

Accreditation Outcome – Emerging Issues for Policy Planning and Systematic Action

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Accreditation Outcome – Emerging Issues for Policy Planning and Systemic Action

1. Introduction:

National Assessment and Accreditation Council has a mandate to assess and accredit higher education institutions in the country. It further facilitates enhancement of quality in teaching and research, stimulates academic environment for attaining of academic objectives. Further in the process of assessment, institutions are encouraged to introspect into their functioning and evaluate themselves and promote accountability in higher education. Thus it takes on a gamut of challenges in the quality assurance in higher education. Appropriate policy measures need to be made at the institutional level, State government level, UGC and Central government level to improve the quality of higher education.

Assessment and accreditation is an instrument to achieve total quality rather than goal in itself. In fact, it is the beginning of the process of achieving ‘excellence in higher education’. Assessment process involves identification of strengths and weaknesses. As an outcome of accreditation process, institutions are helped to enhance the potential strength factors, rectify deficiencies through appropriate interventions e.g. capacity building exercises in all the quality parameters by liaising with the public and private sector through policy measures and other developmental initiatives. As a result of the diagnosis of the current quality status and the contributing factors, institutions can do the necessary interventions by

- Systematic efforts using all existing opportunities and resources.
- Capacity building and professional development.
- Participative management and networking
- Evolving appropriate policy measures at the micro and macro level.

2. General observations:

Autonomy:

Wherever autonomy prevails for academic and administrative freedom, institutions score high in all the parameters. It facilitates the tapping of talents and resources of many. Decentralization and participative approaches are other factors contributing to the quality performance.

Teaching, Learning and Evaluation:

Teaching, learning and evaluation had a fairly good score for many institutions, but need more innovations. In recent times staff appointment/ recruitment are problematic issues. Quality input is often not possible through adhoc appointments, which are invariably substandard in nature. Poor quality inputs will result in poor quality outputs. This has many repercussions.

Infrastructural facilities:

Institutions have done fairly well for the infrastructural facilities, but sometimes the utilization was not efficient. The low efficiency of the system is reflected in the low rate of utilization of facilities.

Curricula Aspects:

This has fared quite well, but needed extensive reforms. Those who had clear idea about the institution objectives and plans for development and had better exposure to the knowledge of opportunities, performed better in developing more up-to-date, relevant and job oriented programmes.

Research, Consultancy and Extension:

These need a lot more focus and efforts to reach the optimum level. Considerable efforts should be made by the institutions and the faculty to mobilize resources and perform better these functions. This can result only by a capacity building exercise in having adequate skills in research and managing research and its funding. Consultancy as a concept has to be institutionalized with financial return to the faculty and the institutions concerned. Extension is a strong point for few, but weak for many. These need considerable intervention.

Governance and Management:

The management should provide the necessary support system for the academics to function. At different tiers of the management grid, academia has to overcome barriers. Political interference and the union activities sometimes become roadblocks for accelerating quality initiatives.

3. General Recommendations:

- Changing the management system of excessive government control over the institutions of higher education.

- Expand the powers of decision-making of the institutions to enable the development of their initiatives and ability to meet the needs of economic and social development.
- Participative management, decentralization, capacity building of all the team members is essential for institutions to be successful and sustainable.
- MHRD, UGC and State Governments need to formulate appropriate policy decisions regarding nurturing higher education institutions to facilitate quality performance.

4. Policy Measures:

A. General:

There are some policy measures which the ministry of Human Resource Development should initiate especially when the general socio-economic changes and technological advancements creating borderless nations especially in higher education and trade are in progress.

i. Policies for sustainable growth:

- a) Central/UGC/State governments must draw up enabling policies signifying the importance of financial support to meet capacity needs, to meet emerging and growing costs especially in term of infrastructure and outstanding faculty to achieve the noble mission of institutions. Otherwise innovative curriculum and infrastructure facilities will have no scope for sustainability.
- b) Funding agencies must also adopt a nondiscriminatory project funding policy placing on par all approved courses, whether aided or unaided for the purpose of funding projects.
- c) UGC/State/Central government must draw up policies to enable educational institutions qualifying them for soft interest loans from the public sector banks.
- d) Free enhancement / differential fee structure
- e) Public contribution with tax benefits which will facilitate the mobilization of funds for the institution.

ii. Policies for establishing linkages;

We envisage that institutions establish academic linkages with national/international organizations for enhancing the quality of curricular offering, teaching-learning and research activities. There is a need for a policy to address all the issues related to linkages and provide guidelines for all type of linkages and collaborations to ensure continuity of operations maintaining quality in all joint activities of research, publications, product development etc. The linkages should result in mutual benefits. The credibility of the collaborators should be ascertained through appropriate mechanism.

