



UNIVERSITAT DE  
BARCELONA



AGENCIA NACIONAL DE EVALUACIÓN  
DE LA CALIDAD Y ACREDITACIÓN

**EQUAMBI**

Enhancing Quality Assurance Management and  
Benchmarking Strategies in Indian Universities

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# **Revised Implementation of the Toolkit among the Indian Universities of the Consortium**

Version: March , 2021

(Updated as per the Guidance and Coaching from University of Montpellier)

## **University of Mysore**



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## **Introduction**

The following template for the implementation of the Toolkit in the pilot projects of the EQUAM-BI project by the Indian universities of the Consortium is based on the discussions held in the meeting at Barcelona University on 7<sup>th</sup> and 8<sup>th</sup> January 2020.

The purpose of designing a template is to allow institutions of higher education to gather the information according to an agreed pattern in order to analyze the information based on comparable items, regardless the diversity of the universities responding filling-in the template.

After the presentation of the experiences from the different universities made in the meeting in Bengaluru on 7<sup>th</sup> and 8<sup>th</sup> November 2019 and Barcelona on 7<sup>th</sup> and 8<sup>th</sup> January 2020, a synthesis of the headlines that the template should contained has been achieved. The template is based on the case studies of the following higher education institutions: Symbiosis International (Deemed University), Javadpur University, the Indian Institute of Technology at Chennai, the Asian Institute of Design at Bangaluru, Shivaji University at Kolhapur, University of Mysore and University of Mangalore.



## Annex . The template

EQUAM-BI Erasmus+ Project	
Template for the implementation of the Toolkit	
Nr	Item from the quality assurance policy and management of the university
0	Higher Education Institution mission, vision and values. Strategic drivers concerning quality management in the context of the specific HEI
	<p><b>Vision:</b></p> <p>To aspire to become a world-class University by tapping human resources from all sections of society by offering them opportunities to learn across disciplines, and to build human capital, men and women of character and competence capable of being leaders of tomorrow and solving problems arising out of fast changing realities – global and local.</p> <p><b>Mission:</b></p> <p>Built on a great legacy inherited from our founding fathers, our mission is to create an environment of stimulating intellectual dialogue across disciplines and harvest knowledge with a cutting-edge through high quality teaching, research, and extension activities leading to the generation of students who would provide leadership, vision and direction to society.</p> <p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Student Centeredness</li> </ul>



- Learning Environment
- Intellectual Excellence
- Diversity
- Integrity
- Partnerships
- Creativity and Innovation
- Leadership
- Social Responsibility

Engaging in a quality assurance process, Mysore University is engaging in maintain quality and excellence in all its services, academic and administrative reforms, examination reforms, staff and student welfare.

**Strategic Goals:**

1. To enroll, educate and graduate the most deserving, promising and diverse student population with a wide range of programme options and quality teaching-learning environment.
2. To maintain and enhance leadership in innovation, research, scholarship and creativity in emerging areas of liberal arts, humanities, social sciences, commerce, management, science and technology.
3. To maintain and enhance our efforts to recruit, nurture and retain a diverse faculty who are outstanding scholars and teachers and provide excellent support facilities to make significant contributions of knowledge.
4. To create an ecosystem wherein academicians and business executives work together to create a new knowledge base that will be shared in the public domain.



5. To establish and maintain organizational structures and processes that promote and support globally reputed academic excellence and sustainable social commitment to the country.			
STRATEGIC GOALS	OBJECTIVES TO REACH THE GOALS	AIMS	ACTIONS TO ACHIEVE AIMS
1. To enroll, educate and graduate the most deserving, promising and diverse student population with a wide range of programme options and quality teaching learning environments.	1.1. To offer a wide range of programmes and curricular options to students , by creating more avenues in terms of learning space, hospitality and cocurricular activities.	1.1.1 Strengthening all existing programmes by maintaining the teacher: student ratio appropriate to the national standards and create additional sections of selected programmes which are in demand, based on our long term observations.	Recruiting more teachers in order to improve the teacher / student ratio.
		1.1.2. Introduction of new graduate programmes, including integrated, interdisciplinary and multidisciplinary courses on	Incorporating the NEP 2020

			certain emerging fields of knowledge and occupation.	
			1.1.3. Addition of more built-up space to accommodate the expansion and create all facilities for housing and interaction, including International Hostels with cafeteria facilities.	Look for potential funds from philanthropies and funding agencies.
			1.1.4. Encouraging student participation in all kinds of extra-curricular and co-curricular activities, by creating proper avenues and facilities.	Organize events and award/reward students.
	1.2. To admit meritorious and deserving students from across the nation and globe and make them competent to face the challenges of work and life, by providing considerable number of merit scholarships.		1.2.1. Carry out transparent selection process and admit meritorious students from across the nation and globe with due respect to constitutional provisions, through a national agency.	

