INSTITUTIONAL ASSESSMENT AND ACCREDITATION
(Effective from July 2017)

Accreditation - (Cycle - 1)

PEER TEAM REPORT ON

INSTITUTIONAL ACCREDITATION OF NETAJI SUBHAS OPEN UNIVERSITY

Kolkata
West Bengal
700064

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission
P.O. Box No. 1075, Nagarbhavi, Bengaluru - 560 072, INDIA

Section I:GENERAL INFORMATION

1.Name & Address of the institution:	NETAJI SUBHAS OPEN UNIVERSITY Kolkata West Bengal 700064
2.Year of Establishment	1997
3.Current Academic Activities at the Institution(Numbers):	
Faculties/Schools:	6
Departments/Centres:	6
Programmes/Course offered:	36
Permanent Faculty Members:	164
Permanent Support Staff:	86
Students:	81170
4.Three major features in the institutional Context (Asperceived by the Peer Team):	1. University have adopted ICT services to improve the learning experience and magnify the quality of education for students pursuing classroom learning as well as distance learning. 2. NSOU distance programmes have traditionally been delivered through the help of textual material and study centers. 3. Netaji Subhas Open University offers various programs in its six vibrant schools viz. 1. Vocational Studies 2. Education 3. Professional studies 4. Humanities 5. Social sciences and 6. Sciences. University offers 29 programmes in the ICT enabled mode since 2015-16.
5.Dates of visit of the Peer Team (A detailed visit schedule may be included as Annexure):	From : 02-04-2021 To : 04-04-2021
6.Composition of Peer Team which undertook the on site visit:	

	Name	Designation & Organisation Name
Chairperson	DR. NAGESHWAR RAO	Vice Chancellor,Indira Gandhi National Open University
Member Co-ordinator:	DR. NEERJA A GUPTA	Vice Chancellor,Sanchi University of Buddhist and Indic Studies
Member:	DR. SARAMMA AIKKARAKUNNATH VARGHESE	FormerProfessor,COCHIN UNIVERSITY OF SCIENCE AND TECHNOLOGY
Member:	MR. SEETHARAMA RAO KUSUMBA	FormerVice Chancellor,DR B R AMBEDKAR OPEN UNIVERSITY
Member:	DR. DHANESWAR HARICHANDAN	FormerDirector,University of Mumbai IDOL

Section I:GENERAL INFORMATION	
NAAC Co - ordinator:	Dr. B.s. Ponmudiraj

Section II:CRITERION WISE ANALYSIS
Observations (Strengths and/or Weaknesses) on each qualitative metrices of the key Indicator under the respective criterion(This will be a qualitative analysis of descriptive nature aimed at critical analysis presenting strength and weakness of HEI under each criteria)

Criterion1 - Curricular Aspects (Key Indicator and Qualitative Metrices(QlM) in Criterion1)	
1.1	Curriculum Planning Design and Development
1.1.1 QlM	Curricula developed and implemented, of all the programmes have relevance to the local, national, regional and global needs which are visible in Programme Outcomes, Programme Specific Learning Outcomes and Course Learning Outcomes offered by the University, as per the norms of the Regulatory Bodies and in the conformity of the University's Mission and Goal
1.2	Academic Flexibility
1.2.4 QlM	Provision for modular approach for flexible exit to the learners
1.3	Curriculum Enrichment
1.3.1 QlM	Institution integrates crosscutting issues relevant to Gender, Environment and Sustainability, Human Values, Emerging Demographic changes and Professional Ethics in the curricula
1.4	Feedback System

Qualitative analysis of Criterion 1

The University has 30 programs i.e., 13 PG Programmes and 17 UG Programmes (15 BDP + 02 Second Degree programs). The Programme and Course Outcomes and Programme Objectives etc. are defined in the Programme Guides of the Schools of Studies. The Programme Guides are available in the printed as well as soft copy from NSOU website. Programme Outcomes are envisaged in a way to cater to the needs of both the professional and academic areas. The course learning objectives ensure specialization in the chosen fields of the learners. Programmes are normally conducted in local language.

Each new Course is preceded by a need assessment involving the network of the LSCs to ascertain the needs of the aspirants.

The Schools design and develop their curricula, teaching-learning resources and feedback systems through the statutory bodies and other expert committees. Self-Learning Materials (SLMs) are developed with the focus on self-explanatory, self-contained, self-motivating and self-evaluating mechanisms.

Curricula developed and implemented has relevance to the local, National, Regional and Global needs. These are visible in programs specific learning outcomes and course learning outcomes offered by University. The university is following the norms of regulatory bodies.

A few programs in conformity of the University's vision and mission have exhibited the integration of cross cutting issues relevant to gender, environment and sustainability, human values and professional ethics in the curricula. The University is also planning to have a modular approach for flexible exit to the learners.

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Criterion2 - Teaching-learning and Evaluation (Key Indicator and Qualitative Metrices(QlM) in Criterion2)	
2.1	Learner Enrollment
2.1.2 QlM	Efforts undertaken by the Institution for reaching out to the persons who do not have access to higher education
2.2	Catering to Learner Diversity
2.3	Teaching- Learning Process
2.3.1 QlM	Process followed for development of Self-Learning Material (in Print)
2.3.5 QlM	An Institutional mechanism is in place to provide academic counselling support to learners enrolled in different programs including strategies for learner participation and engagement as well as development of required competencies and skills
2.4	Teachers and other Academics- Profile and Quality
2.5	Evaluation Process and Reforms
2.5.1 QlM	Process of conduct of Term End Examination and efforts done for fair and smooth conduct of the examination
2.5.2 QlM	Mechanism of the Institution to deal with examination related grievances in a transparent manner
2.5.3 QlM	Standard Operating Procedures employed for continuous (internal) assessment followed by the Institution
2.6	Learner Performance and Learning Outcomes
2.6.1 QlM	The Institution has stated Graduate Attributes / Programme Outcomes, Programme Specific Outcomes and Course Outcomes which are integrated into the assessment process
2.7	Learner Satisfaction Survey

