ramakrishna College of Arts and Science for Women Coimbatore – 641044, Tamil Nadu
49. Government Thirumalag Mills College, Gudiyatham-632604, Tamil Nadu
50. Thigaruagar School of Management, Madurai – 625005, Tamil Nadu
51. Vidhya Sagar Women’s College, Chengalpattu – 603111, Tamil Nadu
52. Vidya Jyothi Institute of Technology, Hyderabad- 500075, Telangana
53. Kallam Hananahedrayi Institute of Technology Guntur- 522019, Andhra Pradesh
54. Raghu Engineering College, Visakhapatnam – 531126, Andhra Pradesh
55. Dr. Ambedkar Institute of Technology, Bengaluru – 560056, Karnataka
56. M. P. E. Society’s S. D. M. Arts, Science and Commerce College Honavar – 581334, Karnataka
57. Veereshalva College, Bellary – 583104, Karnataka
58. St. Agnes College (Autonomous), Mangalore – 575002, Karnataka
59. Government First Grade College for Women Holenarsipura -573211, Karnataka
60. Hyderabad Karnataka Education Society’s M. S. Irai Degree College of Arts, Science and Commerce Kalaburgi-585102, Karnataka
61. M L A First Grade College for Women Bangalore – 560003 Karnataka
62. St. Thomas College, Palai – 686574, Kerala
63. St. Berchmans College, Changanassery – 686101, Kerala
64. Bharata Mata College, Kochi-682021, Kerala
65. M E S Mampad College (Autonomous) Malappuram – 676542, Kerala
66. Mariani College, Jorhat- 785634, Assam
67. Maharshtra Gandhi Arts, S.V. Parvat Pashanaddhinbhai Panjwani Commerce College, Gadchiroli District- 441208, Maharashtra
68. Davjijairo Kadam Arts, Science and Commerce College Kolhapur- 416115, Maharashtra
69. Maharaja Surajmal Institute, New Delhi- 110058
70. J.I. College of Arts And Science (Autonomous) Pudukottai- 622422, Tamil Nadu
71. SKE Society’s Govindram Seksaria Science College Belgaum- 590006, Karnataka
72. K.L.E. Society’s Jagadguru Tondalaya College Gadag- 582101, Karnataka
73. B.V. Bhoommardar College of Arts, Science and Commerce Bidar- 585403, Karnataka
74. Sindhi College, Bangalore- 560 024, Karnataka
75. Fatima Mata National Autonomous College Kollam Dist- 691001, Kerala
76. Muhammed Abdurahiman Memorial Orphanage College Kozhikode-673602, Kerala
77. Sree Sankara College, Kadalya-683574, Kerala
78. Arulmuigal Palaniandavar Arts College for Women Palani- 624615, Tamil Nadu
79. Sri Sarada College for Women, Tirunelveli- 627001, Tamil Nadu
80. Pioneer College of Arts and Science, Coimbatore- 641047, Tamil Nadu
81. Presidency College (Autonomous), Chennai- 600005, Tamil Nadu
82. Sri Krishna Arts and Science College Coimbatore – 641 008, Tamil Nadu
83. Immanuel College, Dindupur- 797112, Nagaland
84. Anandamur Dhekal Phokun College, Dist. Nagano- 782002, Assam
85. University of Jammu, Jammu Tawi- 180006, Jammu & Kashmir
86. Lingaya’s Lalita Devi Institute of Management & Sciences New Delhi- 110047
87. Guru Nanak College, Distt- Sri Muktsar Sahib-151211, Punjab
88. Dasmesh Girls College, Distt Hoshiarpur-144211, Punjab
89. Sant Gadge Baba Amravati University, Amravati- 444602, Maharashtra
90. KET’S V.G. Vaze College of Arts, Science and Commerce Mumbai- 400081, Maharashtra
91. Vivekanand College (Autonomous), Kolhapur- 416003, Maharashtra
92. R.S. Mundle Dharampeth Arts and Commerce College Nagpur- 440010, Maharashtra
93. Maharvir Mahavidyalaya, Kolhapur- 416003, Maharashtra
94. Vidyabharti College, Dist Wadner- 442104, Maharashtra
95. M. S. Kakade College, Pune- 412306, Maharashtra
96. Dr. Ambedkar College, Nagpur- 440010, Maharashtra
98. Godavar Shikshan Prasarak Mandals B Raghunath Arts, Commerce and Science College , Parbhani – 431401, Maharashtra
99. Government Science College, Gandhinagar- 382016, Gujarat
100. Shri Vaidhnath Institute of Management, Indore- 452005, Madhya Pradesh Madhya Pradesh
NAAC has organized a one day Book Exhibition on 9th January, 2019 featuring books related to Higher education with a focus on quality assurance and quality management. More than 12 leading Book Publishers/Suppliers participated in the book exhibition and displayed latest books in the areas of higher education, quality in higher education research and allied areas of relevance to NAAC. Prof. S. C. Sharma, Director NAAC, requested the academic and administrative staff members to participate in the book exhibition and recommend relevant books for the NAAC library. Principals, faculty and Librarians from various higher education institutions also participated in the event and suggested relevant books to be purchased for their library.

