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**Principal Secretary**  
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**Government of Jammu & Kashmir,**  
**Higher Education Department**  
**Civil Secretariat, Srinagar- 190001**

**D.O.No:** PS/Pr.Secy./HE/2022

**Dated:** 01.07.2022

**Subject:** Making 2022 the Year of Academic Excellence: *Academic reforms for improving quality of learning and teaching in the Higher Education Department.*

Dear \_\_\_\_\_

As you are aware, the National Education Policy 2022 aims to make India a global knowledge superpower by making our higher education ecosystem more flexible, holistic, and multi-disciplinary. The NEP is based on the concepts of Access, Equity, Quality, and Accountability.

In line with the vision of the NEP 2020, the Higher Education department, J&K has initiated a series of reforms for improving the quality of learning and teaching in all Government Institutions. I am enclosing along with this letter a detailed Circular (**Annexure A**) containing a set of guidelines and suggested actions which the Principals and faculty members need to take in order to further improve the quality of instruction. These actions include steps towards Achieving Academic Excellence, Enhancing Skills and Employability of the students, encouraging Research, Innovation and a Start up Culture and finally rewarding effort and achievement. **I would expect you to carefully peruse the enclosed circular and ensure that the necessary actions are initiated in your college and that their progress is monitored regularly at your level.**

In addition to the above and in order to create a culture of excellence within the Higher Education ecosystem, we have also devised a **three step feedback process i.e. at students' level, faculty level and college level. The details are as under:**

**a) Student Feedback**

This is an anonymous student feedback process through a structured questionnaire. A Student must have at least 60% attendance to be eligible to fill this form. The feedback will be taken twice in a semester i.e. in Mid Semester- 45 days after the start of the semester and the second feedback at the end of Semester, i.e. 90 Days after the start of the semester. The anonymous feedback generated will be collated by the concerned Principal and final data (subject wise) will be shared with the concerned faculty. This will help the faculty understand the perspective of the learners and to further improve the teaching-learning process. The format of the student feedback form is enclosed with this letter as **Annexure B**

**b) Faculty Evaluation and feedback**

This is a quarterly feedback cum evaluation process where every faculty member is graded by the Principal on a series of parameters including teaching, research and participation in other college activities. Student feedback is an important component of this evaluation. The aim of this process is to provide objective feedback to the faculty and encourage them to build on their strengths and work on their lesser strengths. This will help create a culture of excellence within the Higher Education Ecosystem, so that everyone contributes to the best of the abilities and maintains the highest possible standards. The quarterly faculty evaluation shall be the basis of the Annual Performance Report (APR). The format for Faculty Evaluation and feedback is enclosed with this letter as **Annexure C**.

**c) Institution Feedback**

This exercise aims to capture feedback from the students as well as faculty members about their overall experience in the Institute in terms of infrastructure, services and other facilities. This feedback too is anonymous and has to be obtained quarterly i.e. 4 times in a year. The special feature of this feedback is that it is obtained from both the students and the teachers. I would expect every Principal to carefully peruse the responses and follow up on the inputs received. The format of the Institute feedback form is enclosed with this letter as **Annexure D**

**I would expect you to personally ensure that all the actions outlined in the Circular at Annexure A are initiated in your college and monitored regularly by you. I would also like that feedback at each of the three levels described above is taken as per the formats (Annexures B, C D) enclosed and that the data is collated and used for improving the quality of learning and services.** The Director Colleges would be sharing with you shortly the steps being taken to prepare a central dashboard to monitor the above actions and **rank the various colleges on the basis of the improvements being recorded by them.** I too would be keenly perusing the results of these actions.

I am confident that with our joint efforts, we will be able to make 2022, **The Year of Academic Excellence.**

**With best wishes**

**Yours Sincerely**  
**Sd/-**  
**(Rohit Kansal)**

**All Principals**

Copy to the:

1. Secretary to the Government, Planning, Monitoring and Development Department.
2. Additional Secretary to the Chief Secretary.
3. Director Colleges, Higher Education Department.
4. OSD With Advisor (B).