Qualitative analysis of Criterion 2
The University is having a formal mechanism for development of Self Learning Material in Print Format. NSOU has a Policy Document on SLMs with guidelines for SLMs in print. These are in conformity with U.G.C. regulatory framework of 2017/2020. The criteria for the development of courses take into account i) quality of content and instructional standards, ii)parity with similar courses of state/national-level educational institutes, iii)learner-oriented and logically-structured arrangement of the contents with incorporation of graphics and pictures in appropriate places, iv) consistency of learning activities, ordering the contents from known to unknown, v) proceeding from simple to complex, concrete to abstract, linking new knowledge to the previous one vi)use of communicative languages. The detailed course structure/ syllabus and the list of text writers/ editors are approved by the Academic Council of the University. Course Coordinators are identified from among the internal faculty members who undertake the job by convening necessary meetings of the course team and prepare a press copy for the Publication Department through the Director of the concerned School of Studies

The University is also having an institutional mechanism to provide Academic Counselling support to learners enrolled in different programs including strategies for learner's participation and engagement. The School of Vocational Studies is having a few Value-Added courses.The Academic Counsellors play a significant role to motivate the learners and ensure that the course outcomes are achieved satisfactorily. The University has made a provision for holding counselling support at all the LSCs for the courses offered by it. All the University teachers are generally involved in the counselling process as Academic Counsellors in post graduate programmes. Subject experts outside the University are selected by the concerned department on the basis of |

academic qualifications and experience and only approved counsellors are engaged as per the UGC norms.

The university prepares the BA/B.Sc./B.Com PCP schedules and put it up on the notice board in their respective campuses in advance. All PCP schedules of M.A/M.Sc./M.Com programmes are also sent by the respective Schools of studies to the LSCs which are also made available on the NSOU website. The ICT has been integrated at various stages in the process of term-end examination like examination form fill up, payment of fees, generation of admit card, generation of results, publication of results etc. The process involves pre-examination, during examination and post examination activities. The printed question papers are sent directly to different Police Stations near the examinations centres fixed by the Controller of Examinations according to the strength of the examinees in each examination centre a few days before the beginning of the examination. On the basis of Online filled in Examination Forms, corresponding admit cards with the summary list are sent to the LSCs. The academic counsellors of the LSCs act as invigilator during the examinations. Observers are deployed for surprise visit at all the examination centres. All possible steps are taken to publish the result online within 60-90 days from the last date examination.

As per the University Grants Commission (Open and Distance Learning) Regulations 2017, NSOU has constituted the Students' Grievance Redressal Committee (SGRC) to look into and resolve grievances related to examinations. Deputy Registrar, Examinations addresses these grievances. The learners may submit their grievances through online and offline mode either directly Vice-Chancellor or to controller of examinations. The grievances are addressed with due care. The learners are provided information under RTI Act 2005 and Public Service Act 2013. Also, grievances sent by mail are also redressed.

. The Examination Department takes due care for preparation of the question papers, starting from the setting of the question paper to the printing the same. The question papers for Home Assignments are set by the approved paper-setters which are moderated by a Board of Assignment answer papers are submitted to the LSCs/study centres concerned within the given date. The schedule is prepared by the Department of Examination and accordingly the learners are informed. The examiners are engaged by the Learner Support Centres (LSCs)/ study centres concerned to evaluate the assignment answer scripts. As the submission of assignment is the pre-condition to appear at the Term-End examination of a particular course, the learner has to follow the dates printed in the assignment question paper. The optimum time for an assignment is four-six weeks so that the assignments do not lose their specificity and relevance. Online portal is provided by the University for making entries of the marks of the assignment papers. Once the learners get their Assignment marks, they become eligible to fill in the Examination Form. The marks of formative assessment through assignment are reflected in the mark sheet and the progress report.

The University has stated Graduate Attributes/ program Outcomes, programmes Specific Outcomes and Course Outcomes which are integrated into the assessment process.

These are clearly stated in the Programme Guides of all Schools of Studies. One can access the eligibility criteria for admission to the respective programs and the program guide on the web page of the respective

Schools of Studies of the NSOU website. The programs in science have clearly stated that the programme outcomes may be integrated in the teaching learning process.

Criterion3 - Research, Innovations and Extension (Key Indicator and Qualitative Metrices(QlM) in Criterion3)	
3.1	Promotion of Research and Facilities
3.1.1 QlM	The Institution has a well defined policy for promotion of systemic and discipline based research. Also, explain the assigned budget for research and its utilization, methods for implementation and monitoring.
3.2	Resource Mobilization for Research
3.3	Innovation Ecosystem
3.3.1 QlM	Institution has taken initiatives for creating an ecosystem for Innovation by establishing Innovation Centre/Cell. The institution has also taken innovative initiatives by providing access to diversified learner groups.
3.4	Research Publications and Awards
3.5	Consultancy
3.5.1 QlM	The Institution has a policy on consultancy including revenue sharing between the institution and the individual/ agency
3.6	Extension Activities
3.6.1 QlM	The impact of the extension activities of the Institution in sensitizing the learners and other stake holders to social and sustainable development issues leading to inclusive society over the last five years
3.7	Collaboration

Qualitative analysis of Criterion 3

The University encourages its faculty members to carry out research projects in different subjects and provides financial assistance subject to availability of fund from government/ research institutions, viz., MHRD, UGC-DEB, ICSSR, CSIR, IIAS, CSGS, RCI, DST, etc. for their projects. The faculty members are encouraged to represent the University and present their papers in the discipline specific and especially ODL-related seminar/ conference/ workshop at the international/national/ state levels for their professional development. "Netaji Subhas Open University (NSOU) Ph.D. Regulations 2018" has been framed in compliance with the UGC) (Minimum Standards and Procedures of Award of M.Phil./Ph.D. Degrees) Regulations, 2016 and (Minimum Standards and Procedures of Award of M.Phil./Ph.D. Degrees) (1st amendment) Regulations, 2018 vide permission granted to the NSOU by the UGC vide their Memo No.F.No.2-1/2017 (DEB-III/DEBIV) dated 19 May 2017 to pursue research degree program in discipline specific areas under the NSOU in regular mode.