We need a well-publicized policy to encourage collaborations between private sector and universities/colleges to expand and enhance the educational opportunities.

iii. Networking of institutions:

There is an increasing need for networking of institutions. Some institutions have excelled in terms of some technology initiative or product development or quality management. The outcomes of such efforts should have a multiplier effect if joint coordinated efforts through a policy level initiative is taken up under various disciplines.

iv. Policy measures for privatization:

Privatization will inevitably lead to commercialization of higher education which might lead to quality issues, personnel management issues and may be other academic and administrative issues. This also requires policy planning at the national level.

v. Policies have also to be laid out for performance funding, credit transfer, fee for student exchange programmes.

vi. Policies related to internationalization of education

We need to have clear policies in relation to internationalization of education especially when the GATT is coming into force in educational service. We need to have policies for commercialization of education through foreign providers and enable capability of our institutions to enter the competitive world.

vii. The need to have policies regarding the role of different accrediting agencies and their relation ship.

- viii. Each institution is governed by ACT/STATUTE/ORDINANCE. They have to be amended according to the present context of globalization, internationalization and the needs of the country. They have to be used rationally and effectively for the benefit of the students' learning and institution's functioning.

5. Specific policies related to quality issues:

Curricular Aspects:

NAAC insists on relevant curriculum in a fast changing world. 83% in formal education is in traditional disciplines like Arts, science, Humanities and Social Sciences, Law and Commerce. Emerging areas of innovative and interdisciplinary areas have to be evolved.

Restructuring:

It is necessary to undertake an extensive and intensive academic exercise for restructuring of the courses in conformity with the emerging trends in higher education. with a view to promote interdisciplinary approach, it is desirable to introduce the school system, theme teaching, context oriented applied research and restructuring the curriculum at the cutting edge of technology.

- Incentives to universities successful in establishing linkages (UGC)
- New inter-university centers for research in Humanities and Social Science (UGC)
- Promotion of science education in universities
- Grant of autonomy to select number of colleges based on their performance record to facilitate innovations and flexibility in the curriculum (UGC & Govt.)
- Education need not necessarily be in terms of vertical growth, other options for horizontal mobility such as the establishment of community colleges where emphasis is on skill development (UGC & Govt.)

Teaching, Learning and Evaluation:

- Appointment of required staff to improve the teaching and research in all departments (Govt. & University)
- Recruitment of faculty from other states (Govt.)
- Staff development facilities to ensure training for teaching and non-teaching staff

- Expand the distance education mode and combine conventional and distance mode to have more flexibility in availability of instruction and edge to innovation in higher education.
- Along with degrees, add on vocational programmes to allow students to acquire advanced diploma or one more year of intensive professional content of get two degrees simultaneously.
- Introduction of choice based credit system facilitating the cafeteria approach, enabling students to take up courses across disciplines, according to the need.
- Emphasis on development of integrated Honours Courses with in built vocational component.
- Provision of continuous assessment and semester system for all programmes.
- Modular approach in curriculum design will strengthen the pursuit of excellence in the institution.
- A Curriculum Development Cell and Board of College and University Development may be constituted in each University.
- Commission to prepare model curriculum and give the necessary training (UGC)
- Advanced Study Centers in all the Universities an for more subjects (UGC)
- Create an use information communication network linking all the colleges and universities.
- Restructuring of Board of Studies.
- Creation and effective use of multimedia and to supplement classroom and laboratory teaching.
- Set up information and library network for improving efficient.
- Teacher appraisal should be an integral part of the staff recruitment policy.
- Student feedback should be an essential mechanism.
- Enhancing teacher motivation, upgradation of their skills and exposure to the latest trends in education should be facilitated through policy.