		1.2.2. Providing scholarships to proportionate number of meritorious students, on selected courses, every year.	Financial resources: national allocation, alumni, university funds.
		1.2.3. Create avenues, on all campuses , and conduct personality development programmes for all students on a regular basis, using the expertise of visiting and adjunct faculties and experts from industries as well as university staff.	Soft Skills, Career ready programs.
		1.2.4. Accompany and develop and adapt to the ever changing environment of classroom to students and faculty for regular interactions with outstation experts in all subjects of learning and provide all on-line learning platforms.	Use of ERASMUS+ MIELES Project tools and equipment for creating e-learning resources.
	1.3 To maintain and enhance purposebased	1.3.1 Maintain and add more smart classrooms with audio-visual	Use of ERASMUS+ MIELES Project tools and equipment for



		and modern teaching-learning resources in all campuses and units and conduct continuous evaluation of students to know 1.3.1 Maintain and add more smart classrooms with audio-visual content delivery channels and power backup facilities by providing support staff. about their outcome of learning .	content delivery channels and power backup facilities by providing support staff.	creating e-learning resources.
			1.3.2. Create and maintain a Digital Library to meet all courseware requirements and provide WiFi access of all digital learning resources to all students , faculty	Involvement in open science, open archive, open source. Dept. of Information Communication and Technology will manage the IT infrastructure.





			and scholars.	
			1.3.3. Introduce more options in choices of learning courses and reforms in continuous evaluation system of all courses.	Board of Studies of respective program chalks out in introduction of multiple options in conjunction with the National Education Policy 2020.
			1.3.4. Create and maintain separate laboratories with computer and application-oriented software, in every faculty, for subject-related data processing and carry out scholarly projects.	Infrastructure made available as per the funding agencies for sponsored projects.
	1.4. To make the academic and campus life more pleasing, peaceful and proactive to the pursuit of higher education.		1.4.1. Establish dance/ music studios and theatres to encourage and promote students' cultural talents and make them top ranking performers and establish halls and museums to house paintings and exhibits of students to promote their talent on creativity and innovative ideas.	
			1.4.2. Improve and maintain all kinds of	



			sports and games (indoor and outdoor activities) facilities on all campuses and create avenues to obtain national and global rankings by the students.	
			1.4.3. Add more hostels, health-care support systems and hazard prevention mechanisms and to make the campus life excellent and memorable.	Design mechanisms to systematically implement the protocols and national safety/hazard-prevention measures.
			1.4.4. Make all campuses as safe and secured environment, for concentrated learning and knowledge progression.	Follow all the protocols laid by the Govt.
	2. To maintain and enhance leadership in innovation and research,	2.1 To support all existing centres of higher level teaching and research to enhance their potential in capacity	2.1.1. Maintain and extend the facilities( including laboratories/ recording/ broadcasting studios ) of all academic units to meet the current research programmes of the	Add new scholarship schemes for students. Develop new recruitment policy to attract skilled technical assistants.



	in emerging areas of all programs.	building of students and scholars, by providing them with required additional facilities and scholarships and by creating new centres of research.	university with adequate technical assistants.	
			2.1.2. Establish and maintain new infrastructure ( including laboratories/ studios ) and manpower required to manage the proposed R &D centres.	Analyzing the R&D projects in terms of required infrastructure and human resources to conduct them.
			2.1.3. Publish standard textbooks, edited reference volumes and memoirs of research findings as a regular annual affair.	Designing an annual process to review the knowledge that has been generated, through in-house and external authors of repute, to focus on scientific material to be published.
			2.1.4. Organise National and International Seminars, Conferences and	Contribute to the dissemination of the scientific culture by targeting specific audiences.



			symposia for enhancing knowledge and for delivering research output.	
	2.2. To maintain and enhance the avenues of on-going research activities of all units which have proven contributions in terms of productivity and scholarly publications.		2.2.1. Support to, by providing additional facilities, all academic units for continuing their on-going research activities and continue their contributions.	Identifying academic excellence.
			2.2.2. Extend more and updated facilities to selected R&D units which have shown remarkable contributions during the past and strive to excel in some emerging areas of knowledge, by declaring them as centres of excellence.	Recognising R&D units which have shown remarkable contributions through the center of excellence label.
			2.2.3. Make proper provisions to reduce teaching load and increase the time for research of those faculty who	<ul style="list-style-type: none"> <li>University of Montpellier's HRS4R Label (Human resources excellence in research) could be taken as</li> </ul>





			have made significant research contributions, by giving teaching assistants to them (providing recruitment for young researchers also).	reference for suitable measures for reducing teaching workload for research oriented faculties. <ul style="list-style-type: none"> <li>• Provide opportunities for young and talented researchers.</li> </ul>
			2.2.4. Establish National and International collaborations and linkages, by each and every unit of the university, for fruitful cultural exchange and to obtain recordable contributions, with due provision in meeting the needs.	Top Down and Bottom Up based on hierarchy strategy has to be adopted for International collaboration.
		2.3. To facilitate more scholarship and bring out creative, innovative and excellent contributions in emerging areas of all disciplines offered.	2.3.1. Offer National and International research fellowships through proper selection and allocation systems to Indian and overseas scholars, for specific periods, and bring out recordable contributions, in all schools, centres and departments.	Scholarship criteria has to be based on academic excellence, and or merit.