The faculty members are actively involved in the research. 39 Research project carried out by faculty members. The major funding Agencies are SWAYAM-MHRD, UGC-DEB, ICSSR, COL-CEMCA, AAOU etc. The research papers are regularly published by the faculties in UGC-CARE journal, refereed journal, edited volumes at both national and international levels.

The University has established various innovative centres under different Schools of Studies. i) The Centre for Lifelong Learning under the aegis of School of Vocational Studies has been set up by the University with the objective of providing hands on training to the freshers as well as existing workforce. The Centre for Lifelong Learning generally provides the hands on training to the candidates having no formal educational qualification but having prior learning experience which will lead to their life skill development.
ii) The Centre for Language, Translation and Cultural Studies has been established under the aegis of the School of Humanities to expand the multi-lingual domain of knowledge The centre has the mandate for conducting need-based language trainings/ orientation/ refresher course/ certificate course, promoting and proliferating knowledge based repositories of various regional socio-cultural specificities and offering the

same as open source materials through its dedicated web portal. iii)The Centre for Disability Studies & Educational Research was established in the year 2018 under the School of Education in compliance with UGC guidelines and RCI circular Vide No: 7-128/2016-RCI/46398-14177, December, 2016 and duly approved by the 36th Academic Council. The Centre was created to serve the immediate community and society as a whole on the issues related to disability, rehabilitation, inclusive education and research in education. The Centre envisions strengthening the potentialities of teachers and teacher educators, rehab professionals and building competence which would be instrumental to help them connect to the changing society and provide professional support as and when such service is required. iv) Centre for Online Education has been established as per provision of UGC(ODL & OL) Regulations 2020to provide for affordable access to quality education through online platform.

The School of Vocational Studies introduced an e-governance initiative to reach the rural areas effectively by using the high-tech Information and Communication Technology (ICT) through the University's partner Institutes(PIs) by setting up Village Knowledge Centre (VKC). The University has constituted the Academy-Industry Interface Cell to explore the possibilities of linkages with industry for promotion of vocational education and training.

The Learner Facilitation Centres have been established at all the Regional Centres to make the facility available to the learners. Through these centres the distant learners may download the academic resources and get other online facilities free of cost.

The university provides Online Placement facility through an online platform for the NSOU learners. The learners can upload their CVs for the prospective employers available on the same platform. Through School of Vocational Studies, number of skill development programmes/Job Fairs are conducted through approved centres for skilling and upskilling the people. The job ready training is also provided before the Job Fairs. Keeping in view the importance of higher education in effecting societal changes and transforming the economic fortunes of a country by emphasizing upon innovations, the university has evolved a policy on consultancy to be applied as and when the opportunity arises. The university does not have any revenue under the head of consultancy though it has a defined consultancy policy.

NSOU in collaboration with NGO "Nari o Shishu Kalyan Kendra", Howrah organized Extension Programs on issues like: Effects of Child marriage & Women awareness programme during 2018-19. NSOU in collaboration with CEMCA organized Institutional Capacity Building Programme through vocational Education & Training in different LSCs. School of Education (SoE)organized these RCI-sponsored programs, spanning various districts of West Bengal. Centre for Disability Studies & Educational Research under the aegis of SoE also organized community outreach program on Stress Management and Career Counselling for the college youths in the 2017-18 session. Women Harassment & Prevention Cell (WHPC) of the NSOU has organized an awareness seminar on the acid victims on 29/05/15 taking idea of sensitization. School of Vocational Studies also organizes outreach programmes for grassroot level learners to make the local people aware of the benefit of vocational education and training. Such programmes are generally organized at gram panchayat levels in different districts like Birbhum, Jalpaiguri and 24Parganas (S) etc.

Criterion4 - Infrastructure and Learning Resources (Key Indicator and Qualitative Metrices(QlM) in Criterion4)	
4.1	Physical Facilities
4.1.1 QlM	Infrastructural facilities viz., academic units, administrative units, storage and dispatch units, library, Laboratories, Multimedia Laboratories, Seminar Rooms, Auditorium, warehouses, Media Production, Print Production, etc.
4.2	IT Infrastructure
4.2.4 QlM	Frequency of IT facilities updated at the Headquarters and the Regional Centres of the Institution including website, online system, etc
4.2.8 QlM	The level of automation of different aspects of Institution including the features of Office Automation System/ERP/MIS (Online Support to Learners, Staff, RCs and LSCs)
4.3	Learning Resources
4.3.1 QlM	Learner Support Services established at the different levels by the Institution (Three tier/ Two tier)
4.3.3 QlM	Regular conduct of academic counselling sessions (for theory and practical courses) at Learner Support Centres under each Regional Centre during the preceding academic year
4.3.5 QlM	Library is automated using Integrated Library Management System (ILMS)

Qualitative analysis of Criterion 4

The infrastructure comprises of HQs, School of Education, School of Science, Department of Controller of Examinations at Kolkata and three RCs at Kalyani, Durgapur and Jalpaiguri . Total area of land owned by the university is 26+acre.

The infrastructural facilities common to all campuses include:

Buildings are constructed along with elevator(s) and/ or ramp specially for the disabled learners Eco-friendly/ green generators have been set-up Measures for fire safety have been duly provided The headquarters and the examination department are under the CCTV surveillance All schools are equipped with ICT facilities including computers, photocopiers, scanners, printers, telephone /internet connections. Special attention has been given to green spaces in all the campuses. Measures are taken for termite, pest control and also against vector-borne diseases The campuses are "plastic free zones" and have been declared as "tobacco free campuses". Help Desk and Learner Facilitation Centres have been set up to facilitate learning.