Research, Consultancy and Extension:

- Policy of setting up research facilities in universities/colleges.
- Encourage industry to set up research activities in the university.
- Create the ambience for research and institutionalize consultancy services.
- Since only 1% of the lowest income group has access to higher education, there is less access for rural and tribal youth for higher education, extension

services and continuing education should be an essential service of the University.

- Education need not necessarily be only in terms of vertical growth, other options for horizontal mobility such as the establishment of community colleges where emphasis is on skill development may be thought of.

6. Accreditation outcome and Quality related issues

i) Common Issues Emerging out of the four State-wise Workshop and Plan of Action (Karnataka, Kerala, Tamil Nadu and Haryana)

Issues

1. Promoting Research Culture

Recommendations

- ✓ Orient the faculty regarding Research Proposals, Research Funding and Research Management.
- ✓ Establish industry linkages and networking with different institutions.
- ✓ Ensure adequate funding for research. Every faculty should be involved in some research projects.
- ✓ Enhance research input (funds and facilities) and output in terms of (projects and publications)
- ✓ Establish Adult and Continuing education and Extension programme.
- ✓ Encourage and Ensure Faculty Consultancy for Research and other projects.

2. Adequate teaching staff

- ✓ Adopt a policy for appointing adequate quality staff for each institution. Government need to give necessary approval for the same.
- ✓ The State budget needs to be enhanced for higher education.
- ✓ Government and private colleges need to be encouraged to mobilize additional resources for enhancing teaching, learning and extension functions.

3. Strengthening library holding and services

- ✓ Library resources and Computer facilities need to be enhanced.
- ✓ Inflibnet/ Delnet services need to be provided and orientation need to be given to faculty and students.
- ✓ Enhance the use of library resources.

4. Formalizing the feedback mechanism

- ✓ Feedback from the clients, community, employees have to be formalized and collected

regularly by the institution. Follow up action needs to be taken up.

5. Enhancing the computer facilities and services

- ✓ Institution should be provided with adequate Computer and Internet facilities for enhancing teaching and research activities.

6. Increasing program options, curriculum updating and choice based curriculum

- ✓ Reframe the curriculum to make it more relevant and up-to-date and flexible.
- ✓ Diversification of curriculum and enhancing the curriculum option with expert consultation before organizing the formal Board of studies and Academic Council meetings.
- ✓ Introducing Choice based credit system, Remedial courses, Vocational courses, Value based courses are essential reforms for all initiatives.

7. Making Teaching, Learning more participatory And ICT enabled

- ✓ Facilitate more innovative methodologies of teaching and learning other than lecture mode alone.
- ✓ Facilitate ICT enabled teaching learning.
- ✓ Undertake reforms in evaluation.

8. Infrastructure facility and Learning Resources

- ✓ Enhance the infrastructure facility and learning resources.
- ✓ Develop a master plan for infrastructure development.

9. Career guidance and counselling

- ✓ Provide adequate support services to students in terms of guidance and counselling.

10. Organization and Management

- ✓ Participative and transparent management system appraisals.
- ✓ Ensure accountability.

11. IQAC

- ✓ Make sure every institution has a Quality Assurance Cell to ensure continuous improvement in the entire operation of the institution by timely, efficient and progressive performance of academic programme.

ii) State Specific Issues of Quality in Higher Education

1. Autonomous Colleges

- ✓ The States of Kerala, Karnataka and Haryana need to expedite the process of conferring autonomous status of affiliated colleges.
- ✓ Amend the Acts/ Statutes of Universities to accommodate the provisions/framework of autonomous colleges.

2. Permanent Affiliation

- ✓ The State of Kerala and Karnataka need to develop realistic guidelines for giving permanent affiliation to colleges so that colleges are not deprived of any developmental assistance from UGC and other funding agencies.

3. Financial Support

- ✓ Budget allocation for higher education should be enhanced in all States.
- ✓ For Karnataka, it is suggested that grant in aid may be changed to unit based system based on the number of students admitted.

4. Adequate Teaching faculty

- ✓ Adequate teaching staff has to be appointed who are qualified with excellence in teaching, research and extension functions.

5. Quality Assurance Cell

- ✓ Quality Assurance Cell has to be functional in all States.
- ✓ Internal Quality Assurance Cell has to be established in all institutions to monitor the quality of higher education in each institutions.

