

ANNEXURE IX
Accreditors' Report

Section 1 :GENERAL	Information
1.1 Name and Address of the institution:	Sherubtse College, RUB, Kanglung, Trashigang, Bhutan.
1.2 Year of establishment:	1968
1.3 Current academic activities at the institution (Number)	Nineteen programmes
• Faculties /Schools:	-
• Departments/Centres:	Five
• Programmes/Courses offered:	Nineteen
• Permanent faculty members:	103 Male-75 and Female 28
• Students:	1693 Male :859 Female :834
1.4 Three major features in the institutional Context)As perceived by the accreditors.	1 .Physical infrastructure 2 .Academic Rigour 3 .Student engagement -FINA
1.5 Date of visit:	20 to 23 November, 2017.
1.6 Composition of the accreditors which undertook the on-site visit:	
Chairperson	Name: Dr. Jagar Dorji
BAC Coordinator/QAAD officials	Ms. Sangye Choden Mr. Rinchen Thongdrel
Other members	Name: 1. Mr .Karma Thinley, Policy Analyst 2 . Mr. Tashi Chonjur ,CEO, iED





Section 2 :CRITERION WISE Analysis	Observations; Strengths and/or Weaknesses on Key-Aspects (<i>Please limit to three major ones for each and use telegraphic language</i>). It is not necessary to indicate all the three bullets each time; write only the relevant ones.
2.1 Curricular elements	
2.1.1 Curriculum design and development	<ul style="list-style-type: none"> ● Curriculum development is based on needs assessment and in accordance with RUB Academic Wheel. ● Annual Programme Monitoring Report reflects both positive and critical areas for improvement
2.1.2 Academic Flexibility	<ul style="list-style-type: none"> ● Few skill-based short courses offered. ● Programmes incorporate multi-disciplinary approach. ● Elective options being considered at present. ● MA in English introduced ● Mixed mode programmes offered.
2.1.3 Feedback on Curriculum	<ul style="list-style-type: none"> ● Gathered through student feedback, tracer study, external examiners' and tutors' feedback.
2.1.4 Curriculum update	<ul style="list-style-type: none"> ● Based on RUB regulations ● Based on tracer and market study.
2.1.5 Catering to diverse needs	<ul style="list-style-type: none"> ● Assistance provided to visually impaired students, including Jaws software. ● Conduct tutorials for weaker students. ● Gender learning and research)SIGLAR (instituted ● Gender policy per se, is not in place.
2.1.6 Teaching-learning process	<ul style="list-style-type: none"> ● Programme committee and departments meet regularly to discuss progress, sought feedback, and draw remedial measures. ● Independent learning is encouraged. ● Semester Guide and resident tutors provide guidance to students. ● APMR reflects dependence on lecture notes and semester plans also corroborate this. ● Extensive use of VLE.

2.1.7 Faculty recruitment	<ul style="list-style-type: none"> • Coordinated by Office of Vice Chancellor, however college has certain autonomy for contract based recruitment. • Follows RUB standard for progression and retention . • 5 to 6 percent attrition rate reported
2.1.8 Faculty quality	<ul style="list-style-type: none"> • Encourages and support PD programmes) 89 short courses, conferences, workshops and study tours conducted for 258 attendants between 2014 and 2017. • Two faculty members received National Order of Merit, and institutional award for best lecturer is also in place. • Preference is given to faculty with master's degree and teaching experiences. • Feedback from students collected every semester on tutors and programmes.
2.1.9 Evaluation process and reforms	<ul style="list-style-type: none"> • Information on assessment, programme documents and other requirements disseminated through student handbook, college website and during the orientation. • Moderation system is in place. • Rubrics for assessment is used. • Certain form of redressal mechanism is in place.
2.2 Research, Innovative practices and Institutional linkages	
2.2.1 Promotion of Research	<ul style="list-style-type: none"> • Has College Research Committee, headed by a Dean, and 1 %of total budget as research grant. • Leave granted for carrying out research. • Faculty and Student Research Enhancement Project is carried out. • Offers credited module on research. • Receive some funds for carrying out research from various sources. • Conducts PD programmes on research for the faculty, students and teachers from nearby schools.