			2.3.2. Create full-time research professors and chairs to contribute for innovation and creativity, in all research centres.	
			2.3.3. Arrange to conduct frontier lecture series, annually, in all schools / centres/ departments to acquire more academic inputs.	Inter-disciplinary / inter-department lecture series to be organized.
			2.3.4. Provide the entire faculty, administrative staff and researchers to have purposeful visits abroad for cultural and academic exchanges.	To be managed by IQAC.
	2.4 To create, maintain and excel a few state-of-the-art national facilities for carrying out outstanding research and development activities and contribute to globally recognizable		2.4.1. Create state-of-the-art national research facilities, on a few centres of excellence, and maintain to bring out more high quality research databases and output.	Based on budget allocation by the University as well as human resource available.



		inventions and innovations.		
			2.4.2. Provide a well-knitted interdisciplinary research centres to interact with scholars of international repute to make inventions and patented products.	
			2.4.3. Establish Intellectual Property Rights & patent promotion cells, conduct gap analysis on innovations and register proven contributions for patenting, licensing, policy evolution and proposing national/ International standards.	
	3. To maintain and enhance efforts to recruit, nurture and	3.1. To make concerted efforts to select and recruit eminent scholars across the nation and globe as	3.1.1 Create new norms of selection and positioning of outstanding teaching faculty, drawn from across the nation and globe and providing	





	<p>retain a faculty who are outstanding scholars and teachers and provide excellent support facilities to make a significant contributions of knowledge.</p>	<p>teachers and researchers of the university for bringing out their outstanding contributions through multidisciplinary participation.</p>	<p>them the needed benefits of stay and for their work contributions.</p>	
			<p>3.1.2. Facilitate the academic units to have scholars (Chairs) from allied and multidisciplinary areas, from any part of the world, for making combined efforts on promoting new concepts in knowledge and</p>	<p>Through Collaborations discussed in 2.2.4.</p>







			methodologies.	
			3.1.3. Recruit proportionate number of administrative, technical and support service personnel on all campuses and manage the systems.	
			3.1.4. Conduct Performance audit of all units of all campuses, annually, by external peers, and carry out corrective measures to maintain academic and ethical standards.	IQAC to form adhoc teams ( Internal and external experts) for auditing following the guidance's from NAAC manual.
			3.1.5. Provide start-up grants to initiate research by new faculties and provide support for continued contribution in their research outputs.	
			3.1.6. Provide facilities and support to offer on-line programmes to global aspirants of higher	Work on the internationally recognized credit.





			education, on standard curriculum, by faculty with proven academic competence, on a revenue sharing mode.	
			3.1.7. Support the faculty and research scholars to meet all the expenses of publication charges, international participation in academic events, and establish new Memoranda of Understanding (MoUs).	A scrutiny committee has to be formed to select the candidates for grant of financial facilities.
		3.3. To arrange and conduct advanced training programmes to faculty, administrative and technical staff to enhance their understanding on the emerging trends of	3.3.1. Conduct Faculty Development Programmes(FDP) to all teachers on various aspects of professionalism required to meet global standards of academic practices.	Disseminate information about the training/ workshop in website, social media, news paper. Make suitable arrangements of registrations both online and offline.





		subject and technical knowledge and to improve their productivity.		
			3.3.2. Conduct Management Development Programmes(MDP) to all administrative staff, on various aspects of administration and management, required to meet global standards of administrative practices.	
			3.3.3. Create incubation centres and placement cells for students and to encourage entrepreneurs.	
			3.3.4. Through alumni annual feedback report by the alumni make structured developmental initiatives of the University.	Conduct alumni meet on a regular basis. Incubate alumni member to adhoc committees formed to address any issues.





		3.4 To evaluate performance and reward the faculty and scholars for their academic excellence in teaching , research and their outstanding contributions to knowledge at globally acceptable scales.	3.4.1. Arrange to award and reward outstanding contributions made by the university faculty, annually, based on prescribed criteria.	Performance evaluation through self-evaluation with the same criteria as specified by the National agencies for award to be conducted annually.
			3.4.2. Arrange to reward any outstanding contributions made by the research scholars of university , annually, based on certain prescribed criteria.	Broadcast the information of reward in media.
			3.4.3. Arrange to recognize the remarkable service rendered by the non-teaching staff, annually, based on prescribed criteria.	