6. Local Management Committee

- ✓ Each government college in kerala should have a 'Local Management Committee' to smooth administration and to monitor the quality of higher education.

7. Assessment and Accreditation

- ✓ More number of colleges need to be accredited from Kerala and Tamil Nadu.

iii) The State Support for Quality Assurance in Higher Education.

The State quality assurance cell has an important role in ensuring effectiveness, efficiency and accountability in Universities and Colleges in the State. It can promote quality awareness, recognize quality achievements of educational institutions and provide a forum for sharing successful strategies. The cell can provide a framework for designing, implementing, assessing and managing the quality of educational institutions in the state.

Since Quality enhancement is a continuous process, sustained efforts are required by institutions and the state as a whole to promote excellence in education. Four State wise workshops have been conducted based on the state wise analysis of the accreditation reports. In all the workshops, the priority issues where the governmental support is needed are highlighted. The most crucial aspects which came up in all the workshops are given below: -

- 1. *Financial support for appointing the required staff:*** - The adequacy of competent staff for effective Teaching, Research and Extension activities is paramount in Quality sustenance and Quality enhancement. Approval for appointing staff against the vacant posts and granting posts for the new programmes in government and private colleges is very important in ensuring the effective academic performance. It is important to establish such terms and conditions of employment as will be most conducive for effective teaching, research, scholarship and extension activities. The State may decide on the policy and formula for the norms of teaching and non-teaching staff depending on the programmes and enrollment. It will be desirable to document all the data to identify the staff positions in each institution and deploy the manpower as per the needs.

The remuneration for the temporary staff may be enhanced to be able to get qualified and competent staff. The state Government should increase the allocation of funds for education to the tune of 6% of the GDP. Apart from the salary grants both in government and non-government colleges, more allocation should be made for infra-structural facilities and student support services.

Private colleges should be encouraged to enhance fees to generate resources to recruit better, qualified staff.

The State government may strongly consider the need for core faculty for teaching and research and accordingly exercise the ban on all recruitments of staff. Blanket policy of banning the posts will be deterrent to the quality of education.

- 2. *Promotion of Autonomous colleges:*** - Three of the four States had no provisions in their Acts/Statutes for promotion of Autonomous colleges. For the futuristic needs and the growth of higher education in the States, the Government should formulate a policy to create autonomous colleges in the State. Awareness programmes and visits to the successfully run autonomous colleges also should be encouraged. Since Assessment and Accreditation of the institution is a pre requisite for conferring autonomous status, the same should be expedited.

3. **Quality enhancement in Government Colleges:** - To create a sense of belonging and for continuous growth of Government Colleges, the government should frame a sound and rationalized transfer policy. A minimum of 3 years stay should be ensured for the teachers in a college to plan and implement some of the programmes.

Principals of government colleges could be authorized to issue NOC for attending seminars, workshops etc.

4. **Inter and Intra Universities Communication linkages, Internet connectivity, Promotion of ICT enabled teaching resources and administration:-** Universities should be authorized by the government to act as the nodal agencies to engage some software company to connect all the colleges for all IT functions in academics and administration. Adequate funding should be provided since the UGC allocation alone is not sufficient for the purpose.
5. Fee structure: Rationalisation of fee structure may be adopted for the different colleges and Universities according to the costs and the capacity of the students. In some Universities and Colleges fees are not raised for decades. The government should facilitate the process of rationalization of fees. Broad band of fees should be allowed for various colleges as per the facilities provided by them.

Industry sponsored seats should be permitted in job oriented vocational and self-financing courses.

6. **Decentralisation of Powers:** - Principals should be given more freedom in exercising their financial powers for day-to-day administration and in emergency situations.

Academic powers must rest with the academic authorities of the University bodies. Decisions regarding study leave, starting of self-financing courses, Add on vocational courses etc should be dealt by the respective institutions. The institution's initiative should be tapped for better efficiency, motivation and innovation which will enhance the productivity of educational services.

7. **Coordination of functions:-** The Directorate should establish functional liason between CDC, University and UGC for effective functioning.