  
Principal Secretary to the Government  
Higher Education Department

## **CIRCULAR**

### **Making 2022 the year of Excellence in Higher Education**

#### **1. ACHIEVING ACADEMIC EXCELLENCE**

**a. NAAC Accreditation**

All colleges to ensure NAAC Accreditation in academic year 2022-23

**b. Academic Calendar**

Uniform Academic Calendar finalized for UT of JK to be followed in letter and spirit from Academic Year 2022-23. The Calendar to be prominently displayed on the college website.

**c. Capacity Building & Training**

Capacity building programs for faculty and supporting staff to be carried out round the year. A minimum of 2 training programmes are compulsory for each faculty member in an academic year.

**d. Student Feedback**

Anonymous but structured student feedback mechanism to be introduced by all colleges as per the format provided by HED. Student feedback to be obtained twice (every 45 Days) per semester. The overall feedback of students will be shared with concerned faculty. Student feedback will form an input for faculty appraisal also.

**e. Faculty Appraisal**

Faculty appraisal per the format provided by HED to be adopted by every college. Monthly appraisal reports along with scores to be prepared for each faculty member and uploaded on the portal prepared for the purpose.

**f. Collaborative Growth**

Colleges will enter into collaborations and sign MOUs with sister colleges in other states to ensure academic growth and skill enhancement. Faculty and student exchange to be encouraged. Partnerships with Tamil Nadu which is the partner of J&K under *Ek Bharat Shershta Bharat* initiative are especially encouraged.

## **2. ENHANCING SKILLS AND EMPLOYABILITY**

### **a. Skill Development and Vocational Courses**

- (i) All colleges to offer skill and vocational courses
- (ii) While introducing courses, colleges may carry out an analysis of skill gap and needs of local industries.
- (iii) NSDC compliance and certification to be ensured
- (iv) Apprenticeship/practical training component to be an essential part of skill courses

### **b. Career Counseling & Placement Cells**

- (i) Structured Career counseling and placement cells to be activated in all colleges
- (ii) A minimum of 4 counseling or placement sessions to be held in each college annually for the advice and guidance of the students.
- (iii) Sessions can be introduced jointly by colleges with larger colleges acting as Mentors and Hubs. The premier college of district will act as Hub and mentor for all other colleges in a district.
- (iv) Coaching and guidance for higher entrance tests, admissions to foreign universities and guidance for civil services to be provided
- (v) Soft Skill coaching to be initiated for enrolled students as an add on.

## **3. RESEARCH AND INNOVATION**

### **a. Innovations And Start Up Culture**

- (i) All colleges to initiate an innovation, research and startup ecosystem in a Hub and Spoke Model
- (ii) Older NAAC accredited colleges will be the hubs/mentors while newly established, younger colleges will be the spokes
- (iii) The mentor colleges, shall take initiative in research and innovation especially as per demands of area and support research in spoke colleges

## **4. MY COLLEGE MY PRIDE**

### **a. Functional And Interactive Website**

- (i) Each college to have an updated and interactive website.
- (ii) All relevant information on website to be updated in real time mode and the initiatives / activities carried out in a college to be uploaded on the website on regular basis.

### **b. ERP Implementation**

- (i) Each college to ensure an up to date robust ERP/LMS Implementation. Wherever LMS has already been deployed same is to be kept functional and expanded into ERP.
- (ii) All operational matters involving students, faculty and staff e.g. admissions, time table management, examination management, feedback to be online.

**c. Student Mentoring**

Each student to be mentored by assigning student groups to a Faculty member.

**d. Institutional Feedback**

Each college to devise a mechanism for obtaining feedback from students on various facets of the Institution, including quality of instruction, infrastructure, maintenance, student support services etc. Feedback may be obtained from other stakeholder like faculty also

**e. SWACHTA**

Every college will ensure SWACHTA such as

- *Clean Toilets*
- *Safe and Clean Drinking Water.*
- *Deweeding of Lawns.*
- *Face-lifting of premises.*
- *Beautification of Campus.*
- *Clean / uncluttered Campus.*
- *Maintained Play Grounds for sports activities.*
- *Hygienic College Canteen.*
- *Installation of dustbins for proper disposal of garbage/ waste*

**5. REWARDING EFFORT AND ACHIEVEMENT**

- (i) All the colleges of UT of J&K will ensure that awards and accolades on above mentioned criteria are announced and transparently awarded to faculty, support staff, students and other stakeholders in order to create a healthy and competitive environment for growth and development.