2.2 Research and publication output	<ul style="list-style-type: none"> • There are 12 areas of research award and 5 won by one member. • Publication of research works is found in Sherub Doenme, and few international journal of science.
2.3 Consultancy	<ul style="list-style-type: none"> • Follows RUB policy (<i>zhibtshoel</i>) in research and consultancy. • Few consultancy services carried out
2.2.4 Extension activities	<ul style="list-style-type: none"> • Nineteen clubs engaged in community related activities, • Awards received from Youth Mappers award and WWF award. • Impact assessment on extension activities not found.
2.2.5 Collaborations & institutional linkages	<ul style="list-style-type: none"> • MOUs with few universities and agencies have been signed. • Records show international conferences being conducted, • No institutional effort for internship programmes, • Signing of new MOU was reported as challenging.
2.2.6 Innovative practices	<ul style="list-style-type: none"> • Use of ICT/VLE aided learning • Water Chemistry Laboratory with automatic weather station through CHARIS Project is first of its kind in the country.

2.3 Governance, Leadership and Management

2.3.1 Institutional vision & leadership	<ul style="list-style-type: none"> • Vision, mission, motto and aspirations clearly stated. • College Management Committee is the apex decision making body. • Regular forum for interaction between management, staff and student not found. • Systematic feedback mechanism limits to academic area.
2.3.2 Organisational arrangements	<ul style="list-style-type: none"> • Follows RUB's Governance Manual. • Various forms of committees and functions in place. • Use Share360 (Groupware) for information dissemination. • FINA plays active role in college activities, but no female has been elected as President till date . • Staff and Student Welfare Scheme instituted. • Disaster management plan not found.

2.3.3 Strategy development and deployment	<ul style="list-style-type: none"> • Second cycle of RUB strategic plans (2018-30) is in place. • Professional Development plan is in place.
2.3.4 Human resource management	<ul style="list-style-type: none"> • Follows RUB Human Resource Rules and Regulations (HRRR). • Training needs and gaps identified by HoD. • Most academic and support staff availed opportunities for professional development. • Evaluation is based on Annual Performance Indicator (API). • Although measures to retain faculties are in place, the attrition rate of 5-6% is reported.
2.3.5 Financial management and resource mobilization	<ul style="list-style-type: none"> • Follows existing financial and procurement rules and regulations. • Audit carried out by RAA, but no internal auditing was practiced. • Efforts made to ensure financial sustainability in the long run. • Written SOP and user policy not in place.

2.4 Infrastructure and Learning resources

2.4.1 Physical Facilities	<ul style="list-style-type: none"> • Adequate academic and extra-curricular facilities in place. • Non-availability of past infrastructural blueprint reported as hindrance to present implementation. • Student service center is prominent and extensively used. • Laying of artificial turf in football field is in progress. • Accessibility to physical facilities for students with special needs not considered.
2.4.2 Maintenance of infrastructure	<ul style="list-style-type: none"> • College Maintenance Unit is headed by an Estate Manager. • Maintenance policy, plans and standard operation procedure not found. • Maintenance of old structures noted as major challenge. • Old GI pipes for water supply reported to be an issue.

2.4.3 Library as a Learning Resource	<ul style="list-style-type: none"> • Library policy reflected in student handbooks. • Access to eLearning resources through EBSCO, JSTRO and e-library hosted by ProQuest. • Annual budget of Nu. 1000 per year, per student is allocated for procurement and strategic plan for expansion and improvement in place. • KOHA Library automation system used and 3M RFID Security system in place. • College is member of Bhutan Library Consortium. • Formal feedback on library not found.
2.4.4 ICT Infrastructure	<ul style="list-style-type: none"> • Nine labs with over 400 computers, connected with Internet. • Wi-Fi installed but Internet connection is reported to be an issue. • Annual budget for maintenance, procurement and enhancement allocated.
2.4.5 Other facilities	<ul style="list-style-type: none"> • FM community radio station. • Private reprographic and binding services in campus. • CCTV, guest house, diesel generators, banking facilities, incinerators installed in female and common toilets.

2.5 Student services

2.5.1 Admission process and student profile	<ul style="list-style-type: none"> • Admission is done online. • Admission criteria and process hosted on college and RUB websites and sensitized in schools across the country. • RUB verifies student profile for admission. • Aptitude test conducted for Master's program.
2.5.2 Student progression	<ul style="list-style-type: none"> • Records show progression rate varying from 62 percent in Math and Physics to 100 percent in other programmes. • Additional classes provided to student at risk of failure/dropout.