			3.4.4. Create an exclusive cell to facilitate the faculty and scholars to obtain external awards, recognitions, prizes and statures.	Frame the committee comprising of internal and external experts for facilitation.
	4. To create an ecosystem wherein academicians and business executives work together to create a new knowledge base that will be shared in the public domain.	4.1 To foster applied business research.	Initiating Sabbatical programmes for faculty members to enable them understand business perspectives Starting collaborative doctoral programmes Instituting research chairs on contemporary issues of business Develop a collaborative model for licensing Intellectual Property Rights.	Broadcast about the strengths of research in University in the community to attract organizations to tie-up.
		4.2 To achieve highest level of employability quotient of our	4.2.1 Establishing a Centre for Business Development to develop a customized learning programme tailored	



		graduates	<p>to the specific needs of business</p> <ul style="list-style-type: none"> <li>- Arranging student-internships to students to hone their business skills</li> <li>Organising joint training programmes</li> <li>- Sponsoring student placement programmes.</li> </ul>	
		4.3 Widening the professional rigor and expertise in teaching and learning	<p>Appointment of Adjunct Professors in all disciplines</p> <p>Instituting a consultancy division</p> <p>Holding joint conferences, seminars on business issues of national and international significance</p> <p>Organising Professional/ Executive Development programs</p>	
		4.4 To promote social business acumen among students –	<p>Conduct awareness programmes both on and off the campus to orient the participants about the</p>	<p>Develop around the National Service Scheme; as a way to deepen their training and also</p>



		youth	<p>advantages of social business.</p> <p>Conduct training programmes for young entrepreneurs to help acquiring skills required for giving social orientation to their organizations.</p> <p>Liaison with business organizations, Government and other stakeholders connected with social enterprises.</p> <p>Offer courses on social business and undertake research related to functional areas of non profit, co- operatives and other social businesses.</p>	to widen and expand them.
	5. To establish and maintain organizational structures and processes that promote and support globally	5.1 To develop and adopt an alternative model of educational administration and modified structure of governance system, and implement the same for a smooth and	5.1.1. Develop and adopt an alternative model of educational administration and modified structure of governance with more provisions of autonomy to be provided to constituent units.	The transition towards an innovative on-line education will be continued, based on the previous experience which concerned part of the levels. With the new education policy (since 2020) and the modification adopted,



	<p>reputed academic excellence and sustainable social commitment to the country.</p>	<p>successful transition from a national university status to a world Class University status.</p>		<p>University is complying with the national framework and transformation requirements.</p>
			<p>5.1.2. Allow the system to derive the services of reputed agencies, academies and firms to hand-hold with the university, on carrying out certain developmental initiatives, including national selection of faculty, students and research fellows.</p>	<p>Those initiatives will impact the selection process, based on the principle of subsidiarity.</p>
			<p>5.1.3. Establish a unified Enterprise Resource Planning(ERP) solution along with up gradation of present e- governance system, for advanced benefits for all stakeholders.</p>	<p>Based on the experience gained when part of the system was integrated in the ERP, the extension and completion of the university of the ERP is in view.</p>



			<p>5.1.4. Develop the University campus with full green concepts.</p>	<p>In accordance with the United Nations Sustainable Development Goals, UOM is developing actions to raise water and energy consciousness and improve scientific waste disposal / transfer facility, fire and hazard protective systems and pollution free environment.</p> <p>Committees will contribute to and monitor the social, economic and environmental policy of UOM.</p>
		<p>5.2. To encourage stakeholder participation and involvement in all kinds of developmental initiatives of the University depending upon their strengths</p>	<p>5.2.1. Make all stakeholders to be fully aware of the new model of educational administration and management, through frequent workshops and seminars.</p>	<p>Organize meetings with the stakeholders on a regular basis. Keep them informed with the developmental activities and needs of the university.</p>

		and philanthropy.		
			5.2.2. Create avenues for on-line collection of regular feedback and conduct student satisfaction surveys, stakeholder participation in knowledge transfer/ culmination of ideas and information dissemination.	Use of online tools to get the feedback and generate report. Take suitable action for the feedback. Organize a high level meeting to ascertain the impact of action taken.
		5.3. To maintain and mobilize more financial resources though selected academic activities, fee collection in some demand -driven courses, consultancy services, R & D funding and establish corpus funds for long-term sustenance.	5.3.1. Manage and maintain all the financial aspects (fees, donations, consultancy, funded projects) of the University as per General Financial Rules (GFR) of the Government.	Finance department is in charge of checking the regulation evolutions, control that the structure and internal rules comply with it and alert of lacks of funds.

			5.3.2. Create appropriate drawing and dispersal powers to all executive heads of the constituent units.	UOM is going towards a decentralization of the governance, empowering the different constituent units and associating them to the decisions.
	5.4. To evolve into a Model University with committed social responsibility and for developing ethical and moral value systems in the society.		5.4.1. Promote the life-long culture of adhering to all moral and ethical values by all stakeholders of the university.	Taking into account the evolutions of our societies, where adaptation is necessary. Provide education to all publics, including it in a life-long process.
			5.4.2. Conduct adequate extension activities to comply with the university social responsibility (cultural events, sports, etc.) in selected areas, involving students and faculty ,as a regular affair of the University.	As part of the social responsibility, the University will also offer activities that will complement and extend what is in the curriculum and disseminate to the local community. Examples of activities to be performed : academic camps and public performances, etc.