A new campus of G+5 floor (building) having total area of ~1,32,000 sq.ft. (with 10-storied foundation) is being constructed at New Town which is expected to be in operation from July 2021. The University also provide all possible help – academic and administrative--to the LSC established in its premises. A sufficient space, is provided to each LSC to set up an office as well as store room for the SLMs.

Six A/V studios have been established at the University Headquarters and the RCs for development of the A/V lectures which are hosted in a dedicated web platform. An Android-based mobile app is available in the Google Play store which provides online learning environment to the learners. The mobile App consists of A/V lectures & e-SLMs are also available. The Finance Department also implemented the automation in its various activities like Tally, ERP 9 accounting software, Payment of Monthly Profession Tax, Payment of Monthly TDS, Quarterly TDS Return, GST return, Online Payment of Utility Bill and all payment are made

through bank transfer.

The e-contents are also available on the University's website. The LSCs organize face- to-face counselling for the UG courses. In case of the PG classes, the classroom teaching is organized centrally at some selected LSCs. In NSOU Home assignment it is a pre-condition for every learner to submit answers for the home assignments. Weightage (20% or 30%) is given for such assignments at the term-end examination. Initiatives have been taken to prepare the audio-video lectures by the renowned teachers, covering the course contents. These CDs/ SD cards are distributed to the learners of the selected courses through the LSCs in addition to the SLMs. Extended Counselling Sessions (ECS) are conducted in addition to the Face-to-Face counselling.

The University conducts counselling sessions for UG and PG programs under five School of Studies. Academic Counselling helps the learners to acquire more effective and efficient study skills. The Coordinators of the LSCs prepare and publish counselling schedules are held on Saturday and Sunday for UG. They also send the copies of the schedules of the counselling sessions to the headquarters for record. iii) Counselling sessions: The schedules of the PCPs for the PG programs are prepared by the respective Schools and published on the website. The time allotted for the face-to-face sessions is systematically worked out in accordance with the nature and type of the program. In case of Laboratory Counselling, both for UG. and PG programs, in-house faculty members participate throughout the program, from conducting the classes to examining the learners. External examiners are also engaged for the purpose of evaluation. The field work of master's courses (Geography/ Social work) are conducted as per norms of the university under the direct supervision of university teachers. The University releases funds to the LSCs for conducting such academic counselling sessions and for providing other support services. The LSCs send the Utilization Certificates (UC) duly certified by the auditor at the end of each Financial Year. All the UC's are placed before the Central Audit Team for inspection / examination/scrutiny when they visit the University for auditing purpose. The University has its own monitoring system over the activities of the LSCs. There is a dedicated department namely Directorate of Study Centres who looks after the academic and administrative activities on regular basis. The duly constituted Inspection Team visits LSCs to monitor the LSCs at regular intervals. To make the Academic Counselling more effective, the SLMs are handed over to the learners through the LSCs before commencement of the counselling sessions. Qualifications of Academic Counsellors: The regular teachers /Government-approved part-time and contractual teachers/ SET/NET- qualified teachers of the host college are generally engaged as academic counsellors.

The Central Library is partially automated, supported by KOHA Integrated Library Management Software (ILMS) version 3.18.03, & a Free and Open-Source Software (FOSS).

Hardware Specifications procured for automation are10 desktop machines, functioning as clients procured 1 High-end PC having 1TB HDD, 1.7 Processor, 4GB Ram, Video–graphics Card, 2-LanCards (NIC), KBB, 204EMVDU, etc., as server networking-1box Cat-6, cable-305mts, 10/100/1000 Gigabit Managed Switch Layer3, Patch Panel,9U rack, I/O box and patch cord internet connectivity through NME-ICT

Software Specification procured for automation are Win Pro 10 SINGL OLP NL Legalization Get Genuine, Office Pro Plus 2016 SNGL OLP NL Acdmc, HP Office jet 8610

SYMANTEC end point protection 12.1 per user BNDL, STD LIC express band essential 36 months for High end machine.

Criterion5 - Learner Support and Progression (Key Indicator and Qualitative Metrices(QlM) in Criterion5)	
5.1	Learner Support
5.1.1 QlM	The Institution promotes its programmes for the prospective learners through various activities
5.1.2 QlM	Activities undertaken by the Institution for providing pre-admission counseling services to prospective learners and induction of newly enrolled learners at Institution Headquarters, Regional Centers and Learner Support Centers
5.1.3 QlM	The status and process of online admission including payment of fees
5.1.4 QlM	Strategy followed by the Institution for dispatch of study material to learners
5.1.8 QlM	Reaching out to special learners like persons with disabilities, prison inmates, employees of defense or security forces, transgenders, SC / ST, minorities, women; learners from rural and remote areas etc
5.2	Learner Progression
5.3	Alumni Engagement
5.3.3 QlM	The Alumni Association/Chapters (registered and functional) has contributed significantly to the development of the Institution through financial and other support services during the last five years

Qualitative analysis of Criterion 5

The LSCs maintain the liaison between the University and the aspirants of higher education. viz., admission time, programs available, duration, eligibility, fees, etc. The potential learners get first-hand information at the LSCs nearest to their place of residence. All the LSCs/ RCs and the Headquarters have well organised Help Desk to respond to the queries. The Help Desk also responds to the phone calls during the working hours of the LSCs/ RCs and the Headquarters. The LSCs organize pre-admission counselling programs during the admission period through a dedicated counter to help the participants get acquainted with the programs, duration, eligibility, job opportunity, etc. The University publishes the admission notification in the leading newspapers, University website, etc. The admission notification includes eligibility, details of fees, list of the LSCs along with the names of the programmes and the process of admission. The prospectus/ e-prospectus/ brochure are also published online. The University takes the full advantage of the digital media like web portal. For admission purpose, the University has an exclusive web portal (www.wbnsouadmissions.com) through which all the information relating to admission, programs, etc., are made available. To reach the mass, announcements on various issues, achievements and recent developments in the teaching-learning process are communicated through the University website.