7. Priority Issues for Quality Enhancement in Higher Education

Karnataka State

A. Policy Decisions

Issues	Recommended Action
<i>1. Adequacy of Teaching Staff</i>	<ul style="list-style-type: none">- Release restriction on appointment of staff by the government.- Decide on the policy and formula for the norms of teaching and non-teaching staff depending on the programme and enrollment.- Documentation and data management to identify the staff position in each institutions and deploy manpower as per the needs.- Rational deployment and appropriate salary structure and incentives.- Directorate should establish functional liaison between CDC University and UGC.- Government may facilitate technology linkages for sharing teacher resources.
<i>2. Autonomous Colleges</i>	<ul style="list-style-type: none">- Expedite the process of conferring autonomous status on colleges.- Amend Acts and Statutes of Universities to accommodate the provisions/ framework of autonomous Colleges.- Grant in Aid policies need to be decided and the information need to be disseminated to Colleges and Universities.- Government may promote a liberal policy for autonomy without interfering with the academic and administrative freedom of the

institution.

3. Permanent Affiliation

- Guidelines for giving permanent affiliation to colleges to be revisited
- Enforce a time period for getting permanent affiliation.

4. Quality Assurance Cell

- MOU has to be revived to facilitate quality initiatives in Universities and Colleges.

5. Financial Support

- Budget allocation for higher education should be enhanced.
- Grant in Aid may be changed to 'unit based system' based on the number of students admitted.

6. Inter University Board

- Develop policies related to admission, inter institutional mobility, academic credit transfer etc.
- Coordinate effectively the programme of the University funded by the UGC and the State Government.
- Monitor the functions of the existing institutions and their plans for future growth and development.

B. Systemic Action for enhancing the Quality of Higher Education

Issues

Recommended Action

1. Curricular Aspects

- Diversification of curriculum
- Enhance the Curriculum options with expert consultation.
- Introduce need based innovative multi-disciplinary modular courses.
- Introduce Choice based credit system.
- Establish linkages
- Have remedial courses, bridge courses and vocational courses.
- Value education should be a part of curriculum.

2. Teaching, Learning and Evaluation

- Facilitate ICT enabled teaching learning.
- Encourage documentation of the feedback from the students.
- Do follow up actions for staff development.
- Improve the audio-visual technology facilities.
- Establish chairs of excellence.
- Reforms in teaching and evaluation.
- Ensure recruitment of qualified staff.
- Establish a correct data management cell/MIS for assessing staff positions and other information for effective administration.

3. Research, Consultancy and Extension

- Orient the faculty regarding Research proposals, Research funding, Research Management
- Establish industry linkages
- Networking with institution

- Improve the research output in terms of project and publication research.
- Encourage faculty consultancy for research and extension.
- Establish Adult and Continuing Education and Extension programmes.
- Ensure adequate funding for research.
- Every faculty should be involved in some research projects.
- Research committee to scrutinise proposals and monitor research.

4. Infrastructure facility and Learning Resources

- Enhance the infrastructure facility and learning resources by mobilizing resources.
- Develop a master plan for Infrastructure Development.
- Plan adequate budgetary provision for maintenance.
- Computers and library resources need to be enhanced.

5. Student Support and Progression

- Provide adequate support services to students in terms of guidance and counseling.
- More hostel facilities.
- Document the student's achievement and employment status.

6. Organization and Management

- Perspective plan for development.
- Academic, Administrative and Financial decentralization.

- Participative management.
- System appraisals
- Give adequate input for facilitating the quality of education in colleges and promote curriculum as per the needs of the society and the market.
- Effective committee system that are functional.
- Decentralization and delegation of powers.
- Grievance redressal cells for both students And staff.
- Ensure transparency and accountability.

7. IQAC

- Make sure every institution has a Quality Assurance Cell to ensure continuous improvement in the entire operation of the institutions by timely, efficient and progressive performance of academic programme.
- The relevance and quality of academic and research programme.
- Equitable access to and affordability of academic programmes for various sections of the population.

8. Priority Issues and Plan of Action for Quality Enhancement in Higher Education

Kerala

A. Policy level Decisions (Government/University)

Issues

Recommended Action

1. Adequacy of Teaching Staff

- Decide the policy and formula for the teacher and non-teaching staff depending on the programme and enrollment
- Provide adequate funds for the posts

2. Autonomous Colleges

- Develop the policy framework at the State level for implementation of the UGC guidelines.

3. Transfer policy

- Revisit the existing transfer policy in light of the needs of development of Institutions.