Quality management in a HEI is embedded in a written commitment to quality, laid down in the strategic plan. The quality manual describes the expected processes and responsibilities in HEIs through which quality will be enhanced. The quality of human resource development and knowledge production is seen as a major driver in this scenario.

The University of Mysore is committed to striving for excellence in teaching, research, innovation, public service, intellectual leadership, outreach, governance and administration. In seeking to achieve these goals the University is guided by the following aspects of quality.

- (i) Striving to fulfill the vision, mission and core values of the University at institutional and program levels.
- (ii) Define objectives that are relevant to its stakeholders' needs and pursuant to its mission. This dimension of quality aims to evaluate the adequacy of the quality-related intentions of an organization or program.
- (iii) Concerned with internal as well as external assessing the institution and its programs against indicators and standards derived from its basic mission and stated objectives.
- (iv) Transformative development of students and staff so as to contribute to the enhancement of the knowledge and skills of staff and students by providing the favorable environment to enable this aim.
- (v) Adherence to high standards to consistently meet agreed service standards and/or apply best practice in its delivery of academic, professional, technical or support services and in its communications with internal and external stakeholders.

In fulfillment of the mission of the University, the above aspects of quality are applied to the management of all of entities and practices.

	<p><b>Improving systems practices and effective Management</b></p> <p>For Improving Systems Practices and Effective Management, it is necessary to enhance capacity building of all policy-makers and administrators of the university for effective implementation of academic and administrative reforms.</p> <p><b>The capacity building initiatives are:</b></p> <p><b>Quality Assurance Practices.</b></p> <ul style="list-style-type: none"> <li>• Task Force for implementing the strategic plan.</li> <li>• Curriculum Development Cells (CDCs) for updating and advancing curriculum.</li> <li>• Industry-Institute Partnership Promotion Cells</li> </ul>
<b>1</b>	<b>Proposed structure of the quality management and benchmarking department/unit: links with the governing bodies of the university</b>
	<p><b>University Management, Monitoring and Evaluation Division</b></p> <p>There is a separate division for Management, Monitoring and Evaluation of the proposed activities of the university called PME Board headed by a Director. The university also has an Internal Quality Assurance Cell established as per UGC/NAAC norms.</p> <p>These bodies would together initiate the following activities to ensure sound management of institutional tasks.</p> <ul style="list-style-type: none"> <li>• Plan, organize and manage resources to bring about the successful completion of goals and objectives.</li> <li>• Support innovations for improving Institutional level management and education practices.</li> <li>• Monitor and evaluate the performance of the Institutional plan and suggest remedial measures.</li> <li>• Mentor the constituent units towards quality improvement and audit the Institutional performance in achieving the</li> </ul>

	<p>Institutional goals.</p> <ul style="list-style-type: none"> <li>• Ensuring successful and timely implementation of the proposed activities through coordination of resources and integration of activities, is a major component of this proposal.</li> </ul> <p><b>The Implementation Plan, is expected to consider the following aspects:</b></p> <p>The deliverables as outputs from the university, as planned.</p> <ul style="list-style-type: none"> <li>• Monitoring and evaluation of performance through Key indicators such as: _</li> <li>• Web based Management Information System (MIS).</li> <li>• Assessment Surveys : Student Satisfaction Surveys, Faculty Satisfaction</li> <li>• Surveys, Implementation Surveys, Employer Satisfaction Surveys</li> <li>• Institutional Audits : Performance and Data Audits, Fiduciary Audits</li> <li>• Resource Utilization Study</li> <li>• Bibliometric Study</li> <li>• Impact Assessment Study</li> </ul>
2	<p><b>Quality policy and objectives</b></p>
	<p>University of Mysore is committed to provide conditions and means for quality research and quality education to the students enabling them to excel and to cater to the changing and challenging needs of society and industry through the following initiatives :</p> <ul style="list-style-type: none"> <li>• Providing creative enriching learning experiences.</li> </ul>

- Maintaining state-of-the-art infrastructure and good-natured learning environment
- Enhancing the competence of the faculty to a very high level and to make them adopt all modern and innovative methods in teaching-learning process
- Inculcating moral and ethical values among the students and staff
- Collaborating with industry, other institutions and organizations for mutual benefit
- Promoting Research and Development programme for the growth of the economy
- Disseminating technical knowledge in the region through continuing education programmes
- Ensuring continual improvement of Quality Management System

**Scope of Quality Policy:**

- The Quality Policy applies to all academic and non-academic staff employed at or contracted including the members of Executive and Senior Management, Administrative.
- The Policy applies equally to the University's academic operations and non-academic operations.

Our objectives are aligned to quality policies thereby focusing on becoming an institution of repute committed to produce best human resource useful for the society.