Some of the promotional activities includes-Learners' Help Desk at the LSCs/ RCs, Publicity through the digital media like website etc, Publicity through the promotional video, social media like twitter (@NetajiOpen) and publicity through the Newspapers.

Special emphasis is given to organize such programs at the LSCs located in the rural areas. A web-based counselling service is used every year for allotment of LSCs/study centres according to merit list for the programme where intake is limited. The Induction meetings are organized at the LSCs to acquaint the freshly enrolled learners about the organization structure and functioning of the NSOU, ODL system and the role and responsibilities of a learner of the University. The faculty members attend such meetings to give a brief idea

about the course objectives and the methodology of the teaching-learning process in the ODL system. They also explain to the learners as how they should study the SLMs.

NSOU offers courses for different levels of programmes with prior approval of the regulatory bodies. In every academic year, the NSOU conducts online admission for the UG/PG and 2nd degree (UG) programs. For the new academic session, the University releases the admission notification which includes eligibility, details of fees, list of the LSCs with the names of the courses and admission process. The admission is done through a separate web portal. A dedicated Learners' Helpdesk is maintained for this purpose. Learners also get help through the dedicated helpline and e-mails. The dedicated web portal with GUI-based interface for admission to all programs is there where from the respective departments, the Registrar & RCs/LSCs /School of Studies can get the necessary information. Based on intake, the admission procedure is divided in two categories- merit-based admission and open-ended admission. Considering the socio- economic scenario, the NSOU collects fees in instalments and allows to pay re-registration/ renewal fees online after each year's study till the completion of respective course.

The University has developed an effective strategy for despatch of SLMs, also called 'teacher-in-print', through the LSCs. At the BDP level, the contents are written in Bengali, while at the PG level, most of the SLMs are in Bengali and English. The learners do collect their SLMs from their respective LSCs showing their enrolment cards. The important point is the timely despatch of the SLMs to help the learners attend their counselling sessions effectively. To make the despatch of SLMs more effective and operationally simple, the SLMs are sent to the LSCs for distribution among the learners. The main advantage is that, in case of any mismatch, the learners can settle the issues by visiting their LSCs instead of coming to the RCs or Headquarters in Kolkata.

The SLMs are being despatched by the courier who has been selected by following the financial rules of the State Govt. Similarly, the printers responsible for printing the SLMs have also been selected by following the e-tendering process as specified by the State Govt. The University maintains its warehouse of the SLMs at its RC at Kalyani and the materials are being despatched to the different LSCs from there by the authorised courier.

Correctional Home/Prison, Rural and Remote Areas and LSCs for the Disability & Rehabilitation Studies constitute the Special LSCs. Through seminars/workshops/ meets, there is a continuous coordination on emanating issues and priorities on disability, differently-abled learners, rehabilitation, teaching-learning methodology and upgradation of programs between the University, RCI and the B.Ed. Special Education LSCs.

The university maintains records of the pass out learners who get job in various government and other organizations. NSOU has currently developed a networking portal of ALUMNI. A website link has been provided to build a network between the University, its present learners, parents and management.

Criterion6 - Governance, Leadership and Management (Key Indicator and Qualitative Metrices(QlM) in Criterion6)	
6.1	Institutional Vision and Leadership
6.1.1 QlM	The institution has clearly stated Vision and Mission which are reflected in its academic and administrative governance, perspective plans and stakeholder's participation in the decision making bodies leading to institutional excellence
6.1.2 QlM	Effective leadership is reflected in various institutional practices such as decentralization and participative management, etc.
6.2	Strategy Development and Deployment
6.2.1 QlM	The methodology adopted for developing strategic plan; the mechanism for its deployment, monitoring and assessment of the deliverables
6.2.2 QlM	Effectiveness and efficiency of functioning of the institutional bodies as evidenced by the policies, administrative setup, appointments, service rules, procedures etc
6.3	Faculty Development or Empowerment Strategies
6.3.1 QlM	The institution has effective welfare measures for teachers, other academics and non-academic staff
6.3.6 QlM	Institution has Performance Appraisal System for teaching and non-teaching staff
6.4	Financial Management and Resource Mobilization
6.4.1 QlM	Institution conducts internal and external financial audits over the last five years
6.4.2 QlM	Institutional strategies for mobilization of funds and optimum utilization of resources
6.5	Internal Quality Assurance System
6.5.2 QlM	Impact Analysis of various initiatives carried out and used for quality improvement with reference to learner performance, teaching-learning, assessment process and learning outcomes, research, learner and other stakeholders feedback, administrative reforms, financial management, etc

Qualitative analysis of Criterion 6

All the Statutory committees i.e. the decision-making bodies of the University are constituted with internal and external nominated members. The most important authorities/bodies of the University are Executive Council, Academic Council, Schools of Studies, Finance Committee, Building Committee, etc. As the Vision and Mission is defined the governance of the university is carried in accordance with its vision and mission.

The Statutory Committees are formed with internal and external members from Govt. Dept. / HEIs/ industry/ media/ LSCs etc.

As per the statutes and ordinances various committees are formed. The leadership in the University is reflected in delegation and decentralization processes.

The present system of management of the University is described as a bottom-up approach. The decentralization in academic administration is reflected in the creation of six different School of Studies in Arts, Science and Commerce streams.

The University encourages participatory management by involving the stakeholders at all levels. The process of decentralization has significantly touched upon the administration of LSCs. There are statutory and non-statutory committees constituted and functions as per NSOU Acts, statutes and policies.

The University provides hygienic working environment with well-maintained work stations for its academic and non-academic staff. The teachers and officers are entitled to avail of the benefits of the "West Bengal Health Scheme for the Beneficiaries of Grant-in-Aid Colleges and Universities 2017" The employees who pursue higher education in the NSOU are allowed 50% concession in the course fees. Academic Staff are allowed to attend OP/ RC/ short term courses for their career advancement. Child Care Leaves are allowed to women employees of the university as per rules.