Farewell Programme to Dr. B. S. Madhukar, Adviser, NAAC

Having taken the option of VRS, Dr. B. S. Madhukar, Adviser, NAAC bid adieu to NAAC on the afternoon of 30th September, 2018. Dr. Madhukar has been at the helm of affairs of NAAC’s assessment and accreditation drive for more than two decades now and has played a pivotal role in quality enhancement process of NAAC. While recalling the contributions made by Dr. Madhukar, Prof S C Sharma, Director, NAAC felicitated Dr Madhukar and bid him a touching farewell. Senior Officers and employees of NAAC spoke on the occasion and fondly recalled the interactions and the ease of working with him. The NAAC family heartily wishes Dr. Madhukar a very happy and healthy retired life.

Status of IIQA from 1 June 2018 to Jan. 2019

![Graphs showing the status of IIQA applications from June 2018 to January 2019 for Universities and Colleges.]

NAAC has received 763 IIQA applications as on 17-01-2019, out of which 39 are Universities and the rest 724 are colleges.

Modification of Time Line for Submission of Self Study Report (SSR)

Time line for online submission of Self Study Report for Higher Education Institutions (HEIs) shall be 45 days from the date of acceptance of Institutional Information for Quality Assessment (IIQA). This is applicable to all the Higher Education Institutions (HEIs) whose Institutional Information for Quality Assessment (IIQA) is accepted.

“It is the supreme art of the teacher to awaken joy in creative expressions and knowledge.”  

- Albert Einstein

“Teachers must..... regard every imperfection in the pupils not as a defect....but as a deficit in his or her own instruction, and endeavour to develop... the ability to discover a new method of teaching.”  

- Leo Tolstoy

NAAC for Quality and Excellence in Higher Education
Glimpses of NAAC in the Fourth Estate

The NAAC continues to be featured prominently in the fourth estate in all its hues. Whilst the media coverage vividly portrays the rapid strides made in the assessment and accreditation area in the last twenty five years, it also sets the tone for NAAC’s future initiatives. A few of the many media clippings are reproduced here for the readers.
Glimpses of Peer Team visits

Annasaheb Magar Mahavidyalaya, Pune, Maharashtra. 27-28 July 2018. Prof. Bhabesh Chandra Goswami (Chairperson), Prof. H. Rajashekar (Member Co-ordinator) & Dr. Hemali A. Desai (Member).

Malnad College of Engineering, Hassan, Karnataka. 09-10 April 2018. Prof. Dr. Arabinda Kumar Das (Chairperson), Dr. Vilas Kharat (Member Co-ordinator) & Prof. S.V. Ramaswamy (Member).

Sanketika Vidya Parishad Engineering College, Visakhapatnam, Andhra Pradesh. 14-15 May 2018. Prof. D S Chauhan (Chairperson), Dr. Ramesh Agadi (Member Co-ordinator) & Dr. Sachin N. Deshmukh (Member).

Nalia Narasimha Reddy Education Society's Group of Institutions, Hyderabad, Telangana. 03-04 September 2018. Prof. Saikat Maitra (Chairperson), Dr. Meena Chintamaneni (Member Co-ordinator) & Prof. Nasib Singh Gill (Member).

Gautam Buddha University, Greater Noida, Uttar Pradesh. 04-06 October 2018. Prof. R.C. Kuhad (Chairperson), Prof. A.V. Prasada Rao (Member Co-ordinator), Prof. (Dr.) Yoginder Verma (Member), Prof. T. Thyagarajan (Member), Prof. Roman CORREA (Member), Prof. Aiswarya Biswas (Member) & Dr. Sujata P. Shankhag.

GDC Memorial College, Bhiwani, Haryana. 21-22 September 2018. Dr. R. S. Deshpande (Chairperson), Prof. Nisar Ali (Member Co-ordinator) & Prof. Rajendra Kankaria (Member).

Sri Kumara Gurupara Swamigal Arts College, Srivakuntam, Tamil Nadu. 27-28 September 2018. Prof. W. Rajendra (Chairperson), Prof. Yogendra Nath Tiwari (Member Co-ordinator) & Dr. Radhika Shrikant Nayak (Member).

Katwa College, Katwa, West Bengal. 11-12 October 2018. Prof. Bhabesh Chandra Goswami (Chairperson), Prof. Dr. N. Panchanathan (Member Co-ordinator) & Dr. (Fr.) Alwyn Mendoza CMF (Member).