## STUDENT FEEDBACK

### General Instructions

- This questionnaire has been designed to seek feedback from a student about the quality of teaching and learning.
- This feedback is fully anonymous. Data will be collated and final data will be shared with the faculty and administration to help them in understanding their strengths and working on their weaknesses.
- Every student response will be looked at with care and follow up on inputs will be top priority of college administration.
- This is an **ANONYMOUS FEEDBACK** meaning that no student identity will be visible on this form. A student need not identify himself/herself anywhere
- Carefully completing this questionnaire will help both teachers and students and will improve the overall process
- Student must have at least 60% attendance to be eligible to fill this form
- The periodicity of feedback will be as follows:

Feed Back - I	Mid Semester	After 45 Days of start of semester
Feed Back - II	End Semester	After 90 Days of start of semester

### **Dear Student,**

Please fill in the details below. Please be objective and honest in your opinion while providing feedback about the faculty teaching you a particular course. An honest feedback will help improve the quality of teaching and learning.

Name of College				
Program You are enrolled in	UG	PG	IPG	Other
Name of Faculty about whom you are providing Feedback				
Course (Subject) Being Taught				
Semester with Batch				
Feed Back No.	I	II		
Date of Feedback				

Total number of lectures to be delivered in a semester as per syllabus	
Total number of lectures delivered by teacher up to completion of 45 Days (Mid-semester)	

Total number of lectures delivered by teacher up to completion of 90 Days (End-semester)	
Shortfall in number of Lectures Delivered by teacher up to completion of 45 days as per syllabus.	
Shortfall in number of Lectures Delivered by teacher up to completion of 90 days as per syllabus.	

**IN THE FOLLOWING TABLE TICK (✓) THE APPROPRIATE CHOICE FOR EACH POINT**

The scale is as follows

5	4	3	2	1	NA
Always	Often	Sometimes	Rarely	Never	Not Applicable/I cannot Answer

A.	PUNCTUALITY	5	4	3	2	1	NA	REMARKS if any
	<b>My teacher:</b>							
1.	Starts and ends class on time.							
2.	Completes syllabus of the course assigned for the period.							
3.	Schedules and informs students in advance about course layout, Tutorials, assignments, class test, quizzes, assessments etc, that may have to be conducted for the course and conducts them on time.							
B.	SUBJECT	5	4	3	2	1	NA	REMARKS if any
	<b>My teacher:</b>							
1.	Is well-prepared for class							
2.	His Communication skills are up to the mark.							
3.	Encourages students to ask questions.							
4.	Welcomes and answers questions posed by students clearly.							
5.	Checks during class to see if students understand the lecture							
6.	Encourages conduct of classroom discussions.							
7.	Encourages students to think and explore new ideas							
8.	Tries to create interest in the subject and tries to make class interactive.							
9.	Maintains discipline in the class.							
C.	ATTITUDE	5	4	3	2	1	NA	REMARKS if any
	<b>My teacher:</b>							