**Quality Objectives:**

- To be a world class university fostering innovations, leadership and entrepreneurship spirit.
- To provide quality research and quality education.
- To organize continuing education programmes in order to keep the staff and students sync to the dynamic societal

	<p>change.</p> <ul style="list-style-type: none"> <li>• To make continual improvement of resources and process.</li> </ul> <p>The Quality Policy of The University of Mysore establishes the University’s approach to Quality Management. It sets out the methods by which university assures its stakeholders of the high quality of its academic and non-academic outputs, as well as all aspects of quality assurance. It also explains how it enhances the quality of its academic and non-academic outputs and educational provision. The Quality Policy supports the achievement of the Mission and Vision. It also facilitates its continuing institutional and program accreditation.</p>
<b>3</b>	<b>How the university ensures the quality of its programmes</b>
	<p>The University adopts a systematic approach to quality management. The development of internal quality objectives, standards, desired practice and quality management mechanisms that are aligned to the University’s approach are considered. The University is also committed to periodically reviewing its quality policy, its quality management framework and the functioning of its quality management system to ensure their continued compliance, relevance and effectiveness.</p> <p><b>The University follows the concept of the Quality Cycle, which comprises five stages:</b></p> <ol style="list-style-type: none"> <li>1. Market Requirement and forecasting</li> <li>2. Planning</li> <li>3. Curriculum Development</li> <li>4. Evaluation</li> <li>5. Improvement</li> </ol>



	<p>The University first determines the market needs to propose new programmes. Furthermore, projecting the future needs a forecasting is also carried out to chalk out new programmes. A systematic planning of its activities for every program is carried and chalked out taking into account the connection with the research conducted. Followed by constituting the academic bodies consisting of academia and industry for curriculum development. Monitoring and evaluation of the program is by assessing the outputs and outcomes and using the results to improve its operations and outputs in relation to overall program improvement.</p> <p><b>The above activities are carried out with the help of following tools:</b></p> <ul style="list-style-type: none"> <li>• Advisory bodies and knowledge creation teams</li> <li>• Stakeholders feedback</li> <li>• Evaluation tools.</li> <li>• Placement analysis.</li> <li>• Survey</li> </ul>
<b>4</b>	<b>Development of teaching and other actions aimed at students</b>
	<p>All teaching plans should include measurable targets related to one or more of the dimensions listed in the University's definition of quality.</p> <p><b>Teaching may be viewed as an activity that has 3 key phases:</b></p> <p><b>I: Planning Phase:</b> The planning phase is crucial to the success of a teaching. Following are planned in this phase: Planning the Lesson plan, Methods for teaching, Assessment methodology , learning outcomes.</p> <p><b>II: Implementation Phase:</b> Implementation relates to the actual teaching session carried to deliver the course. Following</p>

are considered to ensure effective implementation: skills acquired , knowledge acquired , and attitudinal changes.

**III: Evaluation Phase:** This phase involves gathering information on what was learnt and make judgments about the effectiveness of the teaching in bringing about that learning and about the usefulness of the learning which has been achieved.

**Modernization and strengthening of libraries and / or Increasing access to knowledge resources:**

- Libraries, which are part of every Institution, promote self-learning and also support the teaching-learning processes round the clock
- Modernization of the University library includes conversion to Digital Libraries, which would occupy lesser space and make space available for other activities.

**Modernization of Classrooms:**

- All classrooms are modernized with Smart Boards and LCD Projectors
- Lectures or Class Lectures will also be organized through V-SAT and Video Conferencing.

**Updating Learning Resources:**

- Continuous updation of Learning Resources (books, software and online resources).
- Course specific software to improve teaching -learning process.
- Faculty will be trained to use modern equipment and course-specific software.

**Modernization of laboratories/Establishment of New laboratories:**

- Meeting additional/ new requirements from revised curricula.
- Starting of new programmes.
- Removal of obsolescence.

	<ul style="list-style-type: none"> <li>• Promotion of research activities for students and faculty.</li> </ul> <p><b>Academic support for needy students:</b></p> <ul style="list-style-type: none"> <li>• The University is committed to implement all reservation policies constitutionally mandated by the State and Central Governments.</li> <li>• It is also proposed to improve the academic performance of marginalized and other needy students through innovative methods, such as remedial coaching classes and skill development classes.</li> <li>• Efforts are made to increase the transition rate and success rate with the objective of improving employability.</li> </ul>
5	<p><b>How the university ensures and enhances the quality of its academic staff</b></p>
	<p>The University will provide support for the implementation of corrective actions and improvement initiatives arising out of its evaluation exercises. This support will include in-house and external training or consultancy to develop or enhance the competencies of staff.</p> <p><b>Measures initiated in the University for enhancing quality of academic staff are:</b></p> <ul style="list-style-type: none"> <li>• Enhancing Faculty and Staff competence would receive focused attention under the proposed initiatives. The faculty development would be closely linked to the overall goals of the institution and the Institutional proposal, and coordinated with the proposed expenditure in equipment, learning resources and facilities.</li> <li>• Qualification upgradation, improvements in teaching skills and research competence of faculty under the Human Resource Development Centre of the university</li> <li>• The technical and administrative staff of the university will also be trained through specialized training institutions such as Centre for Information Science and Technology of the university and the Administrative Training Institute</li> </ul>

of Government of Karnataka.