4. Budget Allocation

- Increased allocation of funds from Government.

5. 2f & 12B Status

- Universities need to formulate/revisit the policies and monitor the status.

6. Mobilization of funds

- Develop a policy which encourage institutions for raising money and investing for getting more returns.

7. Norms for Infrastructure and Learning Resources

- Develop the norms to be followed by all Institutions.

8. State Quality Assurance Cell

- Establish Quality Assurance Cell at the State level in collaboration with NAAC.

B. Recommendation for Systemic Action

Issues

Recommended Action

1. Curriculum Framework

- Develop curriculum framework which is need based considering the regional, national and international needs with adequate flexibility and choice.
- Set up expert Consultative Committee for Formulating/ restructuring curriculum for various disciplines.
- Get feedback from the students, employees and the faculty.
- Facilitate the effective functioning of BOS and Academic Council.
- Conduct Academic audit from time to time
- Ensure modularity of the Curriculum and Choice based credit system.

2. Teaching, Learning and Evaluation

- Enhance the teaching, learning and evaluation methodology.
- Mobilize funds for ensuring enough staff positions.
- Establish linkages with industry.
- Facilitate ICT enabled teaching
- Have adequate library resources and services
- Use innovative and modern methods of teaching
- Collaborate with agencies (INTEL, AVRC, EMRC, School Net) for training the faculty in educational and IT technology.
- Get feedback from students

- Undergo training based on the assessment by self, peers and the students.

3. Research, Consultancy and Extension

- Promote research culture among faculty and students.
- Share information regarding the sources of funds for research.
- Conduct workshop to share the know how of writing research proposals.
- Change the perception of the management and the faculty regarding research contribution by the institution.
- Participation by the faculty in the research activities as a necessary function to create and disseminate knowledge.
- Mobilize funds from National and International Bodies for research. Utilize UGC funds.
- Publish research activities in refereed journals of National and International importance.
- Establish consultancy and recruitment cell in all institutions.
- Compile a directory of consultancy services available in the organization and publish the information.
- Establish linkages with GO's and NGO and International agencies for projects where faculty could contribute towards consultancy services.
- Establish Adult and Continuing Education Centers for Extension work and training and

retraining of graduates for career advancement.

4. Infrastructure and Learning Resources

- Enhance the infrastructure and learning resources to have effective learning and Teaching **Resources**
- Mobilize resources.
- Maximum utilization of the funding from Central and State Government.
- Use of Inflibnet/ Delnet for giving maximum library access to students.

5. Student Support and Progression

- Improve the support services and ensure the optimum student progression.
- Establish guidance and Counselling centers for personal counseling and career counselling.
- Organize a network of retired professionals and voluntary organization.
- Organize the alumni association and make it functional.

6. Organization and Management

- Ensure effective governance
- Plan academic and administrative reforms
- Decentralize and make the organizational structure functional.
- Coordinate the administrative and academic functions effectively.
- Develop perspective plan.

7. IQAC

- Set up internal Quality Assurance Cell in each Institutions for effective monitoring of Quality.

9. Priority Issues for Quality in Higher Education Tamil Nadu

A. Policy Recommendation

Issues	Recommended Action
<i>1. Adequacy of Teaching Staff</i>	<ul style="list-style-type: none">- Decide the policy and formula for the teacher and non-teaching staff depending on the programme and enrollment- Provide adequate funds for the posts
<i>2. Mobilization of funds</i>	<ul style="list-style-type: none">- Institutions especially Government Colleges may be given permission to mobilize funds.
<i>3. Academic decentralization</i>	<ul style="list-style-type: none">- The various Acts/ Rules/ Regulations governing education are mostly not appropriate for decentralization. Therefore reframe/ add necessary provision.
<i>4. Budget Allocation</i>	<ul style="list-style-type: none">- Enhance the budget allocation.
<i>5. Transfer Policy</i>	<ul style="list-style-type: none">- Revisit the existing transfer policy in light of the needs of development of institution.
<i>6. Autonomy of Colleges</i>	<ul style="list-style-type: none">- Total autonomy should be given to colleges as per UGC guidelines.

B. Systemic Action

Issues ***1. IQAC***

Recommended Action

- Universities and Colleges should establish IQAC in all institutions. They should monitor all quality processes of the institutions.
- Set up a data management system.