1.	Treats all students equally.							
2.	Responds to students when help is required by them even outside the class.							
3.	Extends help to students irrespective of gender, ethnicity & culture.							
4.	Inspires students towards ethical conduct and right actions							
5.	Is fair in evaluating students and does not discriminate							
6.	Helps me identify my strengths and weaknesses and guides me to improve.							
7.	Helps me develop soft skills, life skills and employability skills							
<b>D.</b>	<b>Teaching Methodology</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>	<b>REMARKS if any</b>
<b>My teacher:</b>								
1.	Uses innovative teaching method like new software tools, digital gadgets, innovations in teaching .							
2.	Shares the Awards obtained by the students in the class tests or sectional tests							
3.	Returns Assessments of students, shares answer scripts of the class tests etc.							
4.	Encourages me to participate in extracurricular activities							
<b>E.</b>	<b>LABORATORY INTERACTION (Only for Lab Courses)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>	<b>REMARKS if any</b>
<b>My teacher:</b>								
1.	Regularly checks laboratory log books/ note books							
2.	Is Available in the laboratory for entire duration of laboratory hours							
3.	Helps the students in conducting experiments through set of instructions or demonstrations							
4.	Helps students in exploring the area of study involved in the experiment							
<b>E.</b>	<b>CONDUCT OF TUTORIALS/ASSESEMENTS (Only for Non-Lab Courses)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>	<b>REMARKS if any</b>
<b>My teacher:</b>								
1.	Regularly checks the Assignments given.							
2.	Is Available for conduct of tutorials.							
3.	Guides the students about assignments and discusses their performance.							
4.	Ensures that Tutorials and Assignments are based on subject content.							

**What are the 3 things you like best about the teacher or his/her classes.**

<b>01</b>	
<b>02</b>	
<b>03</b>	

What are the 3 areas where you think improvement/change is needed

<b>01</b>	
<b>02</b>	
<b>03</b>	

Overall how would you rank your teacher in the period under reference?

<b>Outstanding</b>	<b>Very Good</b>	<b>Good</b>	<b>Average</b>	<b>Needs Improvement</b>

July 01, 2022

**Annexure-C**

**Performance Report  
Teaching Faculty/Librarian/PTI**

<b>YEAR</b>	
<b>PERFORMANCE REPORT PERIOD ( Jan-March/April-June/July-Sept/Oct-Dec))</b>	

*The aim of this feedback process is to create a culture of excellence within the Higher Education Ecosystem, so that everyone contributes to the best of the abilities and maintains the highest possible standards. Please remember that each respondent is competing with himself or herself and the aim is to be the best one can be.*

Name			
CPISID			
Designation			
Level and Grade Payc			
Subject			
College			
Posted in the Institution since: (Month/Year)			
Mobile No.			
Email id			
<b>Teaching at UG level</b>	<b>COURSE-I</b>	<b>COURSE-II</b>	<b>COURSE-III</b>
Name of the course/s taught with number of credits			
Number of periods per course taken (Theory)			
Number of periods per course taken (Practical)			
Number of tutorials per course taken			
<b>Teaching at PG level</b>	<b>COURSE-I</b>	<b>COURSE-II</b>	<b>COURSE-III</b>
Name of the course/s taught with number of credits:			
Number of periods per course taken (Theory)			
Number of periods per course taken (Practical)			
Number of tutorials per course taken			
Teaching load mentioned in time table (number of classes allotted)			

Total number of classes conducted	
Reasons for shortfall, if any, in lectures and practicals assigned	
Student projects (lab or field based) completed	
Reading/ instructional material/ additional knowledge provided to students	
Any innovation introduced in the teaching of the course and/or demonstration of the practicals/ development of innovative pedagogy	
Any specific problem faced during teaching learning process in a particular class. If yes, initiatives and measures taken to resolve such problem/issues	
<b>Any other departmental assignments completed besides teaching</b>	
a)Contribution to curriculum development, improvement and course designing	
b)Examination duties assigned and performed (question paper setting, invigilation/ inspection/ evaluation etc.)	
c) Any out of class activity, interactive sessions, group discussions or other student related activities for augmenting their skills conducted	
<b>Development of MOOCS (if any)</b>	
a) Course coordinator of complete MOOCs in 4 quadrants (4 credit course)	
b) Subject matter expert/module/lecture contributed for a MOOC	
c) Development of e-Content in 4 quadrants for a complete course/e-book.	
d) Contribution to development of e-content module (at least one quadrant)	
e) Editor of e-content for complete course/paper/e-book	
<b>Research Contributions</b>	
a) Research guidance (acting as supervisor/co-supervisor)	
b) Research/ Consultancy projects undergoing/completed	
c) ResearchPapers Published	
d) Books,Book Chapters Published	