**Regular assessment of staff:**

Regular performance review of faculty member and other staff members is an essential parameter for career and professional development; hence the performance review will be conducted by the Head / Principal / Authority as and when required. Performance review is carried out for regular employees and probationers. The performance review should be objective and based on facts and measurement as far as possible. The performance review report will be the key document for all performance related issues. Hence it is very essential to prepare the performance review report each year preferably in the month of June and the results may be declared preferably within one month after the performance appraisal is taken. Principal /Head / Authority will be the competent authority to make the performance review, of an employee. The Principal will prepare confidential report of the employees' annual performance at the end of each year. Each employee is informed of the results of the yearly assessment. This process also considers the inputs from the student and peer feedback. The results of the feedback are used as a basis for the recognition of the staff performance and involvement.

**Capacity building initiatives:**

In order to meet our goals of increased student achievement the capacity building initiatives is engaged in practices that support the ongoing growth and development of our academic staff. Some of the programmed practiced are:

1. Orientation Of Newly Inducted Teachers
2. Faculty Development Programmes
3. Soft Skills and Life Skills imparting.
4. Adopting technology in teaching.

	<ol style="list-style-type: none"> <li>5. Classroom Management.</li> <li>6. Dealing with poor learners.</li> <li>7. Guiding and Counseling.</li> <li>8. Teacher Welfare and Empowerment:</li> </ol>
<b>6</b>	<b>Strategic drivers of the university concerning quality management</b>
	<p>Quality assurance exists within the institution at all levels and in all activities. In all cases, it has to address issues imposed on them by the respective stakeholders.</p> <p>Quality assurance is the process of ensuring that the educational outputs are processed with all required personnel and quality programs, facilities and materials to meet the worldwide acceptance. The quality of an institution, program or course of teacher education is judged by the extent to which it satisfies the minimum standard set in respect of inputs, processes and outcomes.</p> <p>Areas concerned for Quality Management:</p> <ul style="list-style-type: none"> <li>• Internal quality assurance ensures an institution's or a programme's policies and mechanisms in place for making sure that it is meeting its own objectives and standards.</li> <li>• External quality assurance refers to the actions of an external body different from the institution, which assesses its operation or that of its programmes in order to determine whether it is meeting the agreed or the predetermined standards.</li> </ul> <p>Drivers for Quality Management:</p> <p><b>1) Quality Audit:</b> This examines the existence of a system of quality assurance procedure and its adequacy, adopted by an institution or one of its sub-units, and is realized by individuals not involved in the subjects being</p>

	<p>examined. In that sense, a quality audit is the first step in the procedure of assuring quality.</p> <p><b>2) Quality Assessment:</b> Quality assessment consists of carrying out the evaluation (reviewing, measuring, and judging) of the quality of teacher education processes, practices, programmes and services through appropriate techniques, mechanisms and activities.</p> <p><b>3) Accreditation for quality assurance:</b> The most widely used method of external quality assurance is accreditation and participation in National Ranking System. This ensures that the quality is key concern for the University.</p>
7	<b>Research development</b>
	<p>An institutional research policy is set to support the decision-making on strategic directions in the research development domain.</p> <p><b>Following are indicators for measure of Research activity:</b></p> <ul style="list-style-type: none"> <li>• Impact factor of publication.</li> <li>• Faculty involvement in getting National and International Funding for research.</li> <li>• Collaborative research.</li> <li>• Number of projects applied and selected.</li> <li>• Indexing of Journals and Conferences.</li> <li>• Internal review of research proposals.</li> <li>• Outcome of Projects.</li> </ul>



- Societal Importance and its implications.

The university proposes to establish a few more of Centers of Excellence (COE) for multidisciplinary teaching-cum-research activities in certain specific thematic areas.

The following are the goals of these COEs.

- Create knowledge in thematic, multi-disciplinary areas with industry and other knowledge users
- Form advanced human capital in collaboration with industry and other knowledge users through establishment of new PG, PG DIP & PhD programmes, by coursework and research options.
- Increase societal use of knowledge and outcome of R&D through technology transfer and commercialization options wherever possible.
- Increase the total research output through large number of peer reviewed paper and book publications.

The following additional activities are also proposed to be carried out, by the CoEs:

- Patent processing initiation.
- Industry collaborations for applicable thematic research.
- Converting innovative ideas into projects/products in close collaboration with both private and public sector industries
- Collaborative activities with National/International organisations.

**Strategy:**

- A Center of Excellence (CoE) is expected to be a collaborative activity between faculty members from several departments around a common research programme.



- All the collaborating departments under COE are expected to share their physical and intellectual resources with each other.