2.5.3 Student support	<ul style="list-style-type: none"> • Student handbook and prospectus updated annually . • Counselling services provided through Happiness and Wellbeing Center. • Six scholarships awarded to student leaders on merit basis and fee waiver for students scoring above 70 percent. • Provide entrepreneurial and communication skills development programs and special coaching for RCSC Examination. • Semester Guide and resident tutors provide guidance to students.
2.5.4 Student activities	<ul style="list-style-type: none"> • Wide range of games, sports, clubs and other extracurricular activities organized. • Students publish their writing in The Tower, • College news reporter group provides local, national and international news. • The Forum for National and International Awareness (FINA) oversees all student activities. • Students represented in some committees.
2.5.5 Stakeholder relationships	<ul style="list-style-type: none"> • The linkages are with only few institutions and agencies . • Social services provided through various club activities. • Signing of new MOUs reported to be a challenge.
2.5.6 Credit transfer system	<ul style="list-style-type: none"> • Credit transfer system is not in place.
2.5.7 Employability	<ul style="list-style-type: none"> • Conducts job readiness workshops, gives career counselling, issue commendation letters and display job related information on board. • Formal system to track status of employment of graduates not in place.
2.5.8 Performance	<ul style="list-style-type: none"> • Graduates perform consistently well in civil service examinations. • Students performing above 70 %are awarded special certificates from His Majesty the King and President's Medal (Patron) awarded to programme toppers.
2.5.9 Alumni services	<ul style="list-style-type: none"> • Alumni network maintained through college website. • Efforts to strengthen Alumni Association is in progress.

2.6 Internal quality assurance and Enhancement system

2.6.1 Internal quality assurance system	<ul style="list-style-type: none">• Annual Programme Monitoring is in place.• Professional Development programs are offered.• IQAC per se, is not place.• Moderation Committee and external examiners ensure academic quality.
2.6.2 Institutional effectiveness	<ul style="list-style-type: none">• Graduates performing consistently well in BCSE.• Proper tracer study of graduates not conducted.• Socio-economic impact on the local community is seen.


Section 3 :OVERALL ANALYSIS	Observations; Please limit to five major ones for each and use telegraphic language .It is not necessary to denote all the five bullets for each.
3.1 Institutional Strengths	<ul style="list-style-type: none">• Long history of establishment and physical infrastructure• Academic rigor.• Proactive Student body• Use of ICT
3.2 Institutional Weakness.	<ul style="list-style-type: none">• Internal Quality Assurance.• Policy and SOP on areas such as disaster management and maintenance.• Accessibility for students with special needs• Internal auditing system• Communication between management, staff and students.
3.3 Institutional Opportunities	<ul style="list-style-type: none">• Research in critical areas, obtaining patent rights and engage in deliberations on contemporary themes.• Improve physical ambience.• Industrial linkages for internship and placement.

3.4 Institutional Challenges	<ul style="list-style-type: none"> ● Location of the college, especially in staff retention. ● Maintenance of infrastructure. ● Credit transfer system. ● Employability of graduates. ● Signing of new MOUs with external institutions.
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Section 4 :Recommendations for Quality Enhancement of the Institution

- 1. Institutionalize Internal Quality Assurance Cell**
 Though there are various committees to oversee and ensure institutional quality, most of them are for academic quality assurance. Therefore, the team recommend institutionalization of IQAC for assuring holistic Institutional quality.
- 2. Develop policy and SOP**
 There are certain policies based on RUB policies and guidelines. However, there is no written policies and SOPs on areas such as Disaster Management, Maintenance and Inclusiveness. Therefore, to have a legal stand, the team suggest for development of Policy and SOPs where indicated.
- 3. Consider accessibility for students with special needs.**
 With the change in time, developing the facilities to cater to the needs of students with special needs have become important and necessary. To this effect, the team would like to recommend the college to consider developing facilities for students with special needs.
- 4. Constitute a committee.**
 The team recommend the college to constitute a special committee in order to systematically study the report, prioritize areas for improvement, develop implementation strategy and monitor progress.

I agree with the observation of the accreditors as mentioned in this report.

Signature of the Head of the Institution 

Seal of the Institution 

Signature of the Accreditors:

Name	Designation	Signature with date
Dr. Jagar Dorji	Chairperson	
Mr. Tashi Chonjur	Member	 23/11/17
Mr. Karma Thinley	Member	
Mrs. Sangye Choden	BAC Coordinator/QAAD Official	 23/11/2017
Mr. Rinchen Thongdrel	BAC Coordinator/QAAD Official	 23/11/2017