e) Papers presented in India/overseas	
f) Invited lectures	
g) Any Patent/fellowship/award obtained	
h) Any peer review process undertaken	
i) Editor/co-editor/member editorial board of any journal of your discipline. <i>Please give details</i>	
<b>Faculty Development</b> Attended Refresher Course/Orientation Course/FDP/Workshop/Seminar/Training course /Conference, Symposia etc <i>Please give details including name of institute/organizing body and also whether course(s) was online or in physical mode</i>	
<b>Campus enrichment and administrative assignments</b>	
a) Activities performed as part of Committee(s)	
b) Mentoring, guidance or career counseling course conducted	
c) Student Related Co-curricular, Extension, Field-Based Activities, Cultural, Sports	
d) Community activities or NSS, NCC etc	
<b>Academic results in courses taught in last semester</b> a) b) c) <b>Please indicate %. Also indicate significant achievement including distinctions achieved if any</b>	
Student Feedback <b>Overall Score</b>	
<b>For PTIs Only</b>	
List of Sports Activities Conducted Inter/Intra College	

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Sports-Related Achievements, Upgradation Of Sports Infrastructure	
<b>For Librarians Only</b>	
Procurement, Organization & Delivery of Knowledge & Information through Library Services	
Automation Progress, Databases, innovative methodologies, Library Reader Services, Onboarding of Library Services on College portal	
<b>Any other Major Achievement, distinction which you would like to highlight</b>	

**Signature of Faculty**

**Performance Appraisal by the Principal for the Quarter**

	<b>Outstanding</b>	<b>Very Good</b>	<b>Good</b>	<b>Average</b>	<b>Needs Improvement</b>
<b>Grade Awarded</b>					

**Remarks of the principal and justification for Grades awarded**

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1. Please note that **not** more than 10% of total faculty can be graded **Outstanding or Needs Improvement**
2. Evaluation will be shared with the faculty members
3. Any faculty member who disagrees with the grades awarded can request for revision and increase Principal refuses can represent to the Appellate authority

**CUMMULATIVE SCORES FOR THE YEAR**

	Jan- March	Apr-June	July-Sept	Oct-Dec	CUMMULATIVE FOR YEAR
<b>Outstanding</b>					
<b>Very Good</b>					
<b>Good</b>					
<b>Average</b>					
<b>Needs Improvement</b>					





2.	The College is offering various Skill and Vocational courses							
3.	The skill/vocational courses offered are as per our needs/market demand.							
4.	College conducts career counselling programs on regular basis.							
5.	College conducts Placement Melas/ camps regularly through College Career Counselling and Placement cell							
6.	The career counselling/higher education guidance offered to us is very useful							
5.	College works towards development of Innovation and start up culture.							
6.	Efforts are made by the institute/ teachers to inculcate soft skills, life skills and ethical values in us.							
7.	As a student I am part of a group mentored by a faculty member.							
8.	College regularly awards prizes, recognitions and awards to meritorious students in academics, Sports and Extra Curricular activities.							
9.	Awards and prizes are given on merit and are fair							
9.	Various extra curricular activities are offered through college clubs like Drama Club, Eco Club, Etc.							
10.	Whenever I have a grievance, it is redressed quickly and effectively.							
<b>D.</b>	<b>ICT IMPLEMENTATION</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>NA</b>	<b>REMARKS if any</b>
1.	College has a very good website which is regularly updated							
2.	All information, notifications etc are easily available on the college website							
3.	College has a good on line software/ Learning Management System (LMS) which helps us in academic delivery and content management.							
4.	Information about time table, examinations and other student information is available online through college LMS							

5.	College has developed an online platform for teaching / evaluation/seminars/workshops.							
6.	College has Browsing center for students.							

**What are the 3 things you like best about the College.**

01	
02	
03	

**What are the 3 areas where you think college needs to improve.**

01	
02	
03	

**Any suggestions that you would like to give for further improving the services and facilities in the college**

01	
02	
03	

**Overall how would you rate the college during the period under reference?**

Outstanding	Very Good	Good	Average	Needs Improvement