NSOU is adhering to the UGC mandate, i.e., the standardized Academic Performance Indicators or the API which is the Performance-based Appraisal System (PBAS) followed for the Career Advancement Scheme (CAS) as framed by the UGC as an objective appraisal tool. The NSOU follows the same mechanism for teacher appraisal as applicable through the Government Order (GO).The Ropa-98 Order of the State Government is followed in case of the non-academic staff/employees of the University.

The financial proposals, bills/tax invoices and payment vouchers are primarily checked by the concerned staff and then scrutinised by the concerned officer and finally passed by the Finance Officer according to the Finance Rules and Guideline of Purchase and Tender Committee. This process of checking and scrutiny has been introduced to monitor the financial activities through a mechanism of Internal Checking. The CAG Transaction Audit, being mandatory, was first conducted in 2012 for a period of 3 years (01. 04. 2016 to 31.03. 2019), secondly for a period of 4 years (01.04.2012 to 31.03.2016) and thirdly for a period of 3 years (01.04.2016 to 31.03.2019). Audit paras are also monitored regularly. Chartered Accountant is also there to propose Bank reconciliation Statement. Building projects are also being monitored.

Being the State Open University, the NSOU receives funds from different government/non-government agencies for different purposes. The University funds are being mobilized mainly from internal sources like Admission and renewal fees, Examination Fees, Collection of Migration/Duplicate Certificate/RTI Fees, etc., Sale proceeds from sale of Forms, Fruits (on lease), waste papers and condemned assets, Income from interest earnings on the Savings Bank Deposit and the short-term Deposits. Around 75% of the revenues are generated from internal sources.

Existing institutional provisions are reviewed with an objective of quality improvement. The areas like learner performance, teaching learning, assessment process, research, financial feedback, financial report etc, are continuously monitoring to see their impact.

A noticeable satisfactory learner's improvement in result/performance is recorded over the successive academic sessions. This in turn enhanced an increase in enrolment over the years for all BDP and PG programmes. The dedicated ICT support as supplementary teaching-learning mechanism has also opened gates to choose NSOU as an academic destination to all kinds of aspirants willing to pursue UG and PG programmes.

NSOU has 'All accessible Website' which is updated at regular intervals regarding curricular aspects and keeping in conformity with all the departments/School of studies. LSCs/ PCP centres have been increased to cater to the overgrowing enrolment. ICT enabled teaching-learning in the form of LMS is catering to diverse group of learners. Self-learning materials are in English & regional language and are revised from time to time. The University has taken initiatives and successfully established Central Library in one of its Regional Centre at Kalyani.

The University has a dedicated Examinations Department. The online exam form fill in and admit card generation has eased the process of examination. Field based Programmes have dissertations/Internship/Projects which are sincerely disbursed in collaboration with the respective School of Studies. RTI enabled-transparency is practiced.

Feedback as collected from alumni and counsellors provided high assent on: Course content, Availability of SLM, Use of innovative teachings methods (E-SLM, online Counselling, lab experience, A/V lectures), Learning value (in terms Knowledge, concepts, analytical abilities etc.),Responsiveness from University authorities

Administrative reforms: In order to decentralize and facilitate quality teaching-learning mechanism for the UG, PG and second degree programs, trifurcation of School of Humanities & Social Sciences led to the formation of School of Humanities, School of Social Sciences and School of Professional Studies.

Criterion7 - Institutional Values and Best Practices (Key Indicator and Qualitative Metrices(QlM) in Criterion7)	
7.1	Institutional Values and Social Responsibilities
7.1.2 QlM	Institution shows gender sensitivity in providing facilities such as: a) Safety and Security at the work place b) Grievance redressal for sexual harassment at work place c) Day care centre (Creche) d) Provision for redressal for sexual harassment at work place e) Any other
7.1.11 QlM	Efforts of the Institution in organizing national festivals and birth / death anniversaries of the great Indian personalities
7.1.12 QlM	Efforts of the Institution towards maintenance of complete transparency in its financial, academic, administrative and auxiliary functions within maximum of 500 words
7.2	Best Practices
7.2.1 QlM	Describe two best practices successfully implemented by the Institution as per NAAC format provided in the Manual.
7.3	Institutional Distinctiveness
7.3.1 QlM	Institution's performance in any 5 of the following areas distinctive to its vision, priority and thrust 1. E-Governance 2. Globalized Content 3. Innovative Pedagogies 4. Technology enabled Learner Support 5. Penetration into Remote and Tribal Areas 6. Content in Regional languages 7. Enhancing Research and Innovation 8. Social Responsibility Endeavours 9. Secure Databases 10. Modern Infrastructure Facilities 11. Landscaping the Campus 12. National/ International Recognition 13. Any other (appropriate for ODL system)

Qualitative analysis of Criterion 7

The University runs short term course on women empowerment programme-"Amrapari" and "Women Studies". Internal Complaints Committee (ICC) is in place and an employee can contact the Presiding Officer,

Transparency in Financial transactions mainly include, regular CAG Audit payments to the employees/vendors/LSCs/SCs/examination-related experts/counsellors made by bank transfer, Admission/renewal/examination fees are received online/ offline (bank), Enlisting/ engagements of vendors as per the Rules set by the Finance Committee, purchase made through tendering/e-tendering process /through

GeM, etc.All grants from the government, e.g., Building Grant/ Development Grant/Salary Grant etc.are received through bank and utilization certificate of the same is submitted to the granting authority as per the given guidelines,

The learners, their guardians etc. can also approach the Help Desks at the HQs and RCs during the office working hours for relevant information. The updated University website has all relevant information pertaining to its learners and serves as an authentic online Helpdesk 24x7. The NSOU has an exclusive web portal through which all the information relating to admission, programme details, etc., are made available. During the online admission, a dedicated help line is provided to facilitate the admission online. The Grievance Redressal Cell has been constituted as per provision of the UGC (ODL) Regulations 2017 / 2020 which is dedicated to handle the grievances of the learners. NSOU takes all possible precautions at every stage of examination/evaluation/publication of results so that no candidate may feel aggrieved.