**CoE are also expected to:**

- address emerging industry and societal needs in close collaboration with industries and users, within India and abroad.
- trigger an R&D culture in the institutions as evidenced by significant increases in research outputs, collaborative and sponsored research, publications, patents, innovations, commercialized products and PhD enrolments.
- scale-up postgraduate education through increased enrolments for Masters and Doctoral programmes in topics closely linked to economic and societal needs.
- increase collaboration with National and International research institutions to improve quality of research and development, further tap into global pools of knowledge and create a critical mass with potential for global research and development.

**Deliverables:**

**The CoE in addition to their normal academic activities will ensure the following deliverables, stating the following:**

- Number of joint publications in peer-reviewed journals with International authors,
- Number of exchange of research students and faculty with foreign collaborating institutions,
- Number of conferences/Seminars/Symposia and Workshops organized at National and international levels,
- Number of patents filed and obtained,



	<ul style="list-style-type: none"> <li>• Number and evolution in external R&amp;D funding,</li> <li>• Number of industry sponsored R&amp;D Projects and Chairs,</li> <li>• Number of MoUs with industry and academia, both within India and abroad, and commercialization of end products.</li> </ul>
8	<p><b>Community engagement and internationalization strategy</b></p>
	<p>In higher education and research the internationalization is described as strategies by which institutions or the universities respond to globalization.</p> <p><b>Strategies for internalization:</b></p> <ul style="list-style-type: none"> <li>• Joint Degree Program: This involves partnering with international universities and offer joint degree programmes.</li> <li>• Faculty exchange programme: Faculties of repute will be invited to the University for a period of time for teaching. Furthermore, in-house faculties are encouraged to work in international Universities by providing full support.</li> <li>• International research collaborations: Research collaborations are encouraged to address global problems.</li> <li>• Study Abroad Programs: Students are encouraged for pursuing additional studies abroad based on International exchange of credits.</li> <li>• International Student Quota and Support: International students, benefiting from international exchange of credits or international programmes, are invited to the University through Govt. policies/bodies. Furthermore, seats for PhD is also reserved for international students.</li> </ul> <p><b>Community engagement:</b></p> <p>UOM has been keen in adopting all the community engagement programmes by the Govt . UOM is actively involved in</p>



developing local and international network. University has been working with communities through research, teaching and learning. This has led to the raising awareness and understanding between the University and the community. Furthermore, it has increased opportunities for students to interact with the community as part of research, study, work or volunteering programmes supported by a community of practice

Following are the activities engaged:

- identify opportunities to share facilities with the community eg sports facilities, meeting rooms, green space, equipment;
- establish and promote a small grants scheme to support local community projects;
- support staff volunteering: identify, collate, publicize opportunities;
- involvement by staff in developing community engagement activities.
- support knowledge exchange activities within the city and communities;
- support the University's emerging social enterprise agenda.

**Enhanced interaction between university and industry:**

- The university – industry interaction would be enhanced through the Industry Institute Interaction Cell of the university.
- Through enhanced interaction with industry, we seek to achieve better placement of students, in industries and increased number of industry sponsored projects and consultancy assignments



9	Transparency, equity and ethics
	<p>As a university with an international dimension, UOM is in adequacy with international transparency, equity and ethics standards.</p> <p>The policies and practices of the University are disseminated in the University website. The Universities Act by the Government ensures the University operates in a transparent manner. The procurement of goods and services are done through Government tender process. All the reservation for recruitment of staff and students are done as per the rules laid by the Government.</p> <p>The University shall be open to all persons of either sex and of whatever race, creed, caste or class and it shall not be lawful for the University to impose on any person any test whatsoever of religious belief or profession in order to entitle him to be admitted thereto as a teacher or a student or to hold any office therein or to graduate thereat or to enjoy or exercise any privilege thereof. the University, in accordance with any special or general orders of the State Government, reserve seats for purpose of admission as students in any college or institution maintained or controlled by the University. The University comes under the Right to Information, thereby bound to provide information to the general public.</p> <p><b>Fundamental Principles adopted by the Magna Charta Universitatum:</b></p> <ul style="list-style-type: none"> <li>• The university is an autonomous institution at the heart of societies differently organized because of geographic and historical heritage; it produces, examines, appraises and hands down culture by research and teaching. To meet the needs of the world around it, its research and teaching must be morally and intellectually independent of all political authority and economic power.</li> <li>• Teaching and research in university must be inseparable if their tuition is not to lag behind changing needs, the demands of society, and advances in scientific knowledge.</li> </ul>



- Freedom in research and training is the fundamental principle of the university life, and governments and universities, each as far as in them lies, must ensure respect for this fundamental requirements. Rejecting intolerance and always open to dialogue, a university is an ideal meeting ground for teachers capable of imparting their knowledge and well equipped to develop it by research and innovation and for students entitled, able and willing to enrich their minds with that knowledge.
- A university is the trustee of humanist tradition; its constant care is to attain universal knowledge; to fulfill its vocation it transcends geographical and political frontiers, and affirms the vital need for different culture to know and influence each other.

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