2. Academic Reforms

- Develop the curriculum to offer diversity and flexibility to learners.
- Redesign/ Restructure curriculum relevant to the regional and national needs.
- Collect feedback from students, alumni, faculty, community and employees.
- Organize training programmes in Effectiveness in teaching learning process.

3. Mobilization of funds

- Advertise expert consultancy services to mobilize additional resources.

4. Staff development

- Organize training for teaching and non-teaching staff to update them for the tasks and for the career advancement.

5. Research Culture

- Provide facilities for research and ensure that they get adequate research grants.
- A research cell may be constituted to encourage, coordinate and promote research.
- Teachers should be encouraged to engage in research activities with field application.

6. Consultancy Services

- Encourage faculty to do consultancy services to industry, government and other organization.

7. Perspective Plan

- All institutions need to develop their perspective plan for development.

8. Performance appraisal

- Innovative ways of appraisal of staff is essential for ensuring a competent team of professionals.

9. IT enabled services

- Provide IT linkages in the institutions as well as other organizations. Provide training to all members.

10. Career guidance and Counselling

- Set up the career guidance and placement services ***Placement services*** in all institutions.

11. Library Services

- Need to be more user friendly Motivate students and staff to enhance the use of library.

12. Computer facilities

- Computer aided learning packages in various subjects should be developed and used.

10. Priority Issues and Recommended Action Haryana

A. Policy Decisions

<i>Issues</i>	<i>Recommended Action</i>
1. <i>Adequacy of Teaching and Non-teaching Staff</i>	- Adequate staff need to be appointed with appropriate remunerations. (State government)
2. <i>Autonomous Colleges</i>	- Develop the policy framework at the State level for implementation of the U.G.C. guidelines of Autonomous Colleges. - Orient the different stakeholders (University Management, principals, faculty, non-teaching staff and students) regarding the uniqueness of autonomous colleges. - Plan appropriate steps for conferment of autonomous status to affiliated colleges.
3. <i>IQAC</i>	- All institutions need to establish IQAC for enabling its units to function effectively for improving quality of higher education.
4. <i>Budget Allocation</i>	- The State government should allocate 6% of the GDP of the state in the budget for education. - Apart from the salary grants more allocation should be made for infrastructure and student support services for both government and non-government colleges.
5. <i>Transfer Policy</i>	- A sound and rationalized transfer policy should be framed by the government to create a sense of belongingness and for continuous growth of the institutions.
6. <i>Resource Mobilization</i>	- Encourage institutions to mobilize funds through appropriate policy guidelines.

**7. *Inter and Intra Universities
Communication linkages***

- University should initiate collaboration with some software company to connect all the colleges for I.T. linkages.

8. *Fee Structure*

- Rationalization of fee structure as per the cost of infrastructure, equipment and other services. Broad band of fees should be allowed for various colleges/ areas/cities as per the facilities provided by them.

B. Systemic Action

Issues

Recommended Action

1. *Curriculum Framework*

- Develop need based, job oriented courses
- Colleges should be encouraged to introduce self financing courses
- Ensure modularity of the curriculum and choice based credit system.

2. *Teaching, Learning and Evaluation*

- Adequate staff should be provided
- Enhance the teaching, learning and evaluation methodology.
- Facilitate ICT enabled teaching
- New methods of evaluation should be introduced.
- A transparent method of feedback from the students should be evolved.
- Staff should be trained for professional development.

3. *Research, Consultancy and Extension*

- Universities should encourage the colleges to undertake research projects in various fields and to take up consultancy services.
- The scope of activities at NSS/ NCC and Women Cell need to be enhanced.

4. *Infrastructure and Learning Resources*

- Perspective plans need to be drawn up

- Every institution needs to augment infrastructure facilities.
- Computer/Internet facilities need to be provided for all.

5. *Guidance and Counselling Center*

- Guidance and Counselling center need to be established and professional experts need to be appointed for counselling students.

6. *Decentralization of Powers*

- The organization needs to be decentralized to liberate itself from centralized control and enable more participation at the grass root level..

7. *Performance Appraisals*

- More rigorous mechanism of performance appraisal need to be evolved to streamline the existing work force and build an effective one through professional training.