Meetings of all the Statutory Bodies are held regularly as per the statutory norms and prevalent practices.The budget is prepared well in advance after taking into consideration the requirements of every department. These budgets are scrutinised, examined and approved by the Finance Committee and ratified by the Executive Council of the University. For the day-to-day control of balance, funds utilization accounts are prepared and the system of preparing the monthly cash flow statement is maintained. The financial policy ensures effective and optimal utilization of finances for academic/ administrative/development purposes.

Transparent System of Monitoring and Evaluation is existing in all areas of the University's activities. All matters related to NSOU policies are discussed and ratified in the meetings of the Executive Council, the highest statutory authority of NSOU. All the statutory committees are constituted as per statute and represented by both internal and external members. All the financial transactions are duly monitored. The CAG Audit is done for every financial year.

The University maintains two websites/ web portal to host all the relevant information meant for all the stakeholders of the University. Information like constitution and activities of different cells of the university e.g. Students' Grievance Redressal Cell, RTI Cell, Anti-Ragging Committee and Internal Complaints Committee are available on the portal. The details of six School of Studies are provided on the public forum including the details of academic/non-academic staff, course structures, seminars/conferences, publications of the faculty and other upcoming programmes of the schools.

Students can easily avail all information relating to Admissions, list of LSCs, availability of SLMs and e-SLMs, academic Calendar, A/V Lectures, other e-Resources, Academic Counselling schedules, Examination, Library Services on the University website. All circulars, tenders and recruitment notices are also posted on the website for all its stakeholders. The University has online Feedback system for all its stakeholders like learners, academic counsellors, subject experts and alumni.

The NSOU provides printed SLMs for all Bachelor Degree programs in the mother-tongue of the learners, in Bengali. It is a policy decision of NSOU to mandatorily provide SLMs in the regional language of the State for all Bachelor Degree Programmes. In the Post Graduate programme, the SLMs are provided both in Bengali and English version. The learner may opt the medium of SLMs at the time of admission. Most of the SLMs have been digitized which are Bengali. A number of A/V lectures are also presented in Bengali for better

understanding among the learners. The NSOU Website can also be accessed in regional languages like Bengali, Hindi and Nepali. The learners are free to write their answers in Bengali or in English as per their convenience. The learners feel comfortable to internalise their new knowledge when studied through their mother tongue.

 The university has established Village Knowledge Centre through which the learners residing in the rural area can enjoy the free internet facility for various purposes. The School of Social Sciences promotes academic research and publication. Centre for Lifelong Learning (under aegis of School of Vocational Studies) has been established to provide life skills who have no formal education by recognizing prior learning.(RPL) .

The infrastructure facilities of the university include-Composite lab (audio lab, psychological tools, techniques, instruments),Science Lab (Physics, Chemistry, Zoology, Botany, Geography), semi functional Language Lab, Computer Labs, Well equipped Audio Video studios with editing facilities, Learner Facilitation Centers, Well furnished seminar/conference hall, Virtual Classroom/ Smart Classrooms, Video Conferencing facilities have been established at Headquarters & Regional Centres, Disabled friendly Website, Multilingual and easily navigable website is also existing for the stakeholders.

Section III:OVERALL ANALYSISbased on Institutional strengths.Weaknesses,Opportunities & Challenges(**SWOC**)(**up to 500 words**)
Strength

The University has 30 programs i.e., 13 PG Programmes and 17 UG Programmes (15 BDP + 02 Second Degree programs). The Programme and Course Outcomes and Programme Objectives etc. are defined in the Programme Guides of the Schools of Studies. NSOU had 132 Learner Support Centres (LSCs) across the State. These LSCs are assigned to three of its own Regional Centres (RC) and Headquarters for close monitoring and providing academic and administrative support services to its learners. All these RCs at Kalyani, Durgapur and Jalpaiguri, located in districts of Nadia, Paschim Bardhaman and Jalpaiguri respectively, are having full time Teaching faculties, Officers (Director, Dy. Director, Asst. Director etc.), secretarial and support staff.

Curricula developed and implemented has relevance to the local, Regional, National, and Global needs. They are visible in programs specific learning outcomes and course learning outcomes offered by University. The University is following the norms of regulatory bodies. The curricula is also developed and implemented in conformity of the University's mission and boards.

The University has made efforts to reach the Unreached by its network of Regional centres and LSCs. Access to rural/ tribal and/disadvantaged have also been made by using pamphlets, social media and academic counsellors. The University is having a formal mechanism for development of Self Learning Material in Print Format. The SLMs are designed to have self-instructional, self-explanatory, self-contained, self-directed, self- motivating and self-learning characteristics. Well designed and developed SLMs actually bridge the gap between teacher and learners as they are self-instructional. The SLMs not only help the learners in their study but also enhance the image and academic credibility of the University.

The University is having an institutional mechanism to provide Academic Counselling support to learners enrolled in different programs including strategies for learner's participation and engagement. The School of Vocational Studies is having a few Value Added programs. The schedule of academic counselling is published through university website as well as in the website of the LSC maintained by respective colleges. The University has stated Graduate Attributes / Programme Outcomes, Programme Specific Outcomes and Course Outcomes which are integrated into the assessment process.

The University encourages its faculty members to carry out research projects in different subjects and provides financial assistance subject to availability of funds from government/ research institutions, viz., MHRD, UGC-DEB, ICSSR, CSIR, IIAS, CSGS, RCI, DST, etc. for their projects.

The School of Vocational Studies introduced an e-governance initiative to reach the rural areas effectively by using the high-tech Information and Communication Technology (ICT) through the University's partner Institutes(PIs) by setting up Village Knowledge Centre (VKC).

The infrastructure comprises of HQs, School of Education, School of Science, Department of Controller of Examinations at Kolkata and three RCs at Kalyani, Durgapur and Jalpaiguri . Total area of land owned by the university is 26+acre.

The University also provide all academic and administrative support to the LSC established in its premises. A sufficient space, is provided to each LSC to set up an office as well as store room for the SLMs.

The Central Library is automated, supported by KOHA Integrated Library Management Software

(ILMS) version 3.18.03, & a Free and Open-Source Software (FOSS).

The LSCs maintain the liaison between the University and the aspirants of higher education. viz., admission time, programs available, duration, eligibility, fees, etc. The potential learners get first-hand information at the LSCs nearest to their place of residence. The admission notification includes eligibility, details of fees, list of the LSCs along with the names of the programmes and the process of admission. The prospectus/ e-prospectus/ brochure are also published online. NSOU offers courses for different levels of programmes with prior approval of the regulatory bodies.

The University has developed an effective strategy for despatch of SLMs, also called 'teacher-in-print', through the LSCs. Correctional Home/Prison, Rural and Remote Areas and LSCs for the Disability & Rehabilitation Studies constitute the Special LSCs.

The Vice-Chancellor is the chief executive officer of the University and has the power and authority to recommend to the Executive Council all matters – administrative, academic as well as financial—may deem fit for the betterment of the University. All the Statutory committees i.e. the decision-making bodies of the University are constituted with internal and external nominated members.

The University encourages participatory management by involving the stakeholders at all levels. NSOU is adhering to the UGC mandate, i.e., the standardized Academic Performance Indicators or the API which is the Performance-based Appraisal System (PBAS) followed for the Career Advancement Scheme (CAS) as framed by the UGC as an objective appraisal tool.

NSOU has 'All accessible Website' which is updated at regular intervals regarding curricular aspects and keeping in conformity with all the departments/School of studies. The University has a dedicated Examinations Department. The online exam form fill in and admit card generation has eased the process of examination.

Transparency in Financial transactions mainly include, regular CAG Audit payments to the employees/vendors/LSCs/SCs/examination-related experts/counsellors made by bank transfer, Admission/renewal/examination fees are received online/ offline (bank), Enlisting/ engagements of vendors as per the Rules set by the Finance Committee, purchase is made through tendering/e-tendering process /through GeM, etc.

Responsiveness towards learners which include i)a dedicated online / offline helpdesk / toll free no. and ii)a well-placed Grievance Redressal mechanism. The Grievance Redressal Cell has been constituted as per provision of the UGC (ODL) Regulations 2017 which is dedicated to handle the grievances of the learners.

Auditing and Budgeting are carried out as per the statutory requirements and State Govt. rules. The budget is prepared well in advance after taking into consideration the requirements of every department.

Transparent System of Monitoring and Evaluation in all areas of the University's activities. All matters related to NSOU policies are discussed and ratified in the meetings of the Executive Council, the highest statutory authority of NSOU. Other statutory bodies like the Academic Council, Finance Committee etc. also have a transparent manner of functioning as NSOU is a public University. All the statutory committees are constituted as per statute and represented by both internal and external members.

Strengths

1. Self Study Material in Regional/ Local language
2. Network of Regional centers, Learner support centers with qualified academic counsellors.
3. Dedicated LMS (for individual learners) with 24X7 Learner Support Services.
4. ICT enabled environment equipped with computers, laptops, servers with peripherals, uninterrupted Internet and wifi, Discipline specific Science laboratories, Language Lab, Audio-visual laboratories etc
5. Collaborations with Commonwealth of Learning and Commonwealth Educational Media Centre, Asia, other Universities (both national and international) and with also 7- State Public Libraries at select districts

Weaknesses

1. Inadequate Feedback analysis of various stakeholders
2. Inadequate Monitoring mechanism relating to drop outs
3. Absence of registered Alumni Association
4. Inadequate Capacity building exercises for counsellors
5. Inadequate Placement initiatives

Opportunities

1. Offering new job-oriented Certificate / Diploma courses for upskilling and enhancing employability
2. Promotion of multi-disciplinary courses and research and focus on the issues relating to the local community
3. Exploring newer areas of course development suiting to the requirement of present day learners
4. Online courses and programs
5. Reaching the unreached – socially deprived tribals, underprivileges, rural and remote areas.

Challenges

1. Retaining the permanent qualified faculty
2. Providing support to monitor dropout learners
3. Updating SLMs as per revised syllabus at regular intervals
4. Strengthening delivery mechanism through multi-media mode
5. Transforming the existing conventional examination and evaluation system through more ICT based intervention

Section IV:Recommendations for Quality Enhancement of the Institution

(Please limit to **ten major ones** and use telegraphic language) (It is not necessary to indicate all the ten bullets)

- The laboratory facilities provided in UG/ PG Science / language based programs be further strengthened.

- Center for online learning on own LMS must be established as per the requirements of UGC ODL and online regulations 2020.

- More multidisciplinary and skill-based courses be introduced. More newer courses on Foreign Languages and Teacher Education be started.

- Capacity building programs for development of SLM/Academic Counsellors be strengthened further.

- More emphasis be made on course updation and revision process. Revision of courses on regular intervals be ensured.

- More IT Examination reforms need to be introduced.

- Launch of courses be promoted through suitable platforms.

- Vacant teaching and non-teaching positions be filled on priority basis.

- Suitable mechanism of credit transfer be developed and implemented.

- More linkages and collaborations be established with professional associations such as ICDE and IDEA.

I have gone through the observations of the Peer Team as mentioned in this report

Signature of the Head of the Institution

Seal of the Institution

Sl.No	Name		Signature with date
1	DR. NAGESHWAR RAO	Chairperson	
2	DR. NEERJA A GUPTA	Member Co-ordinator	
3	DR. SARAMMA AIKKARAKUNNATH VARGHESE	Member	
4	MR. SEETHARAMA RAO KUSUMBA	Member	
5	DR. DHANESWAR HARICHANDAN	Member	
6	Dr. B.s. Ponmudiraj	NAAC Co - ordinator	

Place

